INITIATIVES FOR INCREASING EFFICIENCY IN DECISION
MAKING IN THE CENTRAL SECRETARIAT

IMPACT
EVALUATION
REPORT

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I. INTRODUCTION

With increased focus on good governance, there has been a great change in the conventional role of the State, the government, and the bureaucracy to promote accountability, efficiency, effectiveness, transparency, and decentralization. The Department of Administrative Reforms and Public Grievances (DARPG) has been designated as the nodal department for encouraging a multi-pronged approach by bringing together diverse elements, performing rigorous analysis, and pursuing cohesive advocacy to bring about change in systems, processes and structures of the government.

On the basis of the recommendations of 13th ARC report and Cabinet Secretary's directions, the DARPG circulated an Office Memorandum on March 12, 2021 on "Increasing Efficiency in Decision Making in the Government". All Ministries/Departments were requested to review their level of disposal, channels of submission and effective use of technology for enhancing efficiency in decision making. The provisions of CSMOP 2019 in minimizing levels of disposal and channels of submission, delegation of powers, effective use of Desk Officer System, technology adoption including use of eOffice version 7.0 and strengthening of Central Registration Unit were reiterated for time bound compliance.

Under the **Cabinet Secretary Note,** these issues have been deliberated upon in consultation with a Group of Secretaries. Based on the deliberations, relevant provisions of the Central Secretariat Manual of Office Procedure for increasing efficiency in decision making have been reiterated by the Department of Administrative Reforms and Public Grievances vide an OM dated 12th March, 2021 for time-bound action by the Ministries/Departments

The following 4-pronged approach was identified.

Delayering : Review of levels of disposal and channels of submission to ensure that levels in the channel of submission do not exceed four

Delegation : Delegation of powers in Ministries/Departments as well as attached/subordinate offices and autonomous/statutory bodies for expeditious decision making

Desk Officer System : Operationalization of Desk Officer System

Digitization : Digitization of Central Registration Units and adoption of eOffice version 7.0

A National Workshop for all Ministries/Departments was convened by DARPG under the chairmanship of the Cabinet Secretary on March 26, 2021. The objective of the workshop on increasing efficiency in decision making was to ensure the implementation of the recommendations emanating from the discussions of the Group of Secretaries under the chairmanship of the Cabinet Secretary. The recommendations which can be implemented by the Ministries/Departments as per their specific structure and requirements within the powers available to them under the Allocation of Business Rules. These include the following:

- Classification of subject, identifying file movement paths for each category of subjects indicating origin and destination

- Revisit delegation of powers

- Strengthening of the Central Registry Unit to minimize delay at receipt distribution, fortnightly review of pendency of files/receipts

- Migration to eOffice 7.0, extension of eOffice to attached and subordinate offices/autonomous offices/ organizations

In pursuance of the deliberations in the National Workshop, Secretary DARPG issued follow-up letters to all Ministries/Departments with the request that they may draw-up a roadmap for increasing efficiency in decision making and start implementation with a copy of the roadmap to be shared with DARPG by April 30, 2021. The impact analysis was sought from Ministries/ Departments by July 15, 2021. Review meetings were held by Secretary DARPG with the Ministries/Departments on August 11, 2021, August 18, 2021, August 21, 2021 and September 1, 2021.

Following this, a Third-Party Impact Evaluation of the Initiatives for Increasing Efficiency in Decision Making was conducted by Quality Council of India, across 80 Ministries/Departments in March, 2022 and a report highlighting the status of implementation and recommendations to deepen these reforms was submitted to the Department of Administrative Reforms and Public Grievances.

Good Governance Week 2022

A week-long nation-wide campaign on "Prashashan Gaon ki Ore" aimed at redressal of public grievances and delivering services to the people at their door, was organized during the Good Governance Week, from 19th – 25th December 2022. About 54 lakh public grievances and 315 lakh applications for service delivery were disposed and 982 innovations in governance were documented during this one-week campaign.

In November 2022, a desktop assessment for Increasing Efficiency was conducted in all Ministries/Departments by DARPG. A form for assessment was uploaded on the Special Campaign for Disposal of Pending Matters portal, The form was then filled by all Ministries/Departments. Once the portal was closed, an analysis was presented by the Secretary DARPG in the Good Governance Workshop chaired by Cabinet Secretary on December 23rd, 2022 at Vigyan Bhawan, New Delhi. Cabinet Secretary in his keynote address deliberated on achieving Hon'ble Prime Minister's vision of "Maximum Governance and Minimum Government". He emphasised on maximising efficiency by upgrading procedures of working, shifting to better technology and not increasing levels of scrutiny and decision making.

Reiterating on the comprehensive request for review of delegation of powers and decision- making levels that has been made repeatedly by DARPG, Cabinet Secretary directed DARPG to conduct a 2nd Impact Evaluation of the Initiatives for Increasing Efficiency in Decision Making for the year 2023 in all Ministries/Departments.

Secretariat Reforms

The National Workshop on Good Governance convened by DARPG on December 23, 2022 had deliberated on key issues of "Secretariat Reforms" – Special Campaign 2.0, Increasing Efficiency in Decision Making and Migration to eOffice 7.0. Government has decided that the activities of the Special Campaign 2.0 would be continued and monitored on a monthly basis. The Initiative for Increasing Efficiency in Decision Making is an ongoing initiative envisaging delayering, delegation of financial powers, digitization of central registration units and adoption of Desk Officer System. The timelines for migration to eOffice version 7.0 along with eOffice analytics were deliberated in the National Workshop on Good Governance.

In pursuance of the decisions taken in the National Workshop on Good Governance, the DARPG released the monthly progress report on "Secretariat Reforms" for December 2022 under 3 initiatives (i) Swachhata Campaign and Reducing Pendency to Minimum Levels; (ii) Increasing Efficiency in Decision Making and (iii) Migration to eOffice ver 7.0. The data presented by DARPG, collated from the special campaign portal www.pgportal.gov.in/scdpm, is expected to enable Ministries/Departments to undertake deeper administrative reforms for Digital Transformation of the Central Secretariat.

Impact Evaluation of Initiatives for Increasing Efficiency in Decision Making, 2023

Following the direction of Cabinet Secretary, 2nd Third Party Impact Evaluation of the Initiatives for Increasing Efficiency in Decision Making in the Central Secretariat was conducted by DARPG. DARPG roped in Quality Council of India for this evaluation study. 3 teams from QCI visited 80 Ministries/Departments over a month and conducted the study based on a comprehensive questionnaire. This is the report for the study, highlighting the status of Ministries/Departments with respect to the 4-pronged approach, documenting the best practices across the Central Secretariat and reporting the impact of these initiatives.

II. TIMELINE

DARPG circulated OM on "Increasing Efficiency in Decision Making"

March, 2021

QCI team conducted ministerial visits for third party evaluation including data collection
July, 2022
IEDM 2022 Assessment Report was released

March, 2022

Secretary DARPG shared findings of Assessment on Good Governance Day

Cabinet Secretary directs for 2nd Third party Assessment in 2023 across all Ministries/Departments

23rd December, 2022

DARPG issues first monthly report "Secretariat Reforms" comprising of SCDPM, IEDM and eOffice Analytics

January, 2023

DARPG circulated OM for 2nd Third Party Study on 'Increasing Efficiency in Decision Making'

23rd February, 2022

QCI team developed framework and conducted ministerial visits for Third Party Assesment

March, 2023

Submision of final report

April, 2023

III. METHODOLOGY

In pursuance of the decisions taken in the National Workshop on Good Governance 2022, the Quality Council of India was mandated by the DARPG for undertaking the Third-Party Evaluation of Initiatives for Increasing Efficiency in Decision Making in the Central Secretariat. The evaluation has been conducted on 80 Ministries/Departments. Following the instructions from the DARPG, QCI team conducted the study of the ARC Reports, CSMOP, and the report of the previous evaluation study for developing a comprehensive framework.

As a part of the research study, QCI team deployed both quantitative and qualitative approach for data collection. For this assessment quantitative approach aimed at collecting:

- OMs circulars issued for reforms implementation in attached /subordinate offices

- Subject wise detailed channel of submission

- Date of the last review of reforms under 4 pronged-approach, details of Desk Officer System implementation

- Record management practices

- Status of Knowledge Management Portal (KMS)

- Extent of use of DSC/eSign across different hierarchies for all Ministries, average level and time of disposal of e-files

The qualitative approach involved a semi-structured discussion agenda for understanding the process and the context-specific challenges.

Before the beginning of the evaluation, a pilot study was conducted in February, 2023 to understand the feasibility and applicability of the questionnaire for deeper analysis in evaluating the initiatives for increasing efficiency in decision making. The pilot study was conducted in the Department of Financial Services and Department for Promotion of Industry and Internal Trade. It is to be noted that 5 Ministries/Departments were not included in the Assessment they are- Ministry of Railways, Defence Research and Development Organization, Central Board of Indirect Taxes and Customs, Central Board of Direct Taxes and NITI Aayog.

3 teams from QCI successfully visited 80 Ministries/Departments in 22 days and conducted the third-party evaluation between 1-03-2023 to 31-03-2023. During the assessment each team collected data and responses from the Ministries/Departments based on a comprehensive questionnaire, for a deeper analysis to study the implementation of the initiatives for increasing efficiency in decision making. After the visits, the data and input from discussions were collated to draw insights for the report. It is to be noted that the Assessment report comprises of 77 Ministry/Department wise reports.

Methodology

Primary Research
Conducted secondary research - Action Taken Reports, ARC Reports, CSMOP, DFPR and other guidelines on 4-pronged reforms

Development of questionnaire
The team designed the questionnaire to bring out the impact of the reforms

Ministerial/Departmental Visits
Visited all Ministries/Departments an met the nodal officers for discussions and data colloection

Pilot Study
Conducted Pilot study in DPIIT and DFS to ascertain feasibility and applicablity of the questionnaire

Preparation of reports
Prepared the report highlighting best practices, findings and impact of 4 pronged refoms

Data analysis
Collected data from all Ministries/Departments and analysed it to draw insights

IV. LIMITATIONS

- The nature of work of all the Ministries/Departments is distinct. This study focuses on the 4-pronged approach and implementation of this approach is contingent on the specific working nature and administration of each Ministry/Department.

- In the aspect of gathering data, the findings of this study are contingent on data declared by the Ministries/Departments.

- All Ministries/Departments may not be on the same page with respect to the effectiveness of this exercise leading to scattered data and information across Ministries/Departments.

- The availability of the data was subjective which has resulted in non-uniformity in the analysis of the data.

V. PROGRESS SINCE 2022

A.   **Delayering**

- The level of final disposal for most of the subjects in almost all Ministries/Departments is restricted to 4.
- 24 Ministries/Departments have completely achieved channel of submissions for all subjects within 4 layers.

Table V-1 List of Min/Dept with channel of submission within 4 in all subjects

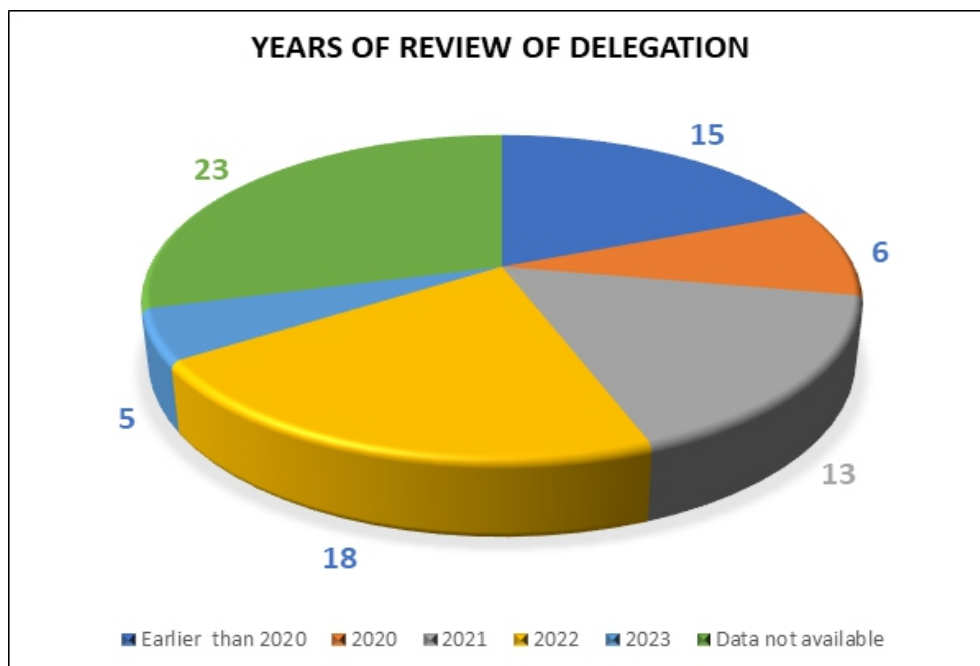|	
Department for Promotion of Industry and Internal Trade	Department of Public Enterprises
Department of Administrative Reforms and Public Grievances	Department of School Education and Literacy
Department of Animal Husbandry and Dairying	Department of Space
Department of Chemicals and Petrochemicals	Ministry of AYUSH
Department of Consumer Affairs	Ministry of Culture
Department of Defence	Ministry of Development of North Eastern Region
Department of Empowerment of Persons with Disabilities	Ministry of Parliamentary Affairs
Department of Ex-Servicemen Welfare	Ministry of Ports, Shipping & Waterways
Department of Financial Services	Ministry of Skill Development and Entrepreneurship
Department of Food and Public Distribution	Ministry of Steel
Department of Investment & Public Asset Management	Ministry of Textiles
Department of Pharmaceuticals	Ministry of Tribal Affairs

- **Annexure 5** mentions list of Ministries/Departments wise list of subjects where channel of submission exceeds 4.
- Delayering has led to faster movement and disposal of files, a reduction in time taken to dispose of the files, and the attentiveness of officials in the concerned channel of submission has been observed to be increased. This can be highlighted by following instances:

- **Department of Chemicals and Petrochemicals -** file disposal time has significantly reduced especially in the PG division.

- **Department of Official Language -** routine matters are disposed of the same day.

- **Department of Commerce -** restructuring has led to improved efficiency, and quicker decision making. For instance, in the RTI division, channels of submission have been reduced from 3 levels to 2 levels, and in the O&M division, the channel of submission has been reduced to 2 levels only.

- **Ministry of Environment, Forest and Climate Change -** has observed faster disposal of files and overall improvement in the core working of the Ministry. Together with the help of the online application portal (PARIVESH) and revision in the channel of submission (environmental clearance now initiates at Scientist G/H level instead of SO/US earlier). The overall clearance time has reduced from a year to few months period.

- Department of Administrative Reforms and Public Grievances, Department of Empowerment of Persons with Disabilities and Ministry of Skill Development and Entrepreneurship have reviewed their channel of submission in 2023, restricting channel of submission to 4 levels for all the subjects.

- **12 Ministries/Departments** implemented deeper delayering in certain subjects. Annexure 5 mentions detailed Ministry/Department wise list of subjects.

- **23 Ministries/Departments** have issued orders for implementation of delayering reforms in their attached/subordinate offices (Refer Annexure 5)

B.   **Delegation**

- 5 Ministries/Departments reviewed their powers of financial delegation in 2023 - Department of Posts, Department of Telecommunication, Ministry of Panchayati Raj, Ministry of Ports, Shipping & Waterways and Ministry of Skill Development and Entrepreneurship.

YEARS OF REVIEW OF DELEGATION

Legend: ■ Earlier than 2020 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ Data not available

Values shown: 15, 6, 13, 18, 5, 23

- The Financial Delegation has expedited time taken in file disposal. Consequently, fewer files are now sent to Secretary and IFD. It has led to improvement in ease of doing business, and responses from the vendors as they now receive timely payments.

- 42 Ministries/Departments which reviewed and modified financial delegation in last three years. The Ministry/Department wise list along with detailed list of extent of financial delegation is mentioned in Annexure 6.

- Several Ministries/Departments have issued instructions for delegation to their field offices.

- Annexure 6 mentions all the Ministries/Department where financial powers are delegated to field offices.

- The following are some instances of the impact of delegation across Departments/Ministries:

  - **Department of Agriculture and Farmers Welfare:** As per the revised delegation of financial powers, General Administration Division(s) can procure IT equipment, desktop, computers, all-in-one, etc. timely as per the requirement of the Department/office without referring the matters to IFD which saves a lot of time.

- **Department of Atomic Energy -** Financial powers have been delegated to various research facilities like BARC for R&D work, procurement of research materials through imports, and repair/maintenance of Plant equipment and machinery.

- **Department of Science & Technology -** Financial delegation was reviewed and modified in 2019 and it has been further modified in 2021. It is an ongoing process on a need basis. Regular petty expenditures are disposed of at the US level

- **Department of Scientific & Industrial Research -** Head of the Department has been delegated financial powers to incur contingent and miscellaneous expenditures. Full powers have been delegated for various items of expenditure like freight charges, legal charges to barristers, reimbursement, etc.

- **Department of Telecommunications -** Attached Offices - Field units (LSA & CCA) under the administrative control of DG/T and CGCA have been delegated adequate financial powers in September 2022, which was a long-standing demand, especially LSAs

C. Desk Officer System

- Desk Officers are disposing of a substantial amount of work on their own with minimal staff assistance. By the inherent virtue of its nature, Desk Officers often work as repositories for reference and knowledge management for their allocated subject(s).

- **40 Ministries/Departments** have adopted **Desk Officer System** with **623 Desk officers as of March 2023** against **550 Desk officers in 28 Ministries/Department in March 2022** expediting the movement and disposal of files. The Desk Officer System has streamlined the functioning under clear work allocation in the Ministries/Departments. Refer Annexure 8 for Ministry/Department wise complete list of number of Desk Officers in 2023 and 2022.

  - **Ministry of External Affairs** has 223 Desk Officers (US – 161 & DS –62) across 58 divisions, wherein a US/DS level officer is assigned to certain countries. For these designated officers also deal with all the associated bilateral/multilateral work of these.

  - **Department of Commerce** has 28 Desk Officers (11 SO, 16 US & 1 DS). 3 desks are under the finance division of the department while the remaining ones are country-wise desks under the foreign territory division.

- Most of the Ministries/Departments observed a major impediment in the implementation of the Desk Officer System due to their nature of work. However, in few Ministries/Departments due to limited staff at the section, officials are naturally working in a desk pattern.

- In Department for Promotion of Industry and Internal Trade, the logistics division has 7 Desk Officers.

- In Department of Animal Husbandry and Dairying, 13 officers are working on the Desk Officer pattern, primarily at the level of ASO/SO, US, and DS
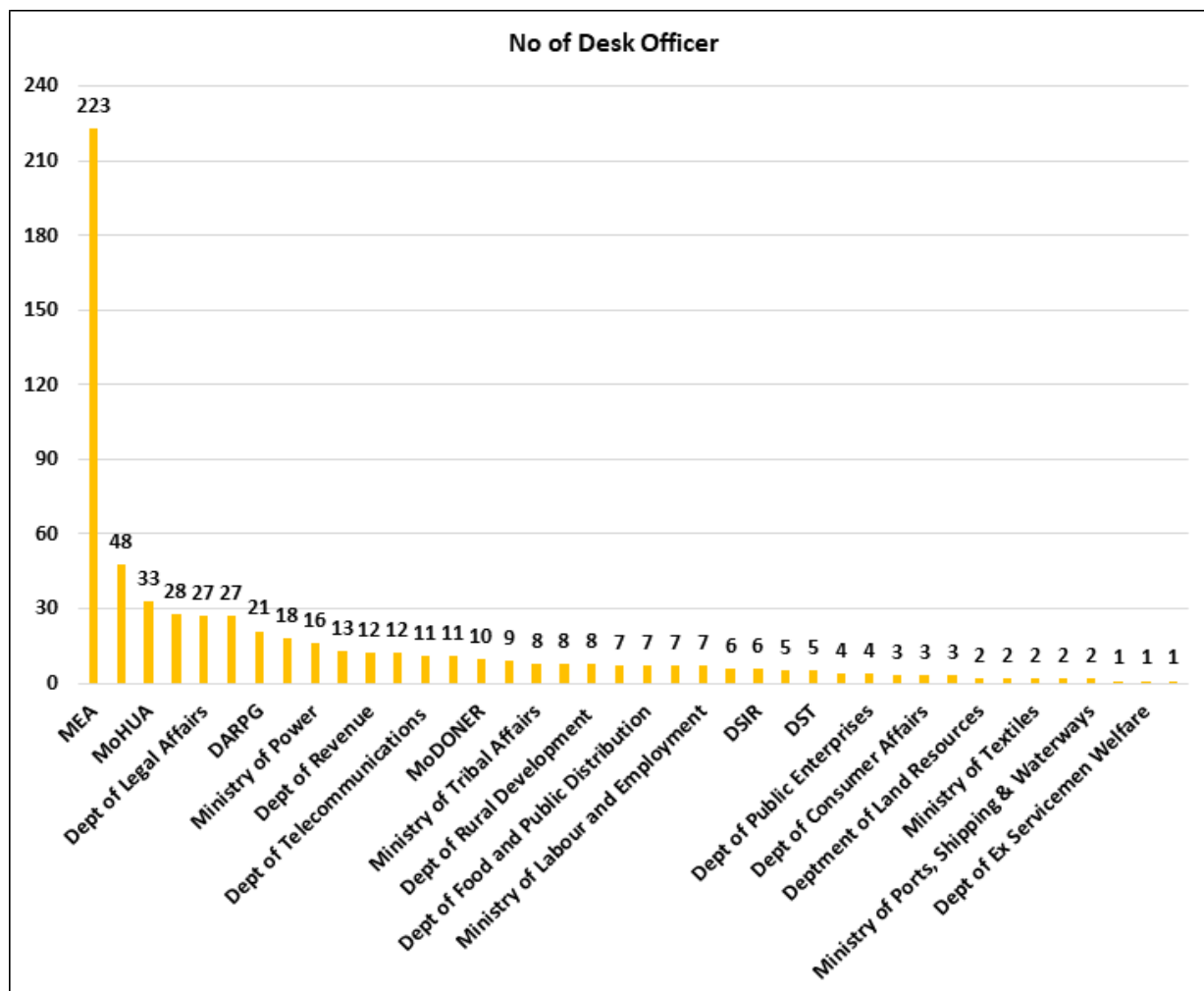
D.   Digitization

Adoption of eOffice

- 75 scheduled Ministries/Departments have been onboarded on eOffice version 7.0.

- eOffice 7.0 adoption in attached/subordinate bodies has led to the seamless movement of files from Offices located across India to the Ministries/ Departments

Adoption of eFile & eReceipt

- The share of eFiles increased to 85% as of December 2022 from 83% as of December 2021

- **Annexure 7** mentions % of eFile share in the ministries as of December 2022

- The share of eReceipts increased to 90% as of December 2022 from 87% as of December 2021

- 30 Ministries/Departments have above 95% share of eFiles as of December 2022 (Department of Scientific & Industrial Research and Ministry of Women & Child Development have a 100% share of eFiles)

- 19 Ministries/Departments have a share of eFiles below 80%

- 5 Ministries/Departments (DBT, DDWS, DSIR, DSJE, MoC) have generated no physical receipts in the year 2022.

% Usage of DSC/eSign (Total files digitally signed/ Total files disposed)

- 9 Ministries/Departments (MoRTH – 93.02%, DPN -83.95%, DOF-58.15%, MOEFCC-53.55%, DPIIT-48.56%, DOT-48.43%, MoSPW – 42.09%, DARPG-38.64%, DPE-34%) have >30% of files digitally signed by JS/equivalent & above officials for the month of February 2023

Digital portals for administrative efficiency - Ministries/Departments have developed several portals to enhance efficiency through digital services.

Key Mentions:

A. Department for Promotion of Industry and Internal Trade

- 52 websites/portals of DPIIT and its organization such as Make in India Dashboard, VIP Reference Monitoring System, India logistics, Startup India Portal, etc.

B. Department of Atomic Energy

- Several Digital portals such as DARPAN (web portal aimed to strengthen the information ecosystem in the Department Secretariat), Digital Guard Files (to preserve all decisions on a particular subject), and Office Procedure Automation (OPA enables tracking of files, receipts, dak, etc.)

C. Department of Drinking Water & Sanitation

- Portals have been developed for the Jal Jeevan Mission and Swachh Bharat Mission for tracking and monitoring the implementation of the missions (Swachh Survekshan Gramin 2023, Village Assessment Form, Gobardhan Portal etc.)

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[1] (Total files with DSC/eSign/ (Total files with DSC/eSign + Total Files without DSC/eSign) for JS/Equivalent & above officers in Feb 2023

D. Department of Economic Affairs

- Digital portals such as India Budget, EAP PPR for project monitoring, PPPIndia for public-private partnership initiatives among others

E. Department of Science & Technology

- Department has several digital portals for overall administrative efficiency like ePMS, recruitment portal, INSPIRE Scheme and online complaint system for facility management services.

F. Ministry of Coal

- Digital Portals such as Coal TaskMaster, Single Window Clearance System etc. as a part of its digitization-related initiative

G. Ministry of External Affairs

- Portals for the Indian diaspora have been developed such as Madad Portal, Kailash Mansarovar Portal, E-Migrate Portal

H. Ministry of Food Processing Industries

- Simplified and transparent processes related to the release of grants through an online scheme management system. Separate online portals have been developed for all its schemes PMKSY, PMFME and PLI

VI. BEST PRACTICES

Department of Telecommunications

The Department generates a 'File Pendency Report' for all employees every month. The number of files pending with each employee for 0-3 days, 4-5 days, 6-7 days, 8-15 days, and > 15 days are reviewed monthly.

Department of Justice

All records are fully digitized. In 2021-22.4 lakh papers were digitized. The Department also aims to hyperlink older files (prior to 2016) for easy referencing in the coming year.

Department of Land Resources

The Department has been using 'Khoj' software for record management for asset and file management. The software is a customized platform that was originally being utilized in an educational institution as academic software. The software includes complete details on the inventories of the Department along with the real-time placement of the assets.

Department of Defence

Financial powers devolved to field formations; focus on operational preparedness; promote ease of doing business & jointness among Services. Enabling provision of Emergency Financial Powers to field formations below the Command level for Defence Services incorporated in the Emergency Powers Schedule for op-immediate military necessities.

Department of Empowerment of Persons with Disabilities; Department for Promotion of Industry and Internal Trade

In some matters such as unstarred Parliament questions, VIP references etc. JS directly reports to the Minister level, which has expedited file movement, hence leading to faster decision-making.

Ministry of Electronics and Information Technology

- MEITY weeded out its old computer systems as a major exercise after which almost 60% of machines were replaced. The Ministry uses Gov Intranet, a single sign-on and multipurpose platform in its working on a pilot basis for the office of the MOS. This platform has integrated email and eOffice along with additional features like goal tracker, calendar, task monitoring, notice board etc.

- The Ministry also uses Swagatam software which is built as a visitor's management system. Any individual wishing to visit the Ministry's office can take prior approval and visit the office post downloading the pass approved by the concerned office.

- An electronic asset management system is used for issuance of items on officers' names from the store.

Ministry of Environment, Forest, and Climate Change

- The Ministry owns and uses PARIVESH Portal which is a web based, role-based workflow application. It automates

proposals tracking including online submission of a new proposal, editing/updating the details of proposals and displays status of the proposals at each stage of the workflow.

- As an impact of implementation of delayering, Ministry has observed faster disposal of files and overall improvement in core working of Ministry. For example, it used to take about a year for forest and environment clearances, it has now come down to about a month's period.

Ministry of Statistics and Programme Implementation

- An ASI web portal has been developed under e-SIGMA project which has automated most of the survey processes including preparation and updation of sampling frame, sample selection, data capture, scrutiny, validations and generation of role based MIS Reports required for efficient survey management at various levels.

Ministry of Housing and Urban Affairs

- A portal for the procurement of stationery has been developed by the Ministry.
- Utilization of VPN services and eOffice has helped in increasing productivity within the Ministry enabling an arrangement where officers can work from anywhere.

Department of Health Research

- Ministry of Health and Family Welfare notified the 'New Drugs and Clinical Trials Rules (NDCT) by March 2019.
- The NAITIK portal (https://naitik.gov.in) was developed for facilitating online submission of applications for EC registrations.
- Over the time, NAITIK portal has transformed to completely paperless end to end digital portal enabling user friendly, simple, efficient and time saving system for processing of EC registration. The portal is now a completely end to end digital portal with no paper process including issue of certificate, allowing faster application submission and processing with traceability and transparency of application status.

Department of Science and Technology

- Online Complaint System for Facility Management Services (FMS) & Operation & Maintenance (O&M) of mechanical, electrical and plumbing installations at Technology Bhawan.
- The Online Complaint System Application (App) can be easily downloaded on any Smartphone, Desktop or Laptop etc. and complaints related to housekeeping, electrical & electronic equipment, air-conditioning equipment, mechanical equipment etc. can be lodged on this App online. The app has been installed by all officials of DST in Technology Bhawan.

Department of Ex-Servicemen Welfare

- Portal of DGR (Directorate General Resettlement) dgrindia.gov.in has been revamped and made user-friendly. The online registration of job opportunities for JCOs/ORs has been started in the DGR portal. Earlier, this facility was available to Officers only.

- Two new portals have been launched during the year 2022-23, 'affdf.gov.in' and 'maabharatikesapoot.mod.gov.in' for making online contributions from citizens for AFFD Funds.

Ministry of Skill Development & Entrepreneurship

- Several capacity building initiatives have been undertaken for the officials of the Ministry association with different institutions like the Indian School of Business, Capacity Building Commission, ISTM, etc. for different topics like Microsoft office, data analysis, design thinking, etc. which have resulted in improvement of capabilities of the officials.

Ministry of Information & Broadcasting

- Several digital initiatives have been undertaken like setting up of Film Facilitation Office (FFO) to promote and facilitate film shootings, Broadcast Seva (BS) Portal to ease making applications for broadcast related activities and Fact Check Unit (FCU) to address the challenge of fake news.

Department of Animal Husbandry & Dairying

- The Department has created a portal for Information Network for animal productivity and health that facilitates capturing of real-time reliable data on Breeding, Nutrition, and Health Services delivered at Farmer's Doorstep

Department of Atomic Energy

- The Department has adopted several portals for improving administrative efficiency:
- DARPAN – It is a web portal aimed to strengthen the information ecosystem in the Department by providing single window access for a number of services of the Secretariat. It includes a 'Circular Management System', 'Problem Tracking System', 'Online IPR' etc.

Department of Biotechnology

- Department of Biotechnology has eProMIS Portal to enable applicants to submit competitive research grant project proposals under various R&D programs throughout the year without waiting for specific calls for proposals.

Department of Chemicals and Petrochemicals

- Department of Chemicals and Petrochemicals has in-house dashboards which assist them in enhancing the efficiency within the organization, for example DCPC dashboard facilitates in visualization of all the inputs from its divisions, autonomous institutes and PSUs under the Department to track key performance indicators and metrics to properly monitor or analyze them.

VII. RECOMMENDATIONS

- There is a need for further delayering in all Ministries/Departments across all levels. Directions in this regard to be issued and compliance monitored in monthly report.

- Delayering to be implemented at lower levels – ASO's to report to US; SO's to report to DS; US working as desk officers to report to JS.

- O&M divisions to be operationalized in all Ministries to monitor delayering.

- Sanctioned strength to be revised according to the latest reforms for flatter and agile functioning.

- Immense benefits of delayering to be documented in MEA; DPIIT; MoRTH; Posts and circulated as case studies

- Along with ongoing intensive capacity building measures in place Ministries/Departments must have an internal catalogue/training module to improve interpersonal skills, internal trainings and work allocation.

Recommendations in eOffice:

- Ministries showing suboptimal performances in eOffice to undertake internal reviews for improved performance

- eOffice 7.0 adoption must be further deepened to attached/subordinate/outstation offices

- Adoption of eReceipts to be a focus area along with the external movement of files. All Ministries to adopt the use of digital signature certificates.

- eOffice analytics to be implemented in a time bound manner

- Integration of portals i.e., one Ministry one Portal can be taken up for citizen centric approach of governance.

- Portals such as Bhavishya, eHRMS, portals for clearing bills should be integrated with eOffice, to create a more comprehensive user experience.

- NIC should create Ministry wise dashboard where senior officers can view dashboard with KPIs of file movement

VIII. MINISTRY WISE REPORTS

Department for Promotion of Industry and Internal Trade

Key Highlights

- All the files related to VIP references/matters are submitted by the AS/JS directly to MOS/CIM without routing through Secretary, DPIIT

- The Department has issued guidelines to its Attached/Subordinate for implementing delayering reforms in 2021 & 2022

- Delayering has resulted in distributive work culture and faster disposal of files. The allocation of work to the Department has been increasing over the past years and thus delayering reforms becomes much more pertinent.

- The Department has reviewed and modified its financial delegation in 2018 and it is further reviewed on need basis.

- In the Logistics division, 7 officers are working on desk pattern

- There are 52 websites/portals of DPIIT and its organizations for enhancing administrative efficiency such as Copyright portal, Make in India Dashboard, GI India etc.

Delayering

- The Department has reviewed the channel of submission in 2021. Level of final disposal has been restricted to four for all the matters dealt in the Department.

- Files where approval of MOS/CIM is required are initiated at DS/Director level.

- All the files related to VIP references/matters are submitted by the AS/JS directly to MOS/CIM without routing through Secretary, DPIIT

Delegation

- The Department has reviewed and modified its financial delegation in 2018.

- The financial powers of Director/DS (Administration) for sanction of contingent and miscellaneous expenditure have been revised to 2 lakhs

- The delegation of financial powers for approval of claims for medical reimbursement for US is 20,000/-, DS/Dir is 50,000/- and JS/AS is for above 50,000/-

- Desk Officer System

- The Department has reviewed the implementation of the Desk Officer System. The scope of its implementation is limited by the nature of work of the Department.

- In the Logistics division, 7 officers are working on desk pattern.

Digitization

- There are 52 websites/portals of DPIIT and its organization such as Make in India Dashboard, VIP Reference Monitoring System, India logistics, Startup India Portal etc. for enhancing administrative efficiency.

eFile adoption in DPIIT

eReceipt adoption in DPIIT
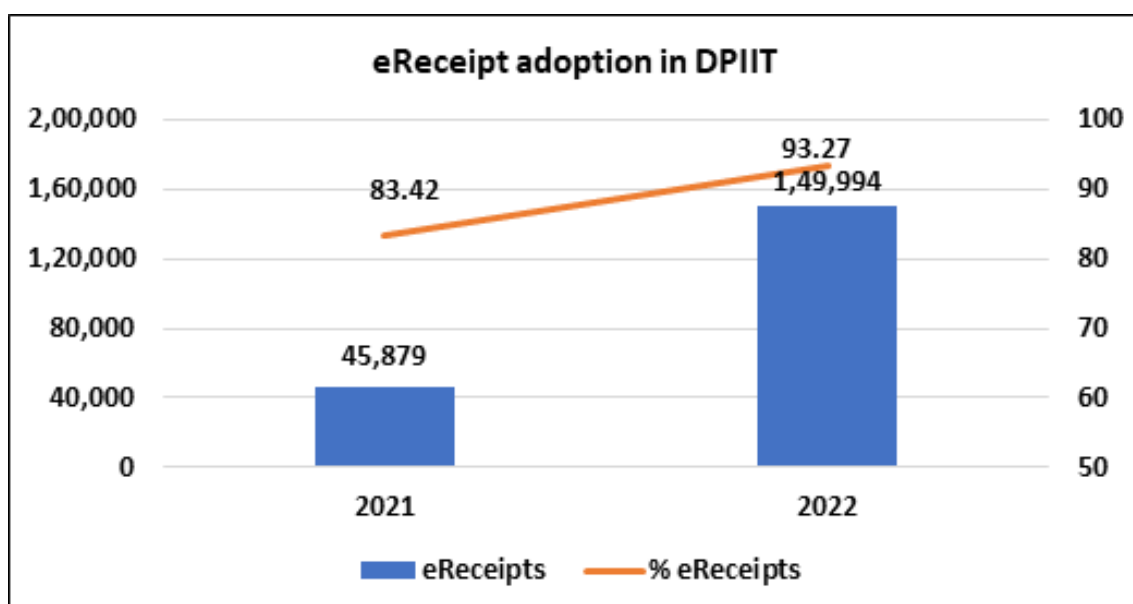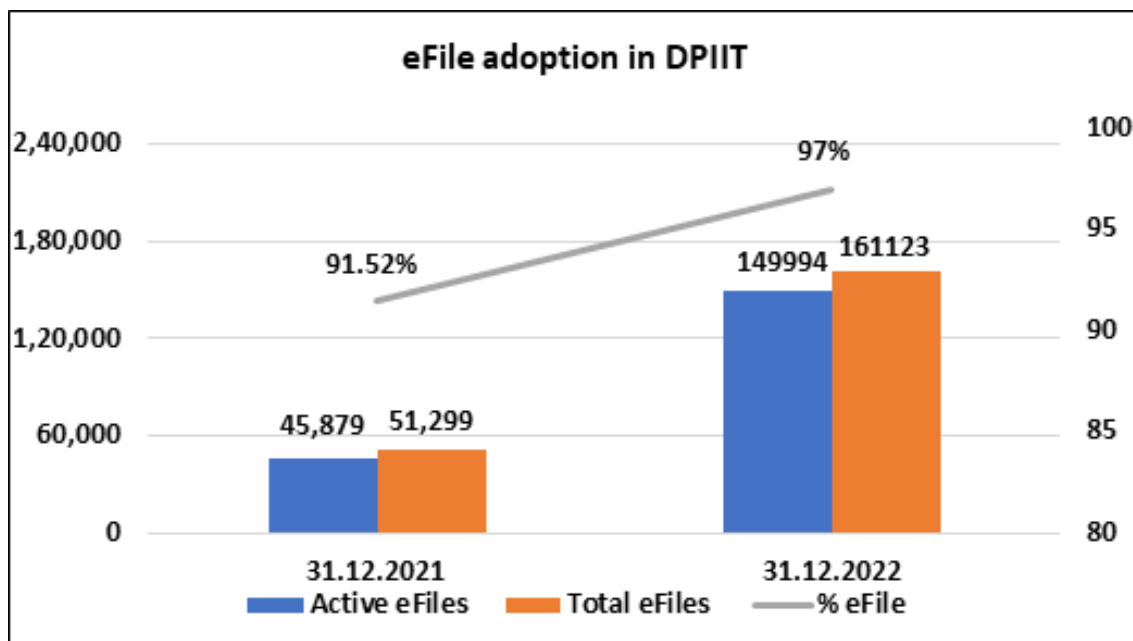
Department of Administrative Reforms and Public Grievances

Key Highlights

- The Department enhanced the financial powers of the Head of Department (HOD) for incurring contingent and miscellaneous expenditures in 2020.

- All Under Secretaries are working on a desk pattern.

- The final level of disposal is within 4 levels for all subjects handled by the Department
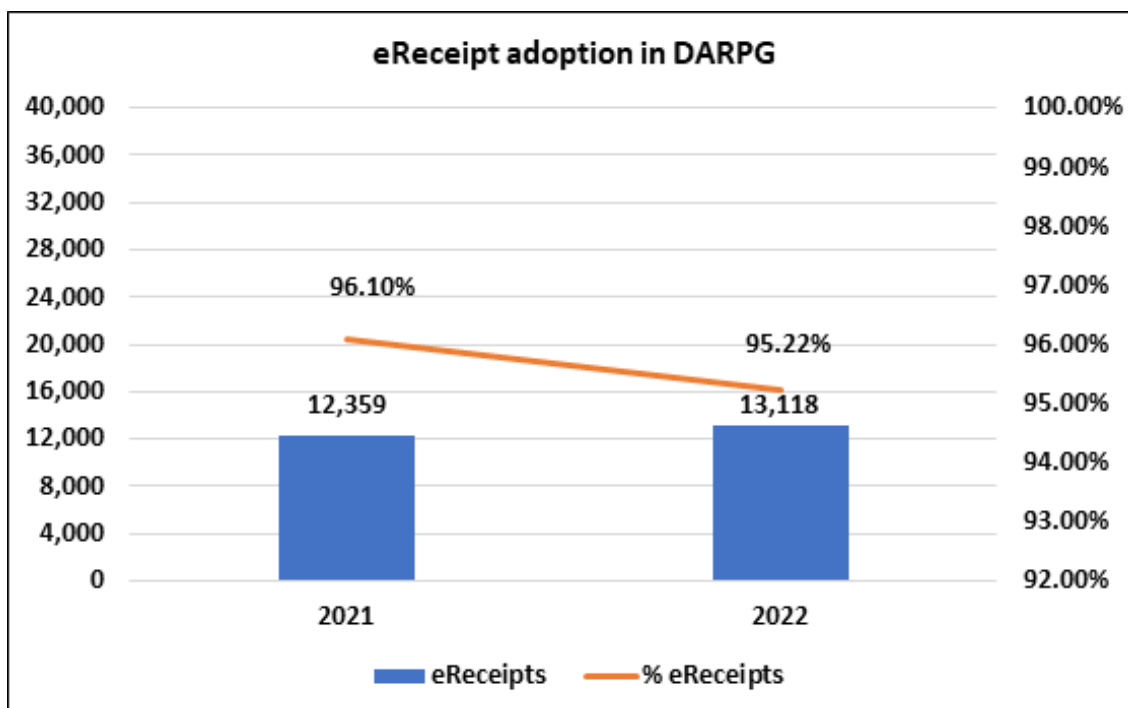
Delayering

- The Department reviewed and revised the channel of submission in March 2023. The final level of disposal is within 4 levels for all subjects.

- Files submitted to the Hon'ble Minister initiate at DS/Director level.

- In Vigilance matters, Director puts file directly to the AS ensuring level jumping

- Regular review of work allocation takes place. It is reviewed at the time of new postings.

- Delayering has resulted in faster decision-making and increased responsibility at lower formulations.

Delegation

- The Department reviewed and modified its financial delegation of powers in 2020.

- The Department has enhanced the financial powers of the Head of Department (HOD) for incurring contingent (3 lakhs to 5 lakhs for non-recurring expenditures) and miscellaneous expenditures (2 lakhs to 5 lakhs for non-recurring expenditures)

- Further financial delegation is under process.

- Desk Officer System

- All Under Secretaries are working on a desk pattern.

- Total number of officers working as Desk Officers is 21 (ASO/SO – 7, US – 14)

Digitization

- eHRMS, eNotice board is also in use. Regular training is conducted for eOffice 7.0.

- Cybersecurity training conducted by MeitY

- Onboarded on eOffice version 7.0

eFile adoption in DARPG

eReceipt adoption in DARPG
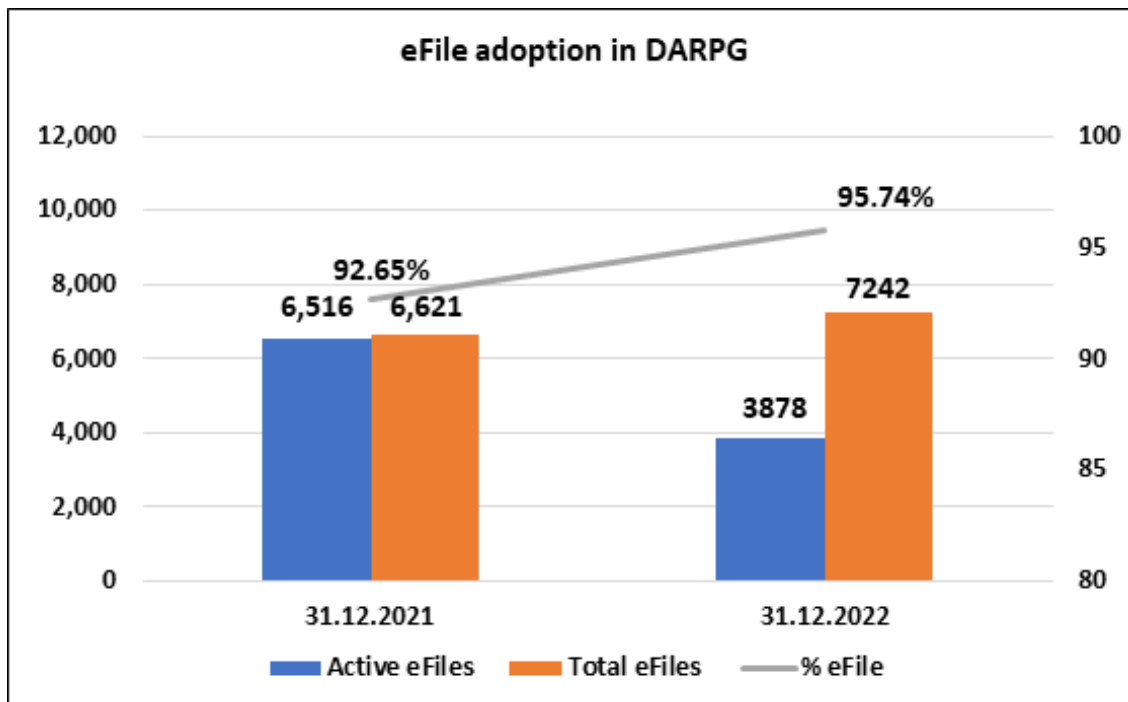
Department of Agriculture Research and Education

Key Highlights

- As per the officials, owing to delayering in the Department, file disposal time has significantly reduced, with most files getting disposed of on the same day of receipt. Remaining files have higher disposal time due to the complexity of work

- 99% of Department files are on eOffice with only 1% files circulated in physical form, which has led to a considerable reduction in file disposal time

- 100% bills of the Department are processed in digital mode through Public Finance Management System (PFMS)

- DARE is understaffed as sanctioned strength is 53 and positions filled are only 26

Delayering

- Delayering has been implemented in the Department successfully. It has been implemented subject-wise reducing the channel of submission to 4 in majority of cases

- Channel of submission exceeds 4 in case of Parliamentary Questions/matters, policy matters, comments on Cabinet Notes, International Conferences/Workshops/Seminars and matters related to appointment of Personal Staff of Hon'ble Minister. The Hon'ble Minister is the 5th level in such cases

- An Office Order was issued by the Department on 29th December 2021 which states the allocation of work among the Sections/Divisions. Since then, the Department has not felt the need for further delayering.

- Delayering was conducted in Agricultural Scientists Recruitment Board, an attached office of DARE, initially in October, 2021 followed by another round in September, 2022

- Capacity building training has not been conducted for officials with increased delegation of work post delayering. However, a Capacity Building Unit for the departmental training is in the pipeline
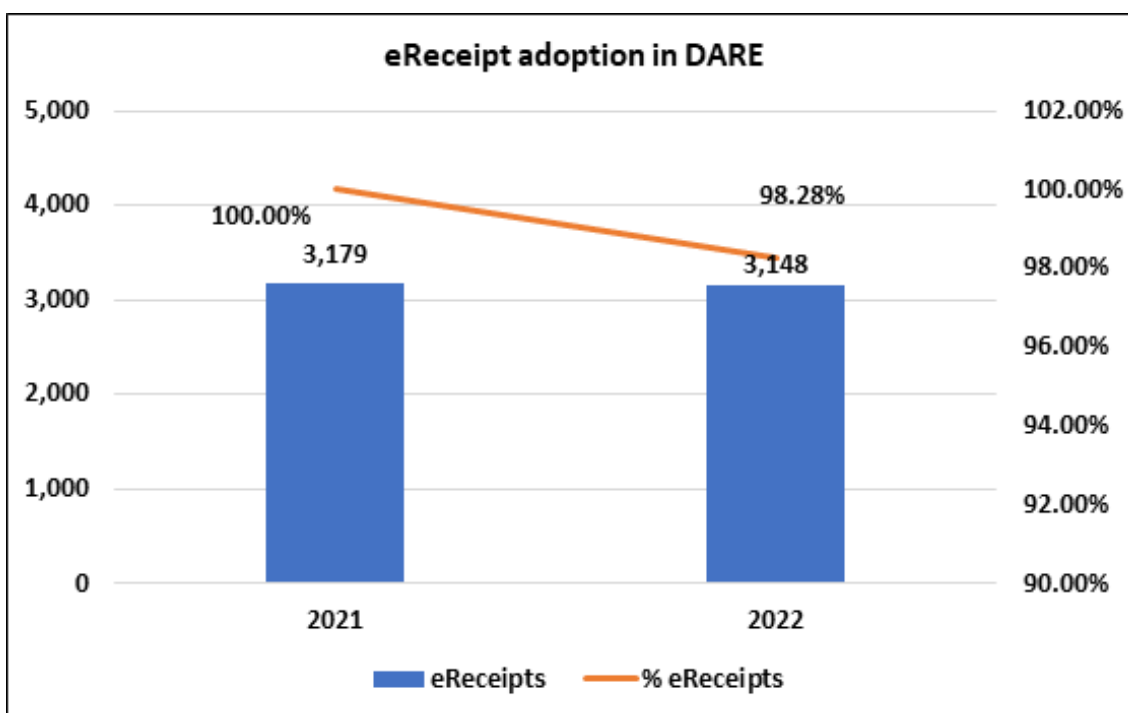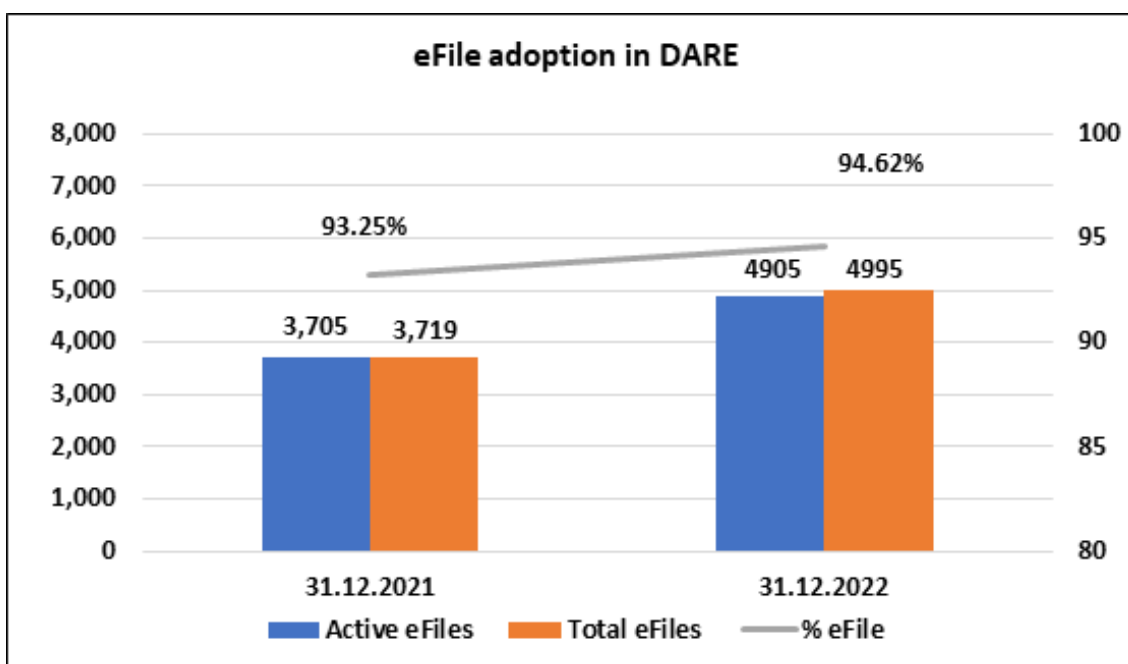
Delegation

- Financial delegation was last implemented and reviewed by the Department in 2022.

Desk Officer System

- No Desk Officer System due to small size and non-public facing nature of work

Digitization

- Onboarded on eOffice version 7

eFile adoption in DARE

eReceipt adoption in DARE

Department of Agriculture and Farmers' Welfare

Key Highlights

- About 60-70% of matters in the Department are dealt with channel of submission within 4

- A few matters that are processed through more than 4 levels include parliament questions, cabinet notes, act related amendments, international agreements etc.

- About 40% positions are vacant in the Department, due to which in many cases automatic level jumping takes place

- Financial delegation has helped the Department in many ways, they can make required expenses on their own without taking multiple permissions

- Department has a functional Desk Officer System in the IFD Division with 4 Desk Officers at the level of Under Secretary associated with different subjects

Delayering

- The Delayering initiative was last carried out in the year 2015 and it gets reviewed as per frequency prescribed in the manual of procedures, which is at least once in 3 years.

- About 60-70% of cases in the Department include 4 channels of submission.

- Among many matters, a few are processed through more than 4 levels like parliament questions, cabinet notes, act related amendments, international agreements etc.

- There are a few cases where the channel of submission consists of only 1 level, for example court cases. Keeping in view the urgency and nature of work, fewer levels of submission become functional.

- There are around 40% positions vacant in the Department, due to which in many cases automatic level jumping takes place.

- Delayering initiative has increased efficiency in the day-to-day work and time consumption has been reduced.

Delegation

- The Delegation of Powers under Rule 13 & 14 of DFPR, 1978 were extensively reviewed and implemented in May 2022 while the last orders were issued in 2014 aiming at smooth and efficient functioning of administration of the Department.

- There has been reduction in proposals being submitted to IFD for concurrence and in particular from the Attached/Subordinate office. As per the revised delegation of financial powers, General Admn. Division(s) is able to procure IT equipments, desktop, computers, all in-one etc. timely as per the requirement of the Department/office without referring the matters to IFD which saves a lot time

- Financial delegation and its review is carried out as per requirement of the Department.

Desk Officer System

- The Department has a functional Desk Officer System in the IFD Division

- A total of 4 Desk Officers at the position of Under Secretary are associated with different subjects, for example, horticulture, agroforestry, RKVY etc.

eFile adoption in DAFW

eReceipt adoption in DAFW
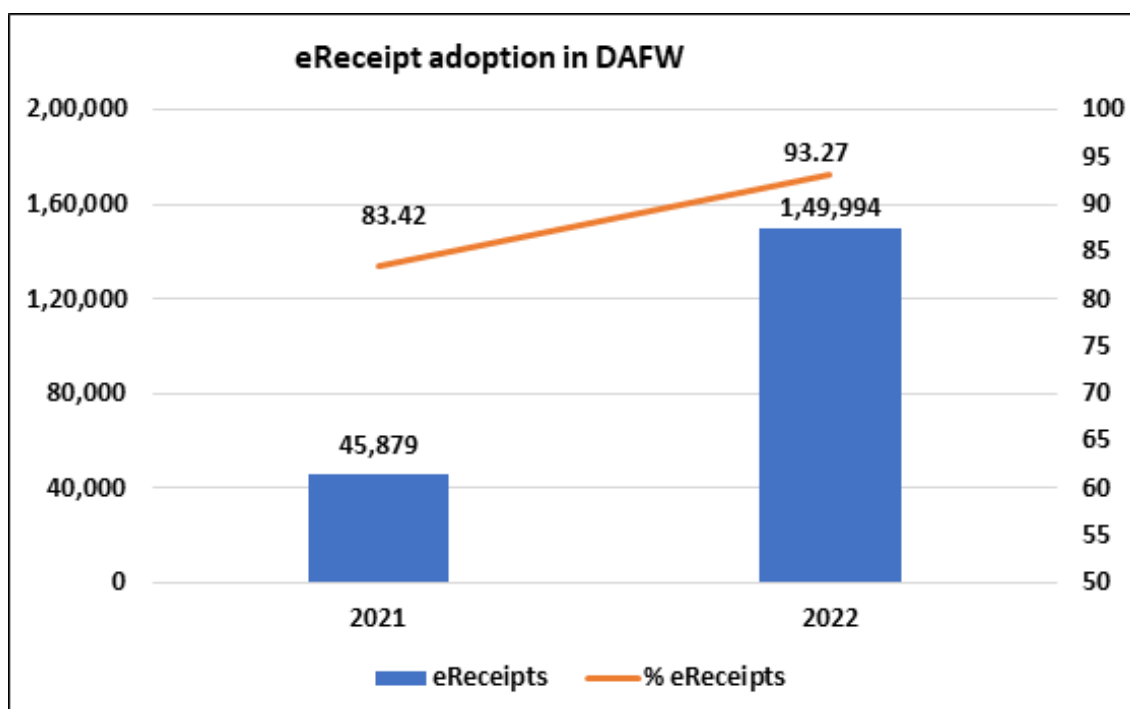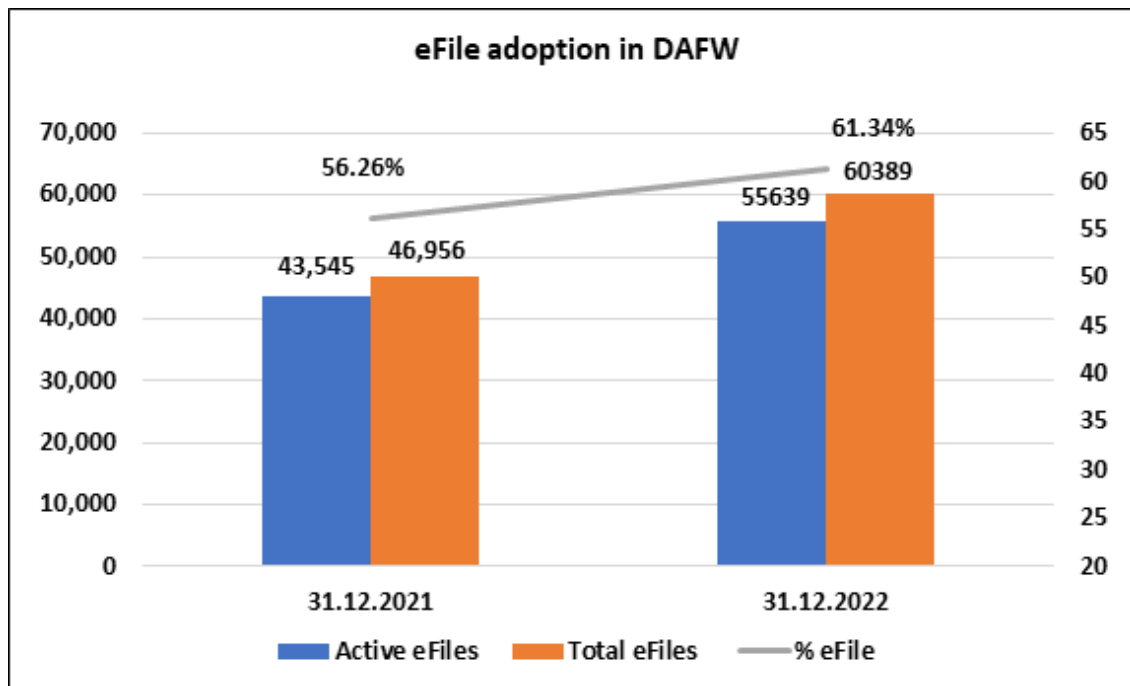
Department of Animal Husbandry & Dairying

Key Highlights

- Fewer levels in the channel of submission have resulted in faster disposal of files and consequently increase in efficiency

- Powers for purchase and repair of fixtures and furniture in the Department have been delegated to HOD and HOO for upto Rs. 1 lakh on each occasion subject to a maximum of Rs 5 Lakhs per annum

- The Desk Officer System has been implemented in 80% of the Department.

- In the Department, the average disposal time for VIP cases for the month of January 2023 was 15 days

Delayering

- Efforts are being undertaken to restrict the channel of submission to 3 levels.

- Effectively the channel of submission is restricted to 4 for all subject matters.

- Only important matters relating to Policy, Parliament Questions, Standing Committee Meetings, Consultative Committee Meetings, and issues where powers are not delegated normally are disposed of at the appropriate level as per rules. In such cases, the files are initiated at the level of US and equivalent level officer.

- On the technical side, the files may be initiated at one level out of LO/AC/DC/JC and he/she should put up the files directly to JS concerned, who will submit the files to the Secretary.

- On the Administrative side, an ASO should put up the files directly to the US, ignoring the level of SO, and SO should put up the files directly to the DS/Director, ignoring the level of US. The US and DS/Director will then put up the files to JS concerned, and so on.

- Fewer levels in the channel of submission have resulted in faster disposal of files and consequently increase in efficiencyThe shortening of the channel of submission was implemented due to a lack of technical staff in the Department.

Delegation

- The revision of the Delegation of Financial Powers was undertaken in the Department on 12th July 2022.

- Department of Animal Husbandry and Dairying in the exercise of the powers conferred under Rules 13 & 14 of Delegation of Financial Powers Rules (DFPR), 1978, as amended from time to time, in accordance with Rule 3 (f) & (g) of DFPR, have delegated the financial powers to Head of Department/Head of Office.

- Powers for purchase and repair of fixtures and furniture in the Department have been delegated to HOD and HOO for up to Rs. 1 lakh on each occasion subject to a maximum of Rs 5 Lakhs per annum.

▣ Desk Officer System

- 13 officers in the Department are working on the Desk Officer pattern, primarily at the level of ASO/SO, US, and DS.

- The Desk Officer System has been implemented in the Department due to a shortage of officers in the Department.

▣ Digitization

- The Department has created a portal for Information Network for animal productivity and health that facilitates capturing of real-time reliable data on Breeding, Nutrition, and Health Services delivered at Farmer's Doorstep.

- A Sanitary Import Permit System portal has also been created by the Department for certifying sanitary requirements for the import of animal and animal products.

- A portal for the administration division of Animal Husbandry and Dairying has also been created.

- Department has been on-boarded to eOffice 7.0

eFile adoption in DAHD

	31.12.2021	31.12.2022
Active eFiles	17,358	20054
Total eFiles	17,561	20335
% eFile	86.14%	87.68%

eReceipt adoption in DAHD
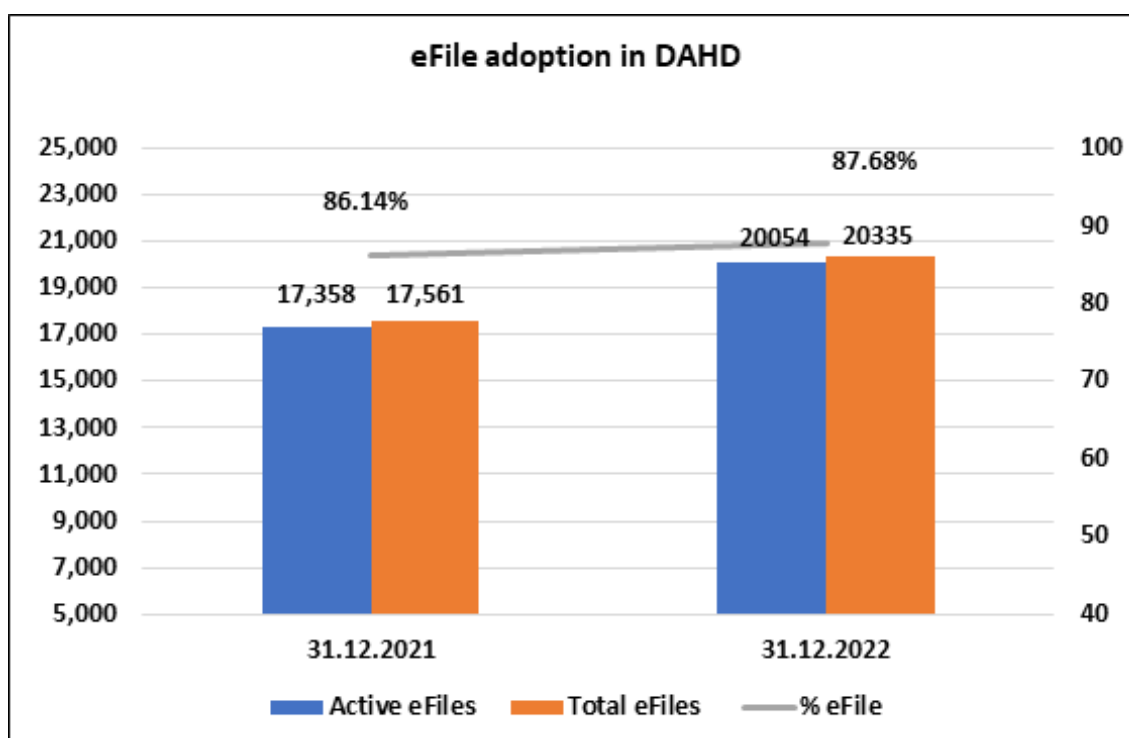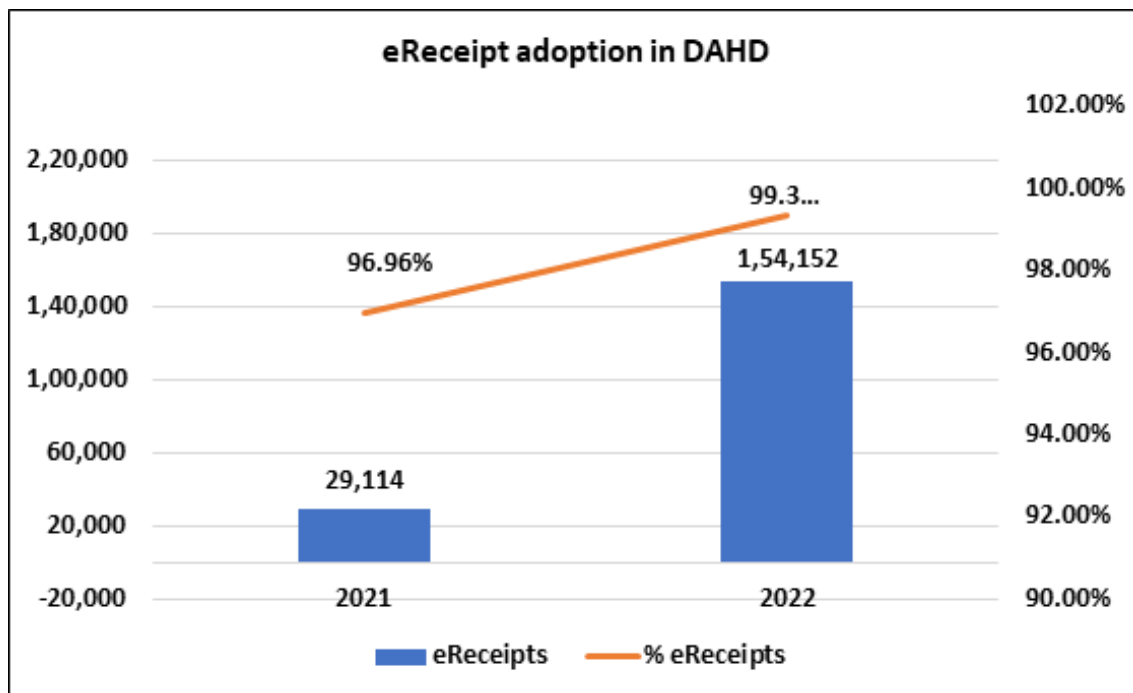
Department of Atomic Energy

Key Highlights

- Financial powers have been delegated to various research facilities like BARC for R&D work, procurement of research materials through imports and repair/maintenance of Plant equipment and machinery.

- The levels of submission for most of the subjects is within 4 levels.

- Several Digital portals such as DARPAN (web portal aimed to strengthen the information ecosystem in the Department Secretariat), Digital Guard Files (to preserve all decisions on a particular subject) and Office Procedure Automation (OPA enables tracking of files, receipts, dak, etc.)

Delayering

- Department last revised the channel of submission in August 1999. A recent review was undertaken by the Department in 2022. The approval for further revision of the channel of submission is under process.

- The channel of submission for most of the subjects is within 4 levels.

- The channel of submission for Policy and Parliamentary matters is 5 levels due to the nature of work.

- Department has ensured level jumping for certain subjects like RTI appeals, proposals, etc. where the SO puts up the file directly to the DS/Director.

- The delayering initiative has helped the Department in faster decision making.

Delegation

- The Department reviewed and modified its delegation of financial powers in 2020.

- Financial powers have been delegated to various research facilities like BARC for R&D work, procurement of research materials through imports and repair/maintenance of Plant equipment and machinery.

Desk Officer System

- There are multiple legal issues in various matters dealt with by the Department and it issues several sanctions and requires multiple scrutinies. Thus, the Desk Officer System is not implemented.

Digitization

- The Department has adopted several portals for improving administrative efficiency:

- DARPAN – It is a web portal aimed to strengthen the information ecosystem in the Department Secretariat by providing single window access with the number of services of the Secretariat. It includes a 'Circular Management System', 'Problem Tracking System', 'Online IPR' etc.

- Digital Guard Files – They are being maintained in sections to preserve all decisions on a particular subject.

- Office Procedure Automation (OPA) – OPA enables tracking of the movement of files, receipts, dak, despatches etc.

Department of Biotechnology

Key Highlights

- Delayering has resulted in reducing the channel of submissions to 3 levels in matters related to administration, coordination, policy, integrated finance, medical biotechnology etc

- An order for delegation was issued by the Department in February, 2022. Administrative approval of the decisions of all the expert committees in a project is obtained by the project division head from the Secretary.

- Financial concurrence proposals are approved by the head of the concerned programme division. "95% of the files are disposed on the same day in the Department using eOffice version 7.0 Portals like eProMIS

- E-Book and INTRADBT have been initiated to enable applicants to submit proposals, creating repository of all schemes and to provide one stop source of information to the Department employees

- The Department has a dedicated CR unit to digitize the physical receipts

Delayering

- Channel of submission is reduced to 3 levels in matters related to administration, coordination, policy, integrated finance, medical biotechnology etc.

- All files that need ministers' approval initiate at the DS/Director level

Delegation

- Administrative approval of the recommendations of the concerned Expert Committees with any financial implication such as recommendation of new projects & cost enhancement in a project must be obtained from the Secretary, DBT by the PD Head (Scientist H/G/F/Level 14 Officers).

- The delegation of powers will be reviewed after another year to assess their implementation and efficacy

Desk Officer System

- The Department does not appoint designated Desk Officers, however, due to low strength of the Department, it is following a similar pattern in some of its divisions where the file is initiated at the Scientist 'C' (US equivalent) level

Digitization

- **eOffice version:** Version 7.0

Table VIII-1 List of Digital Initiatives in Dept of Biotechnology

S.No	Digital Initiatives	Description
1.	eProMIS	An initiative to enable applicants to submit competitive Research Grant Project Proposals under various R&D programs of the Department of Biotechnology (DBT) round the year without waiting for specific calls for proposals.
2.	INTRADBT	It is an Intranet portal of DBT developed with an aim to provide a comprehensive, accurate and one stop source of information to the staff and officers of the Department.
3.	E-Book	E-Book is a repository of various schemes and initiatives of the Department.

eReceipt adoption in DBT
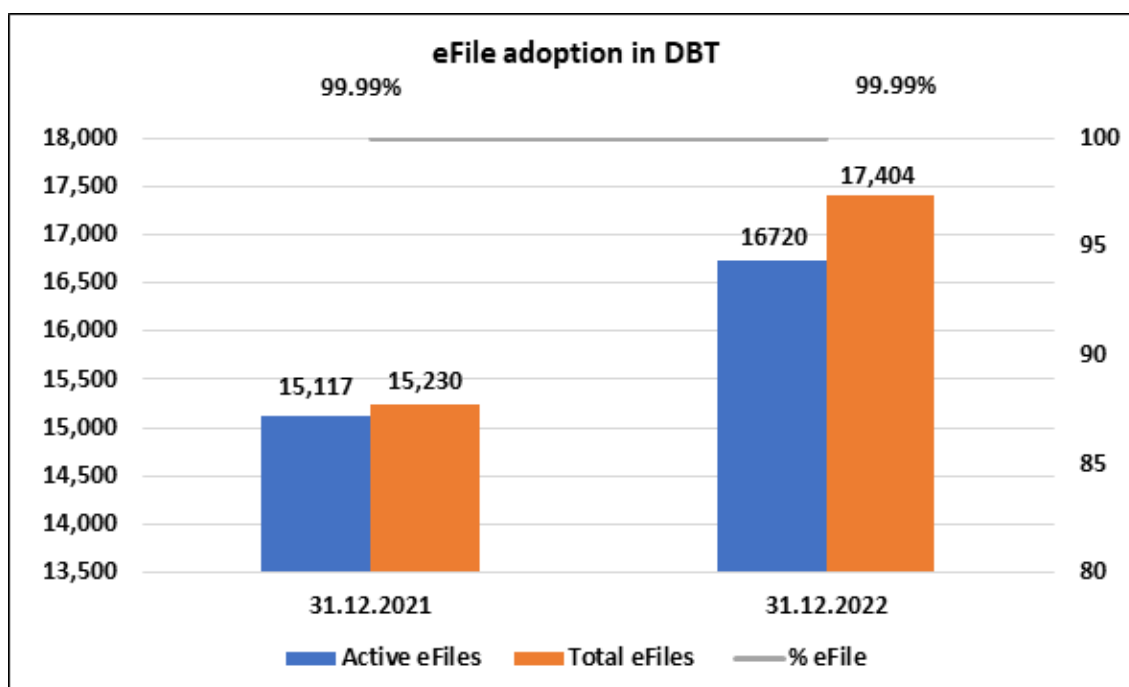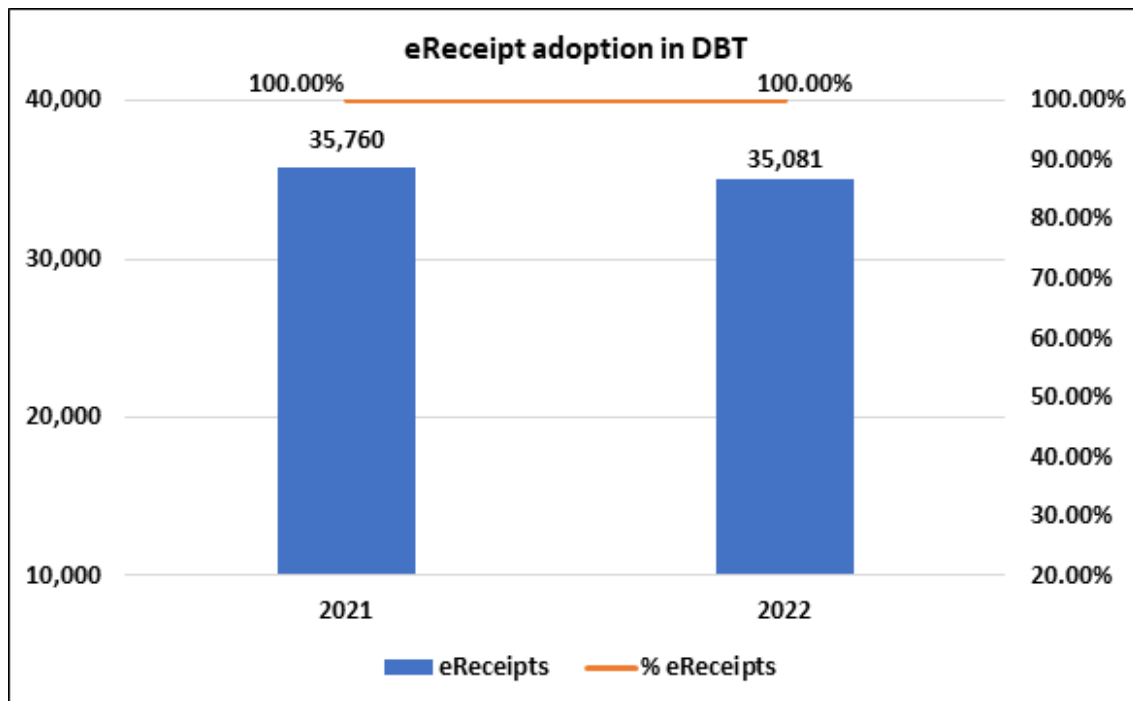
Department of Chemicals and Petrochemicals

Key Highlights

- The Department had undertaken delayering reform in 2021, and subsequent to which all routine matters related to purchase of stationery, RTI applications, pay fixations, election duties, pension cases, grants etc. are now being disposed of within 4 levels which has significantly improved efficiency in decision-making in such matters

- The Department has several in-house dashboards which assist them in enhancing the efficiency within the organization, for example DCPC dashboard facilitates to visualize all the inputs from its divisions, autonomous institutes and PSUs under the Department to track key performance indicators and metrics to properly monitor or analyze them

- Department undertook three MS-excel capacity building trainings for its officials in the FY 2022-23

- As per the Department officials, file disposal time has reduced significantly, with most files getting disposed of on the same day of receipt

- 100% receipts of the Department are processed in digital mode, in addition to other day-to-day tasks

Delayering

- The Department has undertaken delayering reforms in 2021, both division-wise as well as subject-wise which has subsequently reduced channel of submission to 4 or lesser, except for matters relating to appointment, promotion, confirmation and disciplinary proceedings, Parliamentary questions and VIP references among others

- All routine matters related to purchase of stationery, RTI applications, pay fixations, election duties, pension cases, grants etc. are disposed of within 4 levels which has improved efficiency in decision-making in such matters

- According to the officials, the delayering process has sped up the file movement within the Department and has led to significant reduction in disposal time

Delegation:

- Financial delegation was last reviewed in January 2019, as per the existing system based on the DFPR rules and it has not been updated since then, as it was not found suitable for the Department

Desk Officer System

- Presently there is no designated Desk Officer system followed in the Department

- Due to shortage of officers, the Department is by default functioning on the pattern of the Desk Officer System wherein particular officers are looking after a subject matter

Digitization

• Onboarded on eOffice 7.0

Table VIII-2 List of digital initiative by Dept of Chemical and Petrochemicals

S.No	Digital Initiatives	Description
1.	Chemical Promotion and Development Schemes (CPDS)	With motive to promote chemicals, this scheme provides financial support and trainings to NGOs and associations
2.	Statistics & Monitoring Dashboard	Currently, 245 industries are present on the dashboard with 197 major products. Aim is to include all MSMEs with more than 2000 products
3.	Website Re-designed	Department website is now more user-friendly and aesthetically appealing
4.	DCPC Dashboard	Visualizes all the inputs from its divisions, autonomous institutes and PSUs under the Department to track key performance indicators and metrics to effectively monitor and analyze them

eFile adoption in DCP

eReceipt adoption in DCP
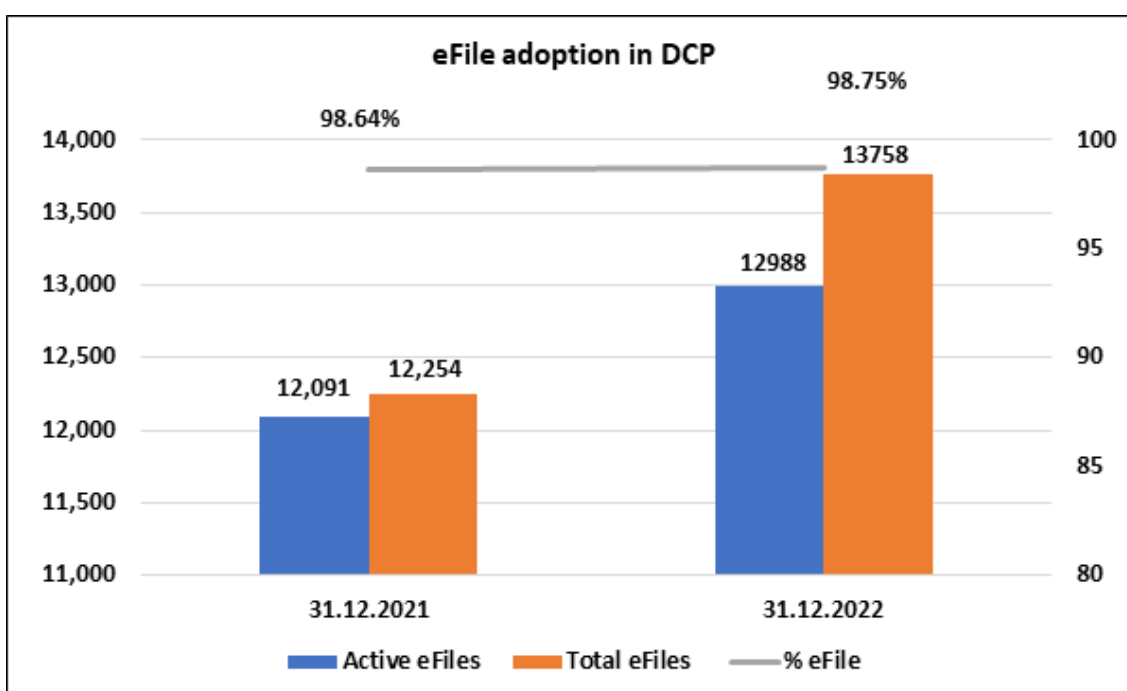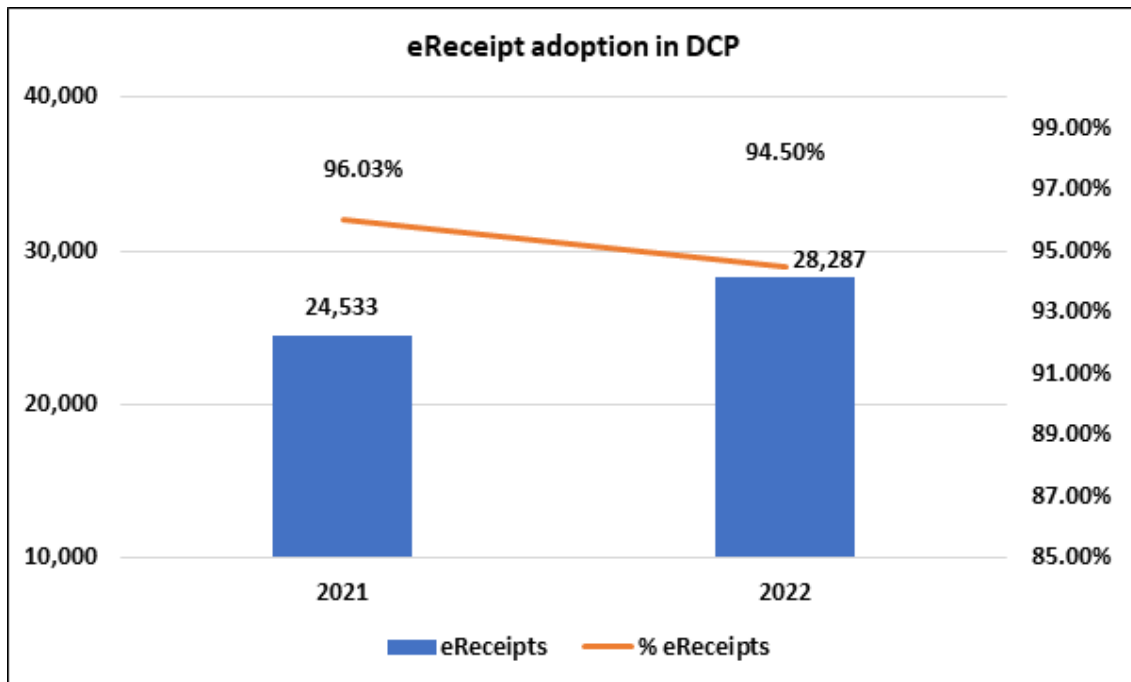
Department of Commerce

Key Highlights

- Delayering has sped up disposal of files, increased efficiency and improved decision-making. For instance, in the RTI division and O&M division, channel of submission has been reduced to 2 levels which has expedited file movement and has considerably reduced delays, as per the officials

- Financial delegation was last implemented by the Department in the admin division in December, 2021. The financial powers for approval of claims for medical reimbursement up to Rs. 50,000/- were delegated to DS/Director dealing with the matter which earlier required JS level approval

- Delayering was implemented in Coffee Board, a statutory body under the Department, on 19th January 2021

- The Department of Commerce has taken several steps for capacity building and training of its employees. In addition to annual capacity building plan, 30% of the total employees of the Department have completed their training modules on Dakshata Programme

- Rounds of financial delegation were implemented in the Spice Board and Indian Institute of Foreign Trade, under the Department of Commerce in 2021 and 2022 respectively, each enabling improvement in efficiency and decision-making within the respective organizations

- The Department has developed an intranet portal accessible to all employees, which helps in data dissemination and digitization of administrative procedures. The portal has provision for conference room booking, online requisition for stationery, status of VIP references, uploading of OMs/orders, notice board, dashboard, meetings scheduled on a particular day, download of important forms etc. Thus, the portal is helping the Department of Commerce in improving administrative efficiency

- There are 28 Desk Officers in place within the Department with 11 of them being at SO/ASO level, 16 at US level and 1 at DS level

Delayering:

- The study for organizational restructuring was initiated in September, 2021 and a structural blueprint was prepared with assistance from a consulting firm. As a next step, the existing structure was mapped as per the new blueprint, which is currently being implemented in a phased manner.

- As a sub step of Organizational restructuring, delayering was implemented in 2021 in a few divisions of the Department such as FT coordination and OM division

- Currently, matters exceeding 4 levels of channel of submission include VIP/parliament questions, policy matters, Cadre Division Appointment, Matters relating to Vigilance cases in respect of DoC, DGFT & PSU etc. which account to 10% (approx.) of total files, as per the officials

- Files related to certain routine matters such as preparation of monthly bills and advances, matters relating to

ACR/APAR, reimbursement of medical claims, procurement of items up to Rs. 2,000, routine references on parliamentary matters, monthly progress report regarding recording of files and review thereof etc. are disposed of within 2 levels which has significantly reduced delay in such routine matters

- The files pertaining to following matters are submitted to the Minister level and are thus initiated at DS/Director level: Minister statement for Ministerial conferences, VIP references, Parliament questions in ESCAP, FT (Coord), SEZ, TP, EP(LSG) section and EP (Textiles), Preparation of cabinet notes, Policy matters, Accession, tariffs and tariffs negotiations

- Delayering was implemented in Coffee Board, a statutory body under the Department, on 19th January 2021

- Delayering has expedited disposal of files, increased efficiency and improved decision-making. For instance, in the RTI division and O&M division, channel of submission has been reduced to 2 levels which has expedited file movement and has considerably reduced delays, as per the officials

Delegation:

- Financial delegation was implemented by the Department in the admin division in December, 2021. The financial powers for approval of claims for medical reimbursement up to Rs. 50,000/- were delegated to DS/Director dealing with the matter which earlier required JS level approval

- Rounds of financial delegation were implemented in the Spice Board and Indian Institute of Foreign Trade, under the Department of Commerce in 2021 and 2022 respectively, each enabling improvement in efficiency and decision-making within the respective organizations

- Financial Delegation within the Department and its attached/subordinate offices has led to faster disposal of files on routine matters

- Financial delegation on matters related to conveyance allowances is under review

Desk Officer System

- There are 28 Desk Officers in place within the Department with 11 of them being at SO/ASO level, 16 at US level and 1 at DS level

- 3 desks are under Finance division of the Department while the remaining are country wise desks under Foreign Territory division

Digitization

- Onboarded on eOffice 7.0

Table VIII-3 List of digital initiatives by Dept of Commerce

S.No	Digital Initiatives	Description
1.	Intranet portal	The Department has an intranet portal accessible to all employees, which helps in data dissemination and digitization of administrative procedures. The portal has provision for conference room booking, online requisition for stationery, status of VIP references, uploading of OMs/orders, notice board, dashboard, meetings scheduled on a particular day, download of important forms etc. Thus the portal is helping the Department of Commerce in improving administrative efficiency.
2.	Niryat	Dashboard for trade related information, available region-wise and commodity-wise with public access (except certain caps) - provides trade data snapshot
3.	e-Parinam	Minister's Portal through which he/she assigns tasks and monitoring of these tasks is done through this portal

eFile adoption in DoC

eReceipt adoption in DoC
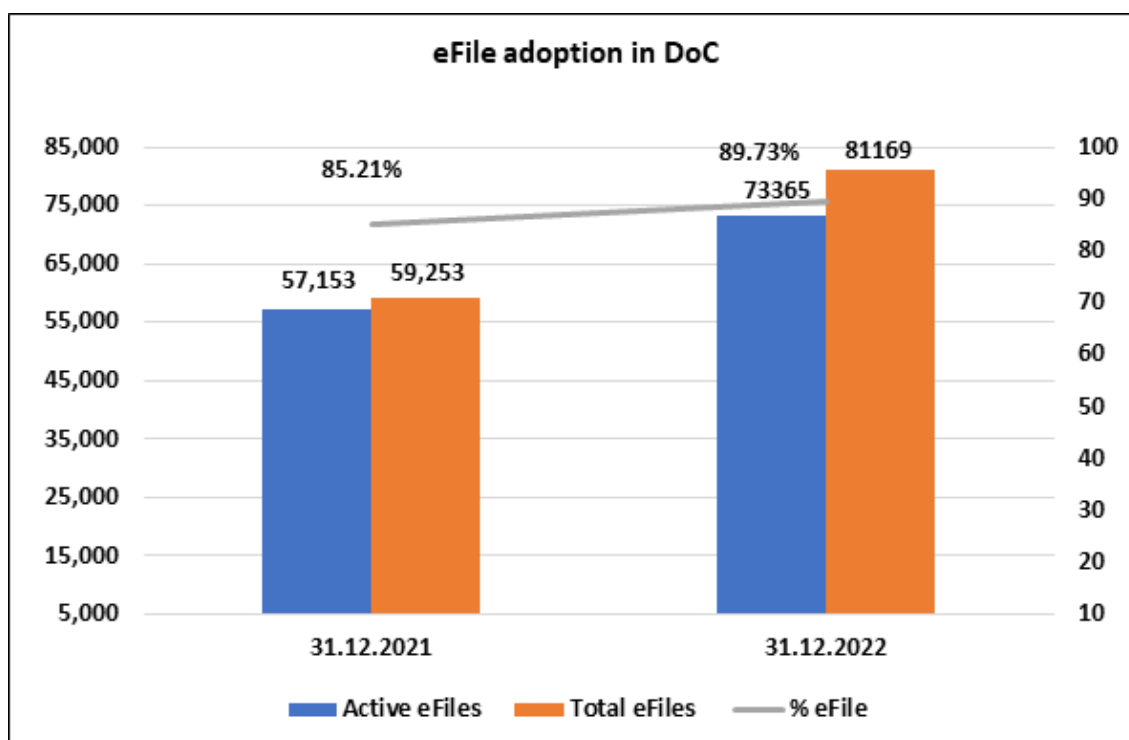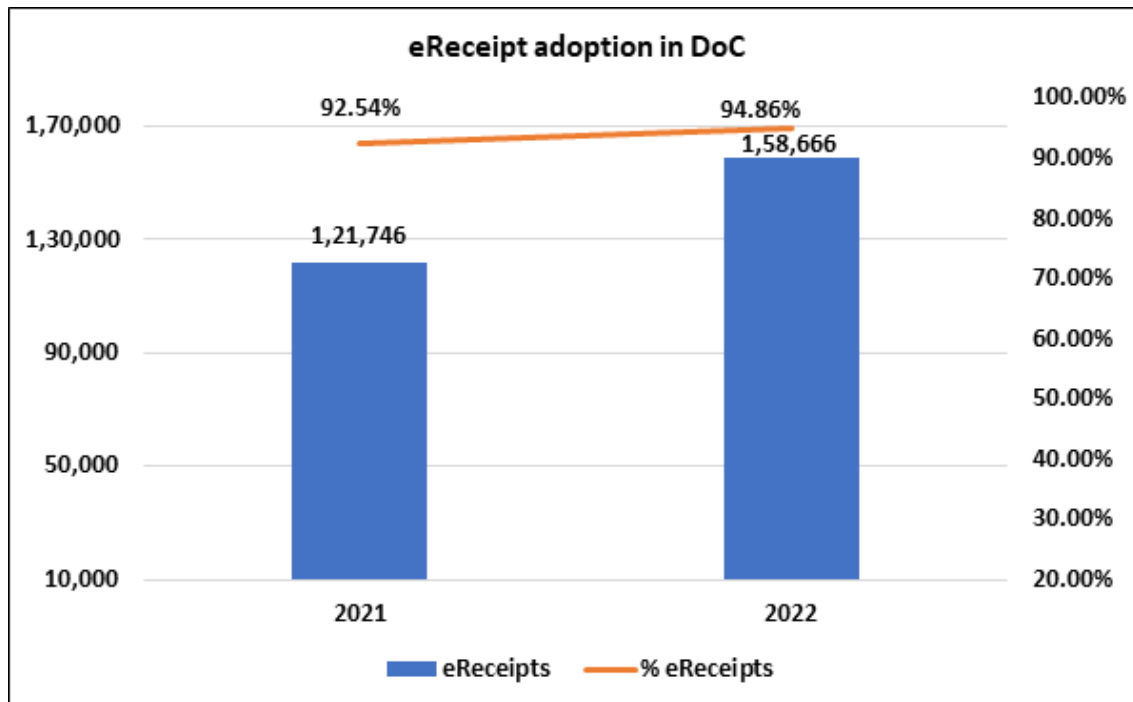
Department of Consumer Affairs

Key Highlights

- Channel of submission was reviewed in March 2022 to restrict the final level of disposal at 4

- Financial delegation has been done at AS, JS, DS/Director and US Levels for different subject matters

- There has been a decrease in time taken for decision making due to delegation of financial power

- Desk Officer system is in process in the Department. Partially, there are 3 nodal officers who are working as Desk Officers in Price Monitoring Division (PMC)

- eOffice version 7.0 has accelerated the process of decision making, by digitizing ~97% of the files

- There are various dashboards and portals maintained by the Department such as Consumer Helpline, CONFONET, Price Monitoring System, NCH app, etc.

Delayering

- For matters pertaining to VIP references, channel of submission is up to 4 levels, subjects like routine matters, grievances related to direct selling and PMD, the channel of submission is only 2 or 3

- Average disposal time for VIP cases for January 2023 was 3 weeks

- As per OM No. 38020/2/2021 (Establishment Section), the revised channel of submission has been uploaded on the website and is in effect

- Internal review at regular intervals is also carried out in the Department

Delegation

- Financial Delegation was reviewed, modified and implemented in 2022

- AS Level subjects related to Engagement of Consultant in respect of National Test House, PSF Fund Management, PMGKAY/ANB Scheme, Release of Grant-In-Aid to states under PMC, VIP cases, Court cases and Issues to be laid out in the Parliament

- JS Level subjects related to Reports/Information to P&C Division, Framing/Amendment of Recruitment Rules in respect of Group-C employees, Vetting of draft reply in Court cases, PMO Grievances, PSF Buffer Management

- DS/Director Level - Medical claim in emergent cases, Grant of HBA, Payment of fee to Govt. Counsels, Legal Metrology Act, 2009 and Registration of Directors of the Company under Section 49 of Legal Metrology Act, 2009

- US Level - Fixation of Pay of Group B & C employee, Grant of GPF, Withdrawal/advance, medical claim normal cases, crop weather report, daily price report

- There has been a decrease in time taken for decision making due to delegation of financial power

Desk Officer System

- Desk Officer System is in process in the Department. Partially, there are 3 nodal officers who are working as Desk Officers in Price Monitoring Division(PMC)

Digitization

- Onboarded on eOffice version 7

Table VIII-4 List of digital initiatives in Dept of Consumer Affairs

S.No	Digital Initiatives	Description
1	National Consumer Helpline	24 * 7 Web portal launched for consumers to lodge their grievances
2	Price Monitoring System	This portal provides for collection of price data through public participation also. Citizens are invited to register through this webportal once to get user id and password instantly and enter prices of their locality.
3	Right To Repair Portal	For Complaint Registration and Consumer Welfare
4	GAMA Portal	Dedicated online portal for lodging grievances pertaining to misleading advertisements.
5	Jago Grahak Jago	Online portal for inviting online applications for members of National Dispute Redressal Commission
6	Legal Metrologies Approvals / certificates	The National Single Window System (NSWS) is a digital platform for guidance of investors to identify and to apply for approvals as per their business requirements.

eFile adoption in DCA

eReceipt adoption in DCA
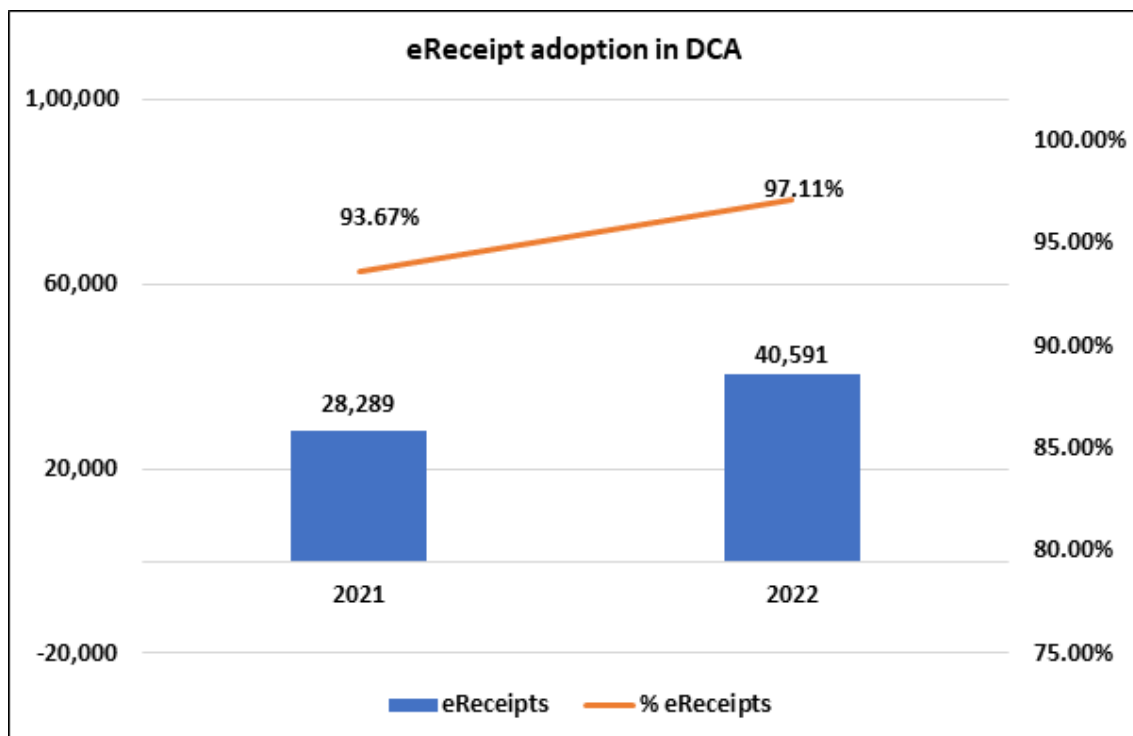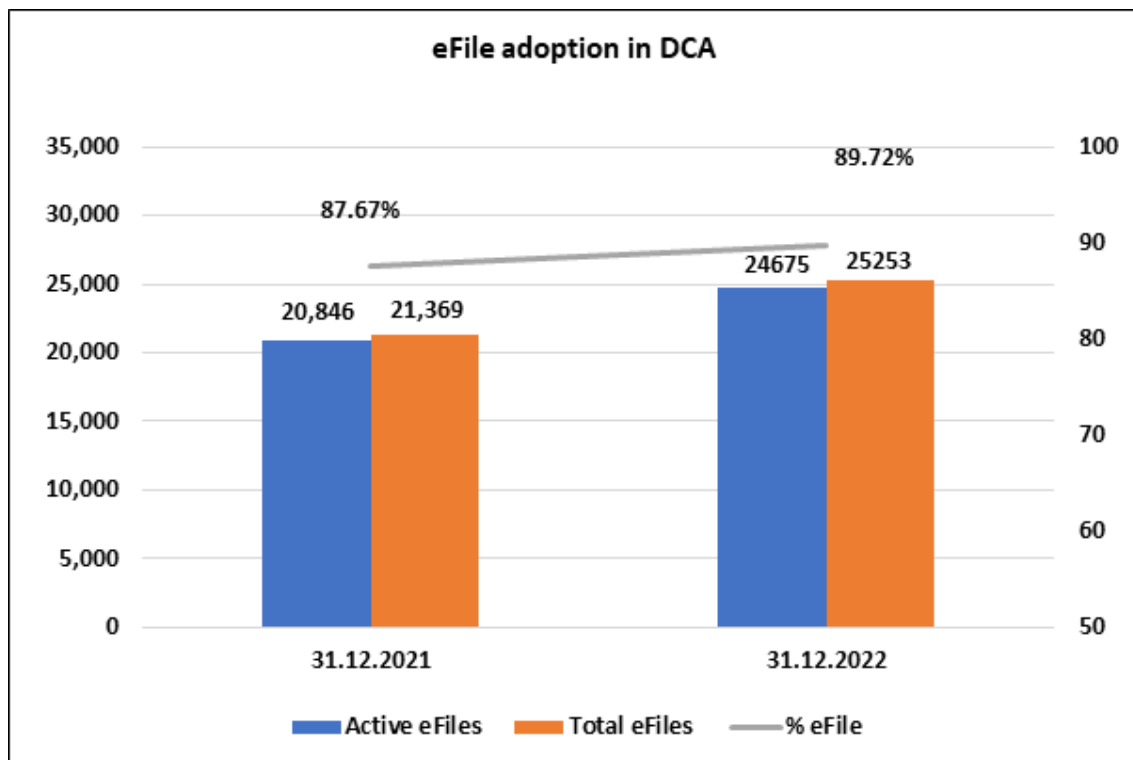
Department of Defence

Key Highlights

- Delayering for parliament, vigilance, legal and policy matters was in practice since inception and further streamlined in 2022-23 to restrict the channel of submission to 4

- Section Officer (Organization & Methods) functions as the Departmental Records Officer in r/o Ministry of Defence (Secretariat)

- Department regularly update their Knowledge Management Dashboard

- VIP cases are disposed of on high priority. If a particular VIP reference involves policy framing, efforts are made to ensure that at least an interim reply is issued at the earliest

Delayering

- Delayering for parliament, vigilance, legal and policy matters was in practice since inception and further streamlined in 2022-23

- For establishment division delayering was reviewed in 2021-22

- Policy matters files are conventionally initiated at the level of DS/ Director

- Attached offices (DGDE, HQ-BRO, CSD, CGDA, DGAFMS, Sainik School) follow the pattern of delayering of Secretariat as per their suitability from 2021-22. This is also emphasized upon during the review meetings chaired by senior officers in the Department

Delegation

- Delegation of Financial Powers to Defence Services (DFPDS) was done in 2021-2022, providing enhanced delegation of Revenue Procurement powers to the Armed Forces

- The DFPDS 2021-2022 aims to empower field formations; focus on operational preparedness; promote ease of doing business and enhance jointness among the Services

- The enhanced delegation of Financial Powers to functionaries in Service Headquarters and lower formations would result in quicker decision making at all levels leading to better planning and operational preparedness of the Services in a quicker time frame and optimum utilization of resources

- The primary focus of the enhanced delegation of financial powers is to empower Field Commanders and below to procure equipment/war-like stores in a speedy manner for urgent operational necessities and meeting essential sustenance requirements. Last such enhancement at all levels for the Defence Services was done in 2016

- Two times general enhancement for Competent Financial Authorities; Up to 5-10 times at field formations in certain Schedules

- 10% increase in Delegated Financial Powers of Vice Chiefs of Services

- Up to three times increase in Schedules related to Indigenisation/R&D to achieve 'Atmanirbhar Bharat'

Desk Officer System

- There are 6 US and 6 SO working as Desk Officers in the Department

Digitization

- Onboarded on eOffice version 7

- MoD eOffice software has been deployed in the intranet Environment of the Ministry of Defence Data centre. It is not connected to the internet and have air gap network

- However, given the sensitive classification of information of majority of the subject matters being dealt within the Ministry, usage of eOffice is restricted to only routine matters.

Table VIII-5 List of digital initiative by Dept of Chemical and Petrochemicals

S.No	Digital Initiatives	Description
1.	RTI MIS portal	Citizens can exercise their right to seek information by directly lodging their RTI applications on this portal which are then re-directed to the concerned CPIO dealing with the subject matter.
2.	Probity Portal	Probity portal is being used to review the FR56(J) cases.
3.	Software/Application to optimize man-power	The Department of Defence has developed a software/ application for optimizing man-power in peace-time establishments / war-time establishments. It enables real-time monitoring of expenses on man-power vis-à-vis matching savings that automatically accrue when a war-time establishment is demobilized/ converted to peace-time establishment, thereby reducing the scope for subjectivity.

- CRU is completely digitized in the Department

Department of Defence Production

Key Highlights

- To curtail the channel of submission, most matters that require the approval of the Hon'ble Minister and MoS are initiated at the DS level

- Administrative powers of the JS have been delegated to the DS level officials and the financial powers in the Department have been delegated as per the provisions of the DFPR and GFR

- 7 US level officials and 2 SO level officials are working on the Desk Officer pattern in the Department however there is only 1 Desk Officer formally posted in the Vigilance Cell of the Department

- eOffice version 7.0 is currently in use in the Department and eOffice applications are accessible through the intranet to the Departmental employees

Delayering

- Delayering was last reviewed in July 2021

- Matters relating to defence, civilians in the lower formation under the administrative control of DDP (excluding transfer, premature release, appeals/ memorials) under establishment section has 4 levels in the channel of submission

- Only starred questions under the legislation have more than 4 levels

- All files going to Minister level such as policy matters files are conventionally initiated at the level of DS/Dir Delegation

- Delegation of financial power was last reviewed in 2017, no further changes have been made after that

- Financial powers in the Department have been delegated as per the provisions of the DFPR and GFR

Desk Officer System

- There are 7 (3 SO, 2 US, 2 DS) Desk Officers in the Department

Digitization

- Onboarded on eOffice version 7

- DDP has common administration within the Ministry of Defence and does not have a separate digital CRU section.

Table VIII-6 List of digital initiatives in Dept of Defence Production

S.No	Digital Initiatives	Description
1.	Srijan Defence	Pursuant to 'Atmanirbhar Bharat' announcement, the DDP/ MoD has developed this portal named, srijan defence.gov.in, as "Opportunities for Make in India Defence". The main objective of the portal is to partner the private sector in indigenisation efforts of Defence PSUs, and the Armed Forces. The portal will be a non-transactional online marketplace platform.
2.	Make in India	'Make in India' portal under DDP aims to provide a single platform for the industry to access any information related policies/ rules and initiatives being taken by the Department to promote 'Make in India' in defence manufacturing sector and to interact with Government and seek clarifications. The URL of the portal is https://www.makeinindiadefence.gov. in.
3.	Defence Export Promotion	'Defence Exports Promotion' portal under DDP is a single window for submitting the application for export authorisation/ license by the industry or SCOMET Category 6/ under Arms Rules in Form A X-A and processing and issue of the export authorisation by the Department of Defence Production. The portal is also a medium to receive discreet Export leads for the benefit of defence exporters. The URL of the portal is https : //www. defenceexim. gov.in
4	Defence Offset Management Wing (DOMW) end-to-end web portal digitizes the offset contract compliance process	The portal facilitates the Original Equipment Manufacturers (OEM) to submit offset discharge claims w.r.t offset contracts and approved offset discharge schedules. The processing of the submitted claims is also carried out through the portal by DOMW and offset discharge credits assigned to OEMs. The portal also facilitates the submission of offset proposals and IOP details as mandated in the offset contract, wherever applicable. The URL of the portal is https://domw.gov.in.

Department of Drinking Water & Sanitation

Key Highlights:

- Delayering has helped to expedite decision making, led to faster file movement and the Department in general is satisfied with the delayering exercise that has taken place.

- Capacity building exercises are underway in the Department. 176 employees have been onboarded on the iGOT portal

- Deliberation by JS along with all the USs was conducted by the Department on increasing efficiency. The deliberation was an open communication following a two-way process of communication across all the hierarchies to ensure free flow of ideas.

Delayering:

- The channel of submission has been reduced to 4 levels in the Department.

- Mostly positive impact has been observed from the delayering exercise.

- Delayering has helped to expedite decision making, led to faster file movement and the Department in general is satisfied with the delayering exercise that has taken place.

- Work in the Department is broadly differentiated between the SBM and JJM Mission. In the last one-month work allocation was revised.

- Mostly work allocation is revised on the joining/relieving of a senior officer.

- The Department also took steps for rationalization of sections and redistribution of manpower to achieve a more distributed work culture.

Delegation:

- The review of the financial delegation took place in 2021.

Desk Officer System:

- The primary scope of work of the Department is limited to program implementation thus the Desk Officer System cannot be implemented. A Mission Director is present in the Department.

Digitization:

- Onboarded on eOffice version 7.0

- Portals have been developed for Jal Jeevan Mission and Swachh Bharat Mission for tracking and monitoring the implementation of the missions.

» The list of Portals is as follows:

» JJM IMIS

» JJM Dashboard

» JJM WQMIS

» IOT Platform

» JJM Training Portal

» JJM Website and RJJK Portal

» SBM Gramin Dashboard

» SBM Portal

» SBM Gramin MIS

» Retrofitting Campaign

» Swachh Survekshan Gramin 2023

» Village Assessment Form

» Gobardhan Portal

eFile adoption in DDWS

eReceipt adoption in DDWS
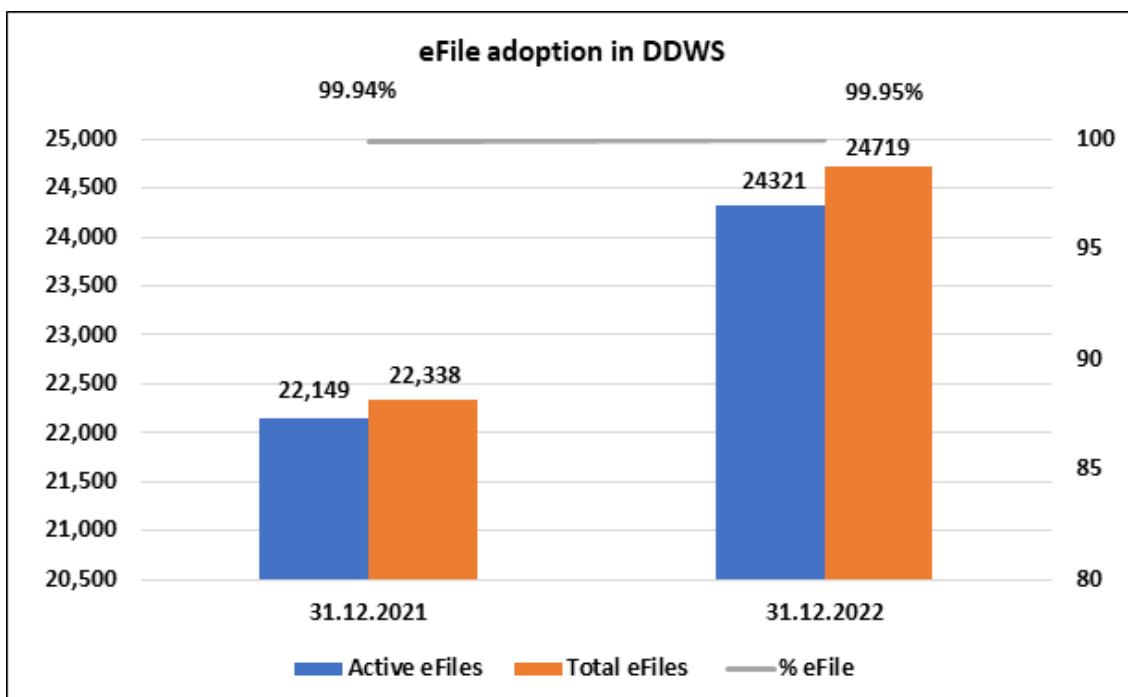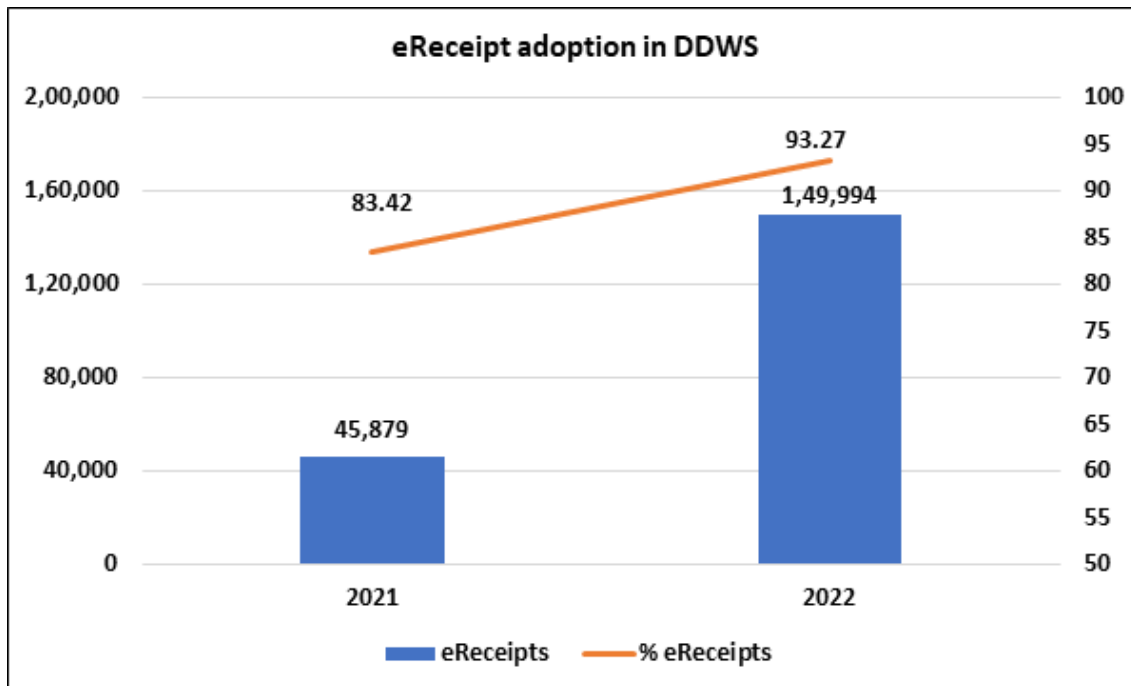
Department of Empowerment of Persons with Disabilities

Key Highlights:

- Delayering has been successfully implemented in the Department with no matter exceeding four levels of channel of submission

- Financial delegation has significantly contributed to reduction in delays and has streamlined Department's functioning

- Average disposal time for VIP cases was 14 days for the month of January, 2023

- In some matters such as unstarred Parliament questions, VIP references etc. JS directly reports to the Minister level, which has expedited file movement, hence leading to faster decision-making

Delayering:

- Delayering was implemented on 26th March, 2022 and was later revised   on 17th January, 2023 ensuring channels of submission not more than four, without any exceptions

- Files related to certain routine matters such as granting of casual leaves, medical advance, TA bills, RTI applications, issuance and renewal of CGHS card etc. are being disposed of within 2 levels which has markedly reduced delay in such routine matters

- 123 is the sanctioned strength in the Department against 85 in position. As per the Department officials, such shortage of staff may occasionally lead to auto-delayering in the Department

- One of the major challenges faced by the Department, as per the Department officials, is during the times of high volume of work, usually towards the end of the year when funds have to be released. During such times, due to paucity of time and lesser officials in the revised channel of submission, officials are extremely over-burdened with work and hence, sometimes delays can be observed

- Work allocation of the Department is reviewed as per need basis and as and when official at the Secretary level changes

Delegation:

- Financial delegation was last implemented by the Department in March, 2022

- Prior to the implementation of the reform, expenditure of even a single penny needed the Minister's approval, which led to delays and inefficiencies. Financial delegation allowed decisions in matters such as scheme related grants at Secretary level (above 25 lacs and upto 50 lacs) and JS level (upto 25 lacs), leaving some financial powers with the HOD as well

- Post financial delegation, sufficient financial powers have been given to the Establishment and General Administration sections of the Department to proceed in matters of unplanned expenditures without the Minister's approval

- Financial delegation has significantly fastened file movement in routine matters and has reduced delays in file disposal

Desk Officer System:

- No Desk Officer System in the Department due to shortage of staff
- As per the Department, implementation of the Desk Officer System may be considered if DoPT would ensure deployment of sufficient manpower in the Department
- The Department has a Departmental Records Officer at Under Secretary level of Administration division

Digitization:

- Onboarded on eOffice version 7.2
- Department has been on-boarded to eOffice version 7.2
- Depwdnidirector.in is used for inviting online applications for the recruitment of Directors in the national institutes under the Department
- Department is currently using eHRMS, Probity, e-Sampada portals developed by NIC for administrative purposes ensuring smooth functioning

eReceipt adoption in DEPwD
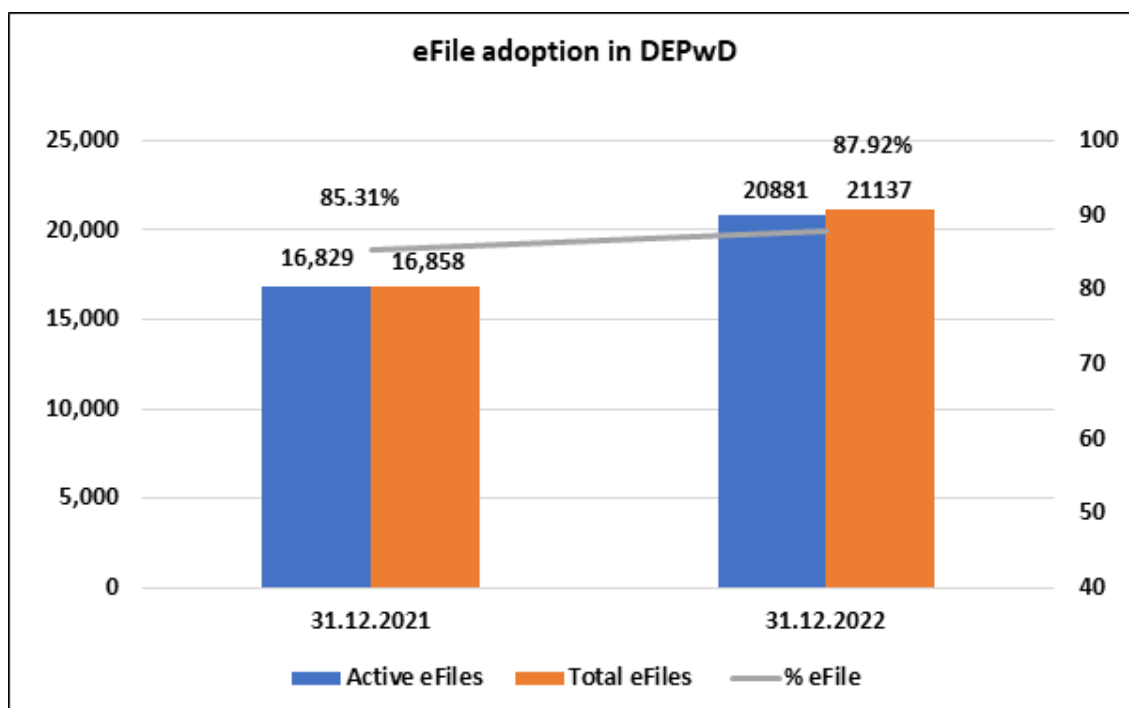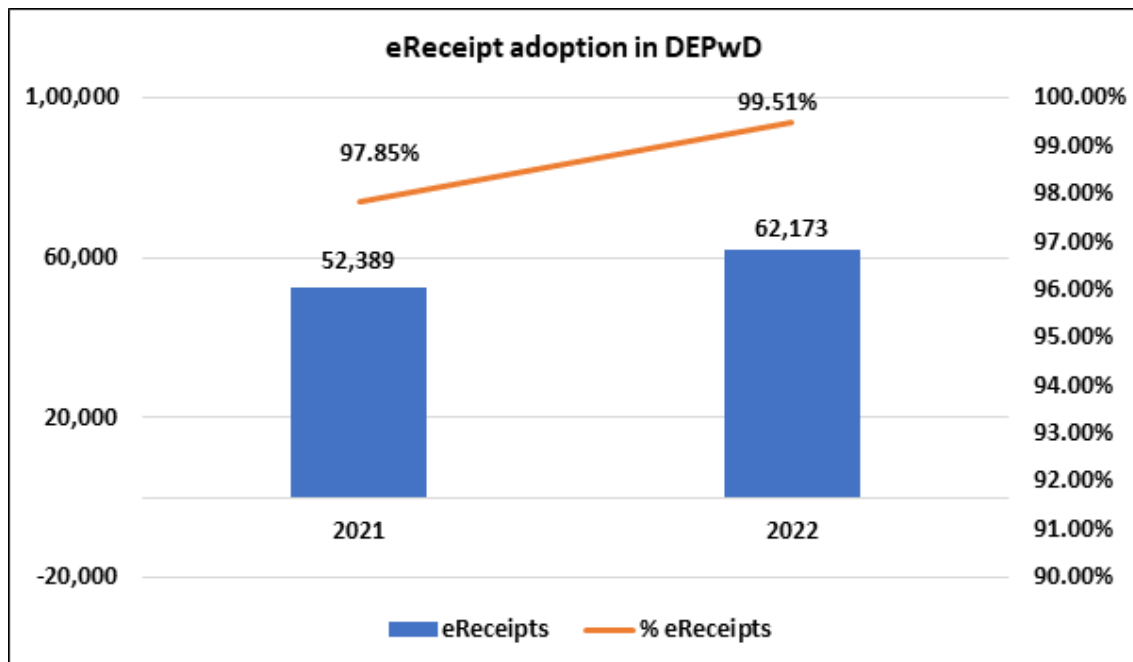
Department of Ex-Servicemen Welfare

Key Highlights:

- The channel of submission has been reduced to 4 or below for all subject matters. For RTI matters the channel of submission is limited to 3 levels.

- The Annual Capacity Building Plan is in the process of finalization in the Department. Further training is being conducted and induction modules are also being created.

- Portal of DGR (dgrindia.gov.in) has been revamped and made user friendly. The online registration of job opportunities for JCOs/ORs has been started in the DGR portal. Earlier this facility was available to Officers only.

- To ensure speedy disposal of work coordination with attached offices can be undertaken through mails, soft copies since eOffice is not used in the Department.

Delayering:

- The channel of submission has been reduced to 4 or below for all subject matters. For RTI matters the channel of submission is limited to 3 levels.

- Administration matters in the Department are primarily looked after by the Department of Defence.

- The attached offices such as KSB, EGHS have their own financial powers and annual budget.

- The Department of Defence looks after establishment matters in the Department. Some powers regarding the same has been delegated to US and DS.

- The delayering exercise in the Department has taken place de facto due to the shortage of staff in the Department.

- Internal arrangements to work allocation are also made to enhance efficiency.

- Capacity building measures are required at all levels focusing on intermediate to advanced IT skills to deal with the enhanced workload.

Delegation:

- Concurrence to the financial proposal is given by the Secretary/JS.

- Financial powers cannot be delegated to US and DS. Thus, scope of financial delegation is very limited in the Department.

- Financial delegation in the Department is as per the Delegation of Financial Powers to Defence Services (DFPDS) in the Department, thereby centralising delegation.

Desk Officer System:

- One desk officer in the department for a few divisions working in desk pattern such as coordination. The Desk Officer is also provided supporting staff for smooth facilitation of work.

- Coordination section is operating with a Desk Officer. For matters which have separate subjects such as collation of data, information collection, and portal updating Desk Officers can be utilized.

Digitization:

- Portal of DGR (dgrindia.gov.in) has been revamped and made user friendly. The online registration of job opportunities for JCOs/ORs has been started in the DGR portal. Earlier, this facility was available to Officers only.

- Monthly/Regular updating of Departmental/Attached Offices websites.

- Two new portals were launched during the current FY namely, 'affdf.gov.in' and 'maabharatikesapoot.mod.gov.in' for making online contribution from citizens for AFFD Funds.

- Movement of files through eOffice in the Department.

- A data and strategy unit and IT cell may be created in the Department, the same is under discussion.

Department of Fertilizers

Key Highlights:

- Channel of submission has been reduced to 3-4 levels since 2019 for subjects like issuance of CGHS Cards, Advertising and Publicity, Hospitality etc.

- Delegation of financial powers was last reviewed and modified in September 2022 in IFD

- Delegation of financial powers have been carried coherently with the reduction in channels of submission as per GFR and DFPR.

- Identification of more powers and responsibilities viable to be delegated to officers of lower formation is under process

- Department of Fertilizers regularly updates Knowledge Management Dashboard

- Average disposal time for VIP cases is 15 days in the Department

- Department is actively using eOffice 7.0 along with eHRMS and CSCMS

Delayering

- Channel of submission was last reviewed in 2021

- 117 subjects out of 218 subjects are disposed within 4 levels 98 are disposed in 5 or 6 levels and 3 subjects are disposed in 7 levels

- All files initiate at the section and files that need ministers' approval initiate at the US level

Delegation

- Delegation of financial powers was last reviewed and modified in September 2022 in IFD

- All files related to payment of fertilizers subsidy and escalation/de-escalation, up to Rs.15 crores will be disposed of at the level of Dir/DS

- Financial delegation is currently under consideration for all divisions and officers of the Department

Desk Officer System

- There is no Desk Officer System as it is not feasible for the Department due to its nature of work

Digitization

- Onboarded on eOffice version 7.0

- CRU is not digitized in the Department

eFile adoption in DoF

eReceipt adoption in DoF
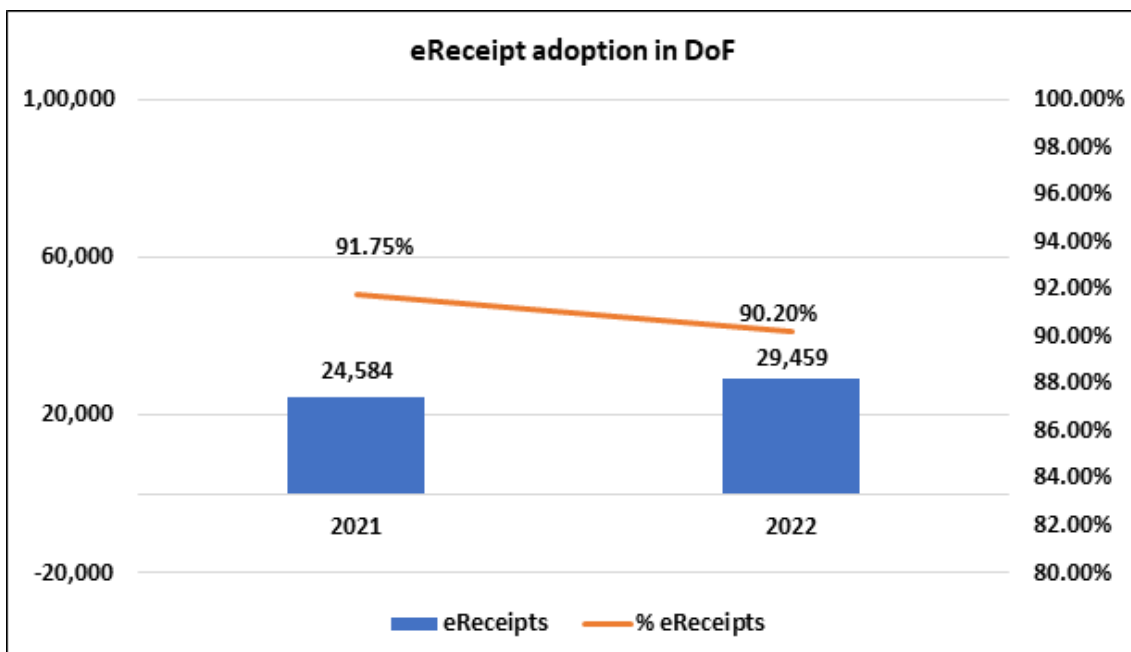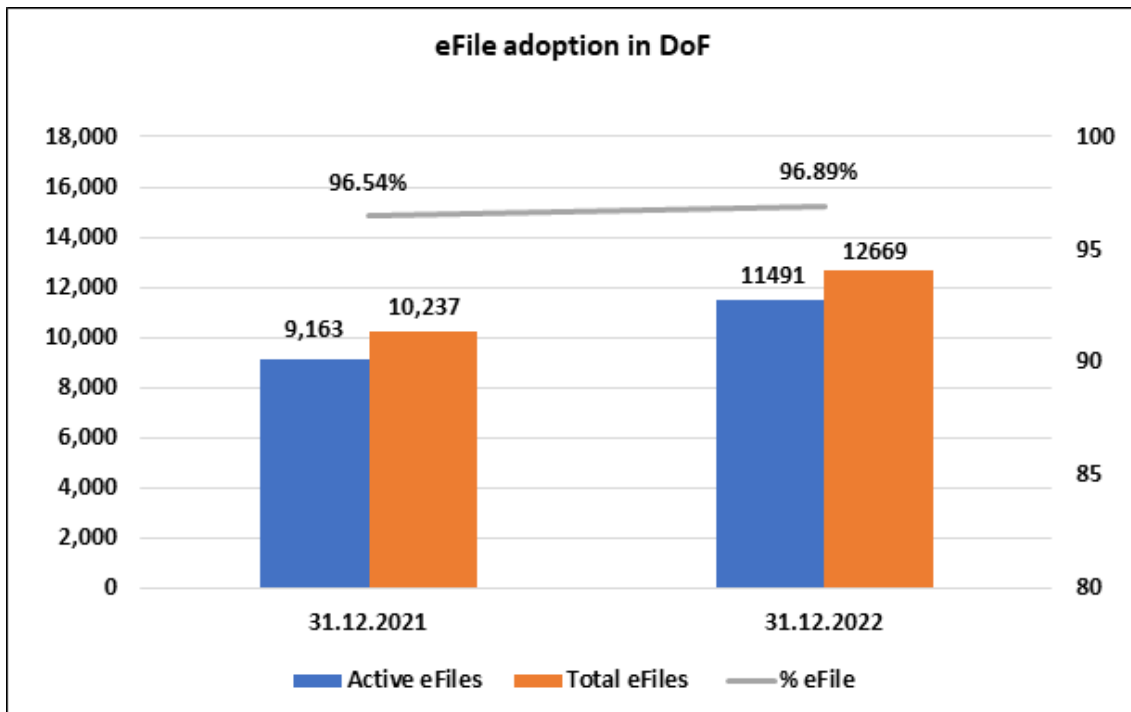
Department of Fisheries

Key Highlights:

- The Department is working in close cohesion with each other thereby breaking silos while functioning.

- A capacity-building team consisting of 10 officers has been constituted. Institutes such as ISTM and IIPA provide training to Departmental officers.

- Delayering exercise is also being carried out in subordinate offices for subject matters/items which are required for day-to-day functioning. This would ensure independence and accountability in subordinate offices and speedy work.

- The average disposal time for VIP cases in January 2023 was 5 days in the Department.

Delayering:

- The channel of submission is mostly limited to 4 in all routine and administrative matters. For matters which require higher deliberation the channel of submission may be greater than 4. A review of the delayering exercise was undertaken on 17th October, 2021.

- Shortage/lack of staff was observed in the Department. The Department was functioning at less than 50% of the sanctioned strength, at around 40% of the functioning strength

- Revision of work allocation is undertaken on a periodic basis as and when required. Revision of work allocation ensures that work is equally distributed amongst all officers.

- Delayering exercise is also being carried out in subordinate offices for subject matters/items which are required for day-to-day functioning. This would ensure independence and accountability in subordinate offices and speedy work.

- The iGOT training module is being utilized to provide training to officers within the Department.

Delegation:

- A review of the Delegation of Financial Powers was undertaken on 2nd September, 2022.

- The overall impact of the review of financial delegation has been positive. Financial Delegation has expedited work and ensured quick disposal of files

Desk Officer System

- The Desk Officer System has not been implemented in the Department due to shortage of staff.

Digitization

- Department has digitized all files except for files pertaining to sensitive matters such as Vigilance.

- The complete shift to eOffice, weeding out of files, and diligent adherence to Swachhta campaign are a few of the review activities undertaken by the Department.

eFile adoption in Dept of Fisheries

eReceipt adoption in Dept of Fisheries
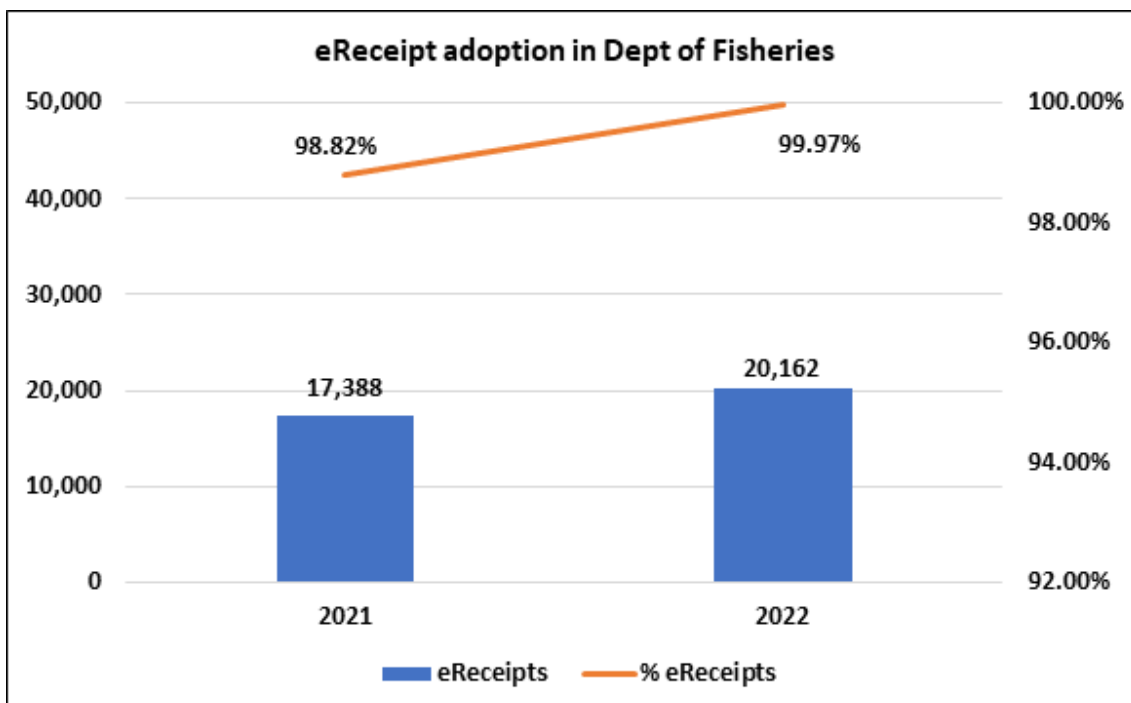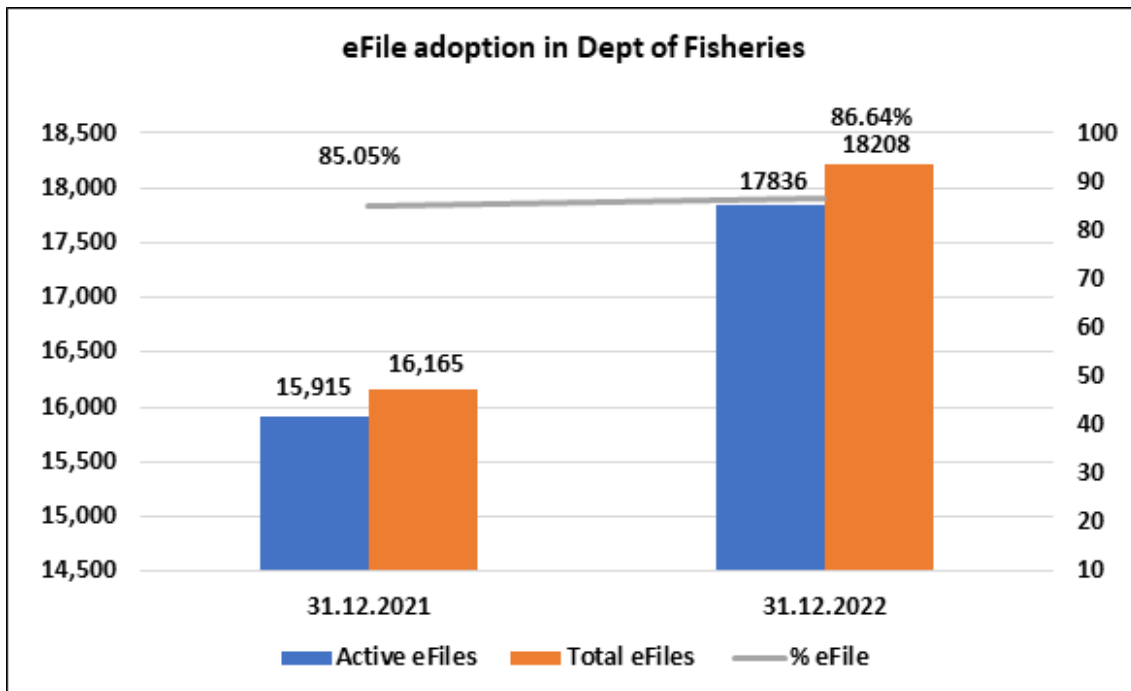
Department of Food and Public Distribution

Key Highlights:

- The delayering process has been carried out in the Department in accordance with the OM issued on 25th June, 2021 based on subject matter across all 50 sections. This has resulted in reducing the channels of submissions to 3 in most of the cases.

- Administrative powers such as loan for modernization/ rehabilitation, relaxation in usage charges guidelines/ policy for procuring paddy in miller bags/ HDPE/ PP bags over and above specified limit have been delegated from the honourable Minister to the Secretary

- Financial powers vested in the Department have been delegated to the 'Head of Department' and 'Head of Office' for incurring contingent and miscellaneous expenditures under Schedule V and VI of DFPRs

- Department has identified subject matters such as policy, vigilance and finance to work on a Desk Officer pattern

Delayering

- The delayering process has been carried out in the Department in accordance with the OM issued on 25th June, 2021 based on subject matter across all 50 sections. This has resulted in reducing the channel of submission to 3 levels in most of the cases

- Weekly SOM (Senior Officer Meeting) is conducted within the Department to monitor weekly progress under the chairmanship of Secretary which is attended by DS level and above

- Contact information of SO level and above is available on the Department's website

Delegation

- Administrative and financial delegation of powers have been carried out in accordance with the OM issued in June, 2021 based on subject matter

- Administrative powers such as loan for modernization/ rehabilitation, relaxation in usage charges guidelines/ policy for procuring paddy in miller bags/ HDPE/ PP bags over and above specified limit have been delegated from Minister to Secretary

Desk Officer System

- Department is already functioning on Desk Officer pattern and continues to follow the same pattern

- Subject matters identified to Desk Officers are policy, vigilance, and finance

- Department has identified 11 desks with clear work allocation among which 7 desks are functional presently: Finance I, Finance II, Finance III, FD-I, FD-II, FD- III, Sugar Policy-I, Sugar Policy -II, Sugar Litigation-I, Sugar, Litigation-II and Vigilance

eFile adoption in DFPD

eReceipt adoption in DFPD
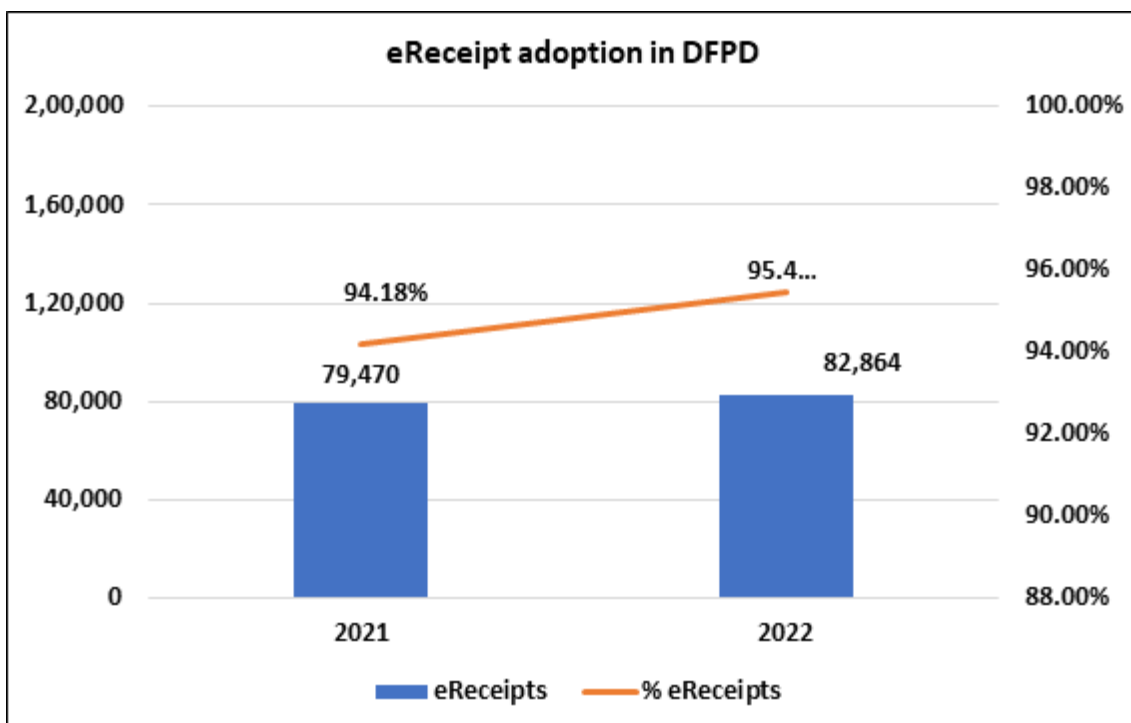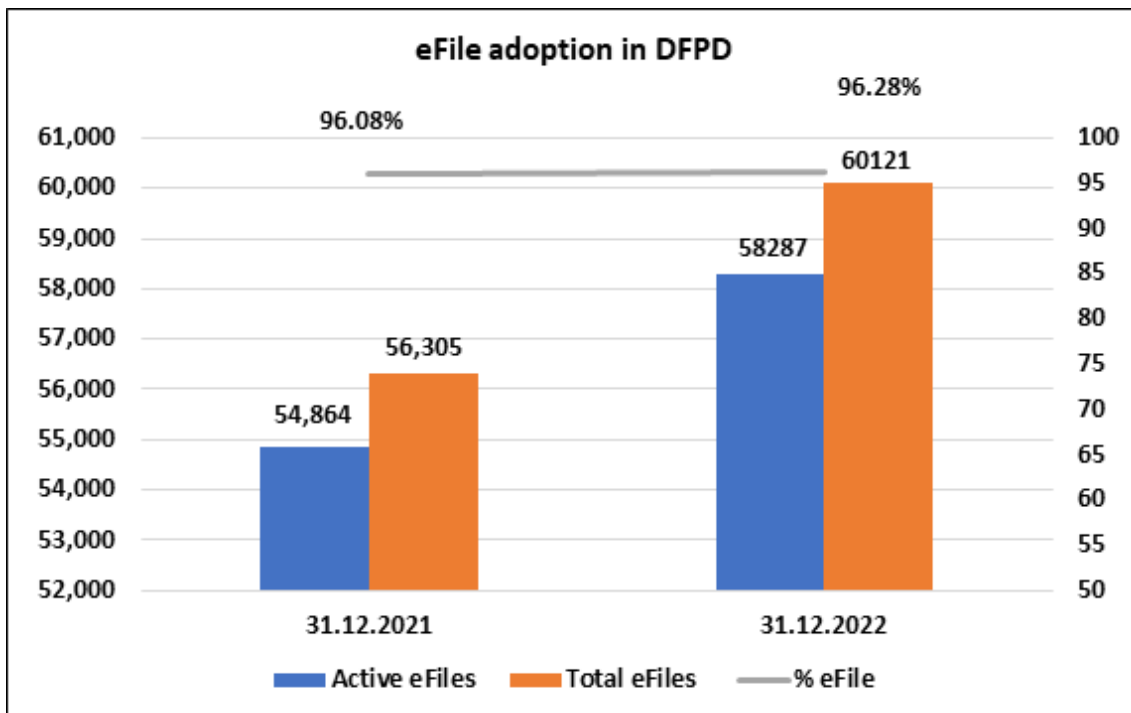
Department of Justice

Key Highlights

- The Department allocates equitable roles and responsibility amongst its officers

- Case to case capacity building programs take place for all officials, in understanding the functioning of the Department. Capacity programs of iGOT, ISTM, cybersecurity are routinely conducted for all officials.

- Review for weeding out of physical files is regularly carried out and files weeded out. This is monitored through monthly statements. Similarly, review of e-files is carried out and the weeded-out files are deleted.

Delayering

- Latest orders of delayering were issued on 2021

- The average channel of submission is 3-4 levels. A detailed subject wise list has been provided for the number of subjects and their channel of submission. For eg. in Establishment matters the channel of submission is 2 levels.

- Subjects like Coordination, Parliament matters, the channel of submission may reach 5 levels. In cases involving citizen centric matters of justice, the channel of submission ranges between 3-4 levels.

- Most of the subjects under General Administration, National Mission & Judicial Reforms, eCourts have 2-3 levels of disposal.

- No files from any of the subjects in the Department move within the same level. No such discretion of single level of approval is prescribed in the Department.

- The levels of ASO/SO; US/DS/Director are treated as the same. In several subjects' files are directly put up by the JS to the Secretary; Minister-level files are generated at the level of US, indicating that level jumping is in practice. Hierarchy of file disposal for minister - US-JS-Secretary-Minister.

- Most of the files begin from U/S and the rest from Director level.

- The reduction of the channel of submission along with level jumping has enhanced the share of responsibility in officials of lower formations and also kept a check on quality. Delayering is dynamic when decisions are taken on the basis of the financial value involved.

- The Department aims to reduce the channel of submission further in many matters however, as the average disposal of files remains 25-30 days.

- The Department is currently functioning on strength less than sanctioned. High vacancies at lower formations. The induction of officials indirectly from the Department of Personnel and Training via Ministry of Home Affairs is also one of the reasons for a highly stressed working strength.

- Officers are allocated work/subject matters as per their competency, educational background, and work experience.

- One to one interaction with higher officials in decision making and case to case training for officials. iGOT and ISTM have been implemented as part of mandatory training modules. Annual Plan for capacity building is in the pipeline for the Department. (OM sent)

■ **Delegation**

- Financial Delegation in Administrative Division reviewed in March 2021.

- All personal claims and advances, excluding HBA and advance for purchase of Motor car are sanctioned by HoD {DS(Admn.)}

- Financial Delegation and reduced channel of submission has led to efficiency and a review to modify financial delegation is in the pipeline for 2023. No need for further review of financial delegation.

■ **Desk Officer System**

- 3 Desk Officers are currently in function, The Department needs more Desk Officers.

- The workload is such that all officials are de facto Desk Officers. Despite staff shortage the Department has negligible pendency.

■ **Digitization**

- Onboarded on eOffice version 7.0

- On board on eOffice version 7.0 and the department maintains e-files. At present there are no Category A and B existing records which need permanent preservation.

- Circulars are uploaded on eOffice. The circulars are on the Knowledge Management Dashboard and are in the process of compilation by the divisions.

- Central Registry Unit of the Department of Justice is fully equipped, and adequate staff has been provided to the section. High Speed scanner has been provided in the section. Hundred percent digitization of receipt is carried out. Receipts are marked to respective group officers through eOffice, who in turn mark these to concerned officials

Table VIII-9 List of portals of Dept of Justice

Judges Appointment Portal	http://10.23.32.71/judges
Data portal for High Courts	https://dashboard.doj.gov.in/sanctiondata/
Portal for information on Constitution	https://doj.gov.in/upload_files/activity/calender
Sanctioning of Funds	dashboard.doj.gov.in/ngo/
Monitoring Average Time Disposal	dashboard.doj.gov.in/averagetime/

eFile adoption in DoJ

eReceipt adoption in DoJ
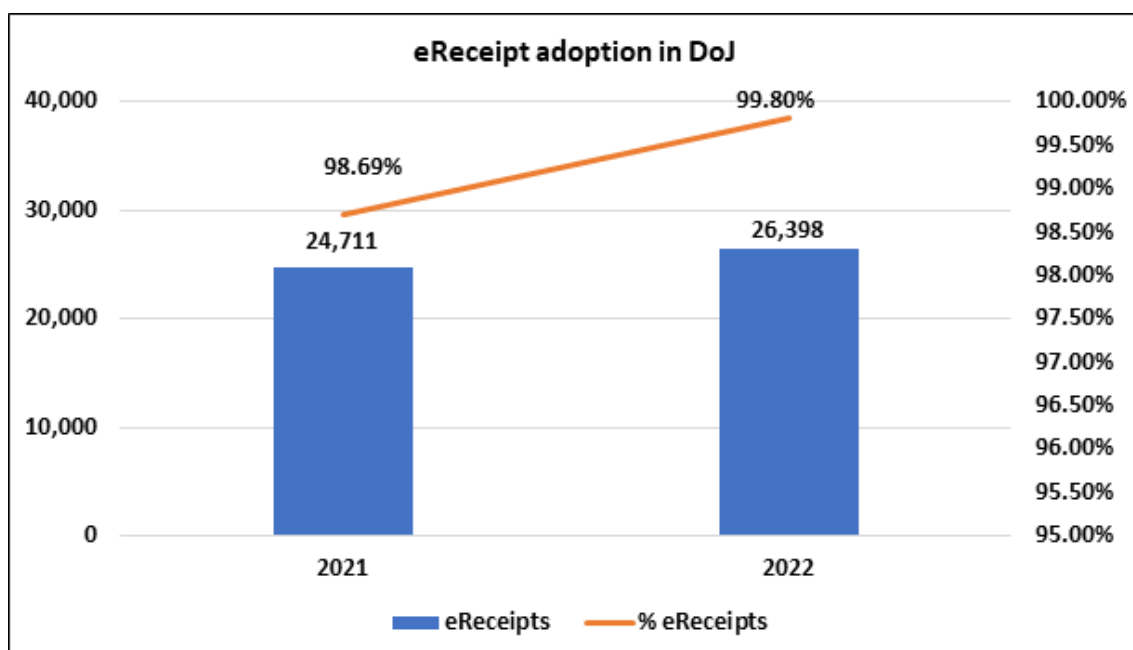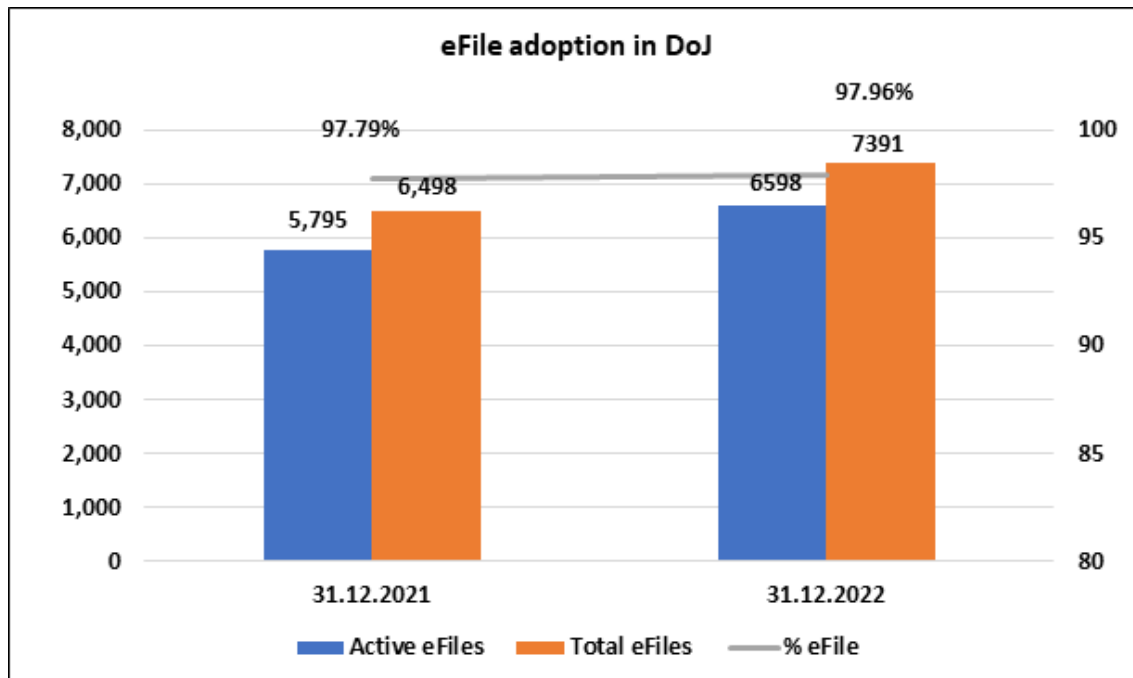
Department of Land Resources

Key Highlights

- While most of the matters are dealt within 4 levels of submission, matters that involve beyond 4 levels of submission include policy matters, VIP references addressed to MoS or MoRD

- Many matters involve as low as 2 levels of submission in the channel, for example circulation of RTI matters, Secretary/AS/DS Tour etc.

- Besides expeditious work completion, the attentiveness of officials in the concerned channel of submission has been observed to be increased

- As an impact of enhanced financial delegation, the efficiency is observed to be increased. The response of vendors is improved as they receive early payments. In many cases, pending matters are disposed of the same day

- There are 2 Desk Officers currently in place at the levels of Section Officer and Assistant Director looking after General Coordination and Parliament and Land Regulation respectively

- The Department is using eOffice version 7.2.5 with about 96% of coverage

- A specialised digital platform, called 'Khoj Software' is being used for record management that has immensely helped the Department in inventory management

Delayering

- Delayering was last undertaken in the Department in December 2021.

- While most of the matters have 4 levels of submission, matters that involve beyond 4 levels of submission include policy matters, VIP references addressed to MoS or MoRD,

- Many matters involve as low as 2 levels of submission in the channel, for example circulation of RTI matters, Secretary/AS/DS Tour etc.

- The work allocation is reviewed by the Secretary, the Joint Secretary and sometimes by the Director. Various training programs are conducted as capacity building initiatives.

- In-house training is conducted as per requirement. The Department has developed study material named 'Blue Book' majorly for the purpose of induction of new joinees and internal circulation which gets annually updated. It includes information about the Department and its schemes.

- As an impact of delayering in the Department, besides the work getting sped up, the attentiveness of officials in the concerned channel of submission has been observed to be increased.
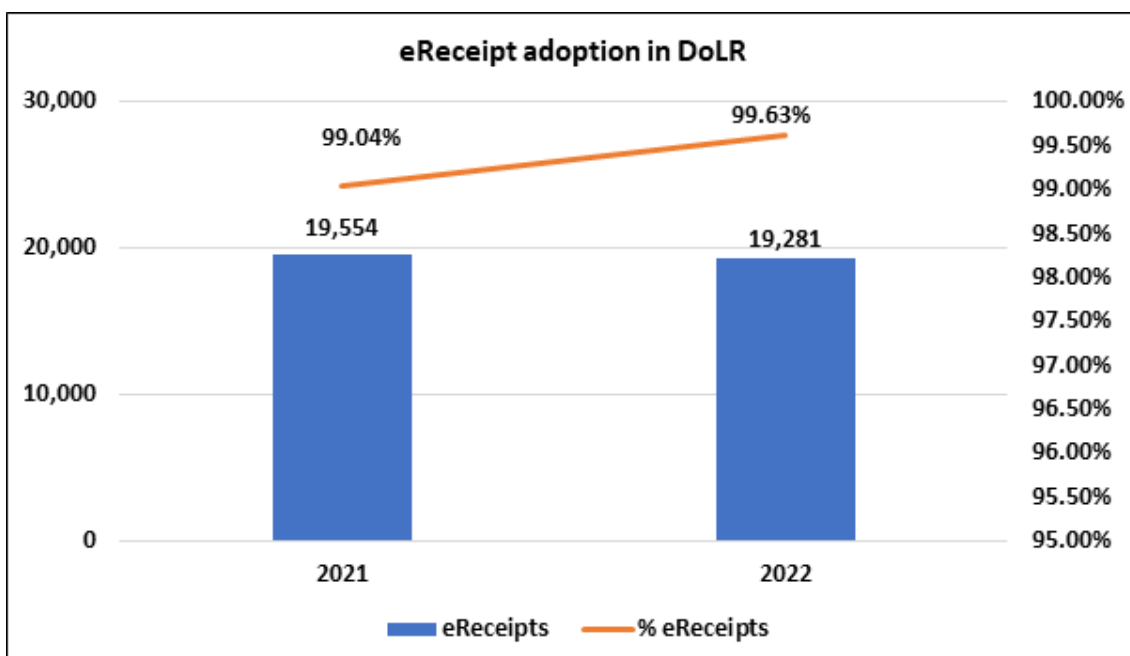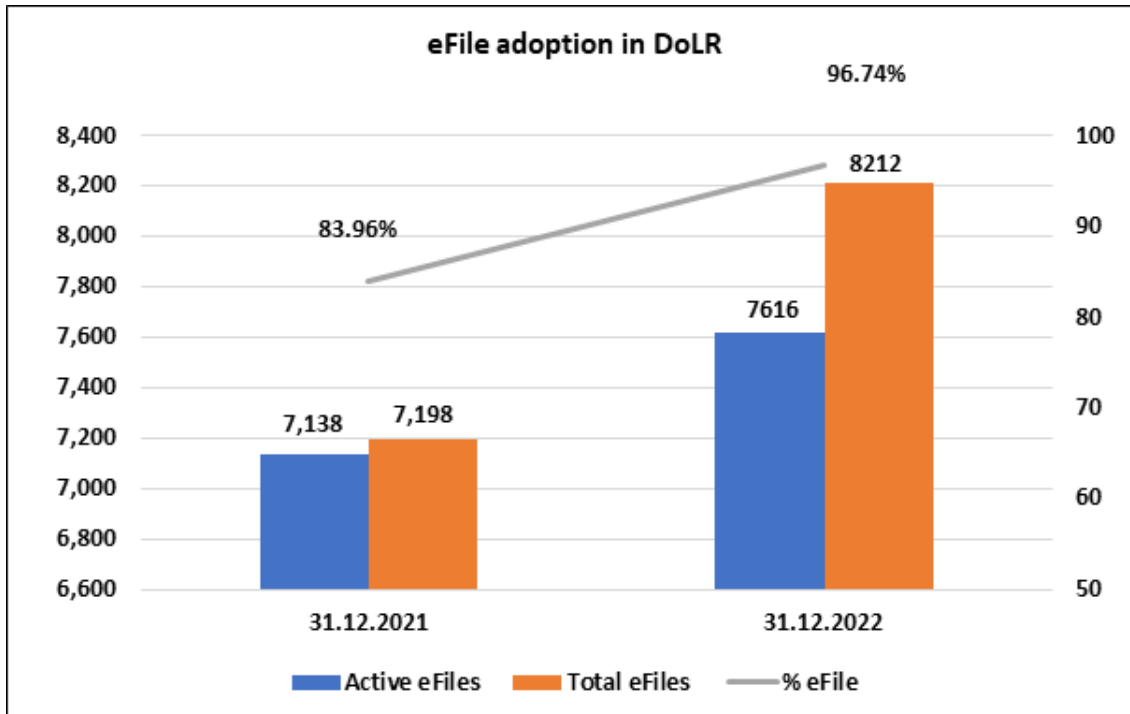
Delegation

- Financial limits under delegation of financial powers for the items permissible under DFPR 1978 were enhanced at appropriate levels in administration for faster disposal of financial matters.

- Delegation of financial powers was undertaken in May 2022. In the delegation, under 'contingent and miscellaneous expenditure', the Joint Secretary is given full powers while the Director/DS(Administration) and Under Secretary is given financial powers of Rs. 1,00,000 and Rs. 25,000 respectively in each case.

- Smaller purchases like stationery items can now be procured at the Under Secretary level which earlier used to be at the Director/DS level. This delegation to junior officers has helped in better and smooth management.

- As an impact of enhanced financial delegation, the efficiency is observed to be increased as completion of work gets sped up. The response of vendors is improved as they receive early payments. In many cases, pending matters are disposed of the same day.

Desk Officer System

- There are 2 Desk Officers currently in place at the levels of Section Officer and Assistant Director looking after General Coordination and Parliament, and Land Regulation respectively.

- Further review of the Desk Officer System in the Department is currently in process.

- The Department faces an acute shortage of staff at the Section Officer level, hence new appointments of Desk Officers may be made once new Section Officers join the department.

Digitization

- Onboarded on eOffice version 7.2.5

- The Department is using eOffice version 7.2.5 with about 96% of coverage as the remaining 4% files are used in the physical form due to confidentiality of matters.

- A specialised digital platform, called 'Khoj Software' is also being used for record management, that has immensely helped the Department.

eFile adoption in DoLR

eReceipt adoption in DoLR

Department of Legal Affairs

Key Highlights

- All files initiate at ASO/SO level mostly except for policy matters where file initiates at DS/Director level

- The Department did not review delegation of financial power after 2016 as it is not suited to the Department

- The current functioning of the officers in the Department is similar to the Desk Officer System.

- Department is using eOffice version 7.0, which is accessible to all Departmental employees

- LIMBS Portal (Legal Information Management & Briefing System) has been developed by the Department and is used for monitoring and handling various court cases of government Departments/Ministries

- 78 lakh pages have been digitized including all court cases

Delayering

- All files initiate at ASO/SO level mostly except for policy matters where file initiates at DS/Director level

- Channel of submission is restricted to 4 except for the files that needs Minister's approval

- The Department has a prime objective of rendering legal advice to Ministries/Departments, therefore, the work related to legal matters is being handled by the Indian Legal Services (ILS) cadre. For administrative work, it is allocated among officers in such a manner that the channel of submission is within prescribed limits for fast decision-making

- Routine matters are being dealt with a maximum of 2 or 3 levels. Limiting the channels of submission has significantly improved the efficiency in disposal of work and early decision making and sparing more time for higher authorities to work on the policy matters

Delegation

- The Department did not review delegation of financial power after 2016 as it is not suited to the Department

Desk Officer System

- There are 27 Desk Officers (5 SO, 16 US and 6 DS) working as desk officers.

- There is no Desk Officer System in the Department. The main functional requirement mandated to this Department is to render legal advice for which the Department is manned by ILS Officers and an ILS feeder cadre. The work of each officer is similar to the Desk Officer System wherein each officer handles cases himself/herself with the assistance of stenographers/clerks/DEO as per availability of staff

Digitization

- Onboarded on eOffice version 7.0

Table VIII-10 List of digital initiatives by Dept of Legal Affairs

S.No	Digital Initiatives	Description
1.	LIMBS Portal (Legal Information Management and Briefing System	It is a web-based portal developed by the Department of Legal Affairs, Ministry of Law & Justice It is used for monitoring and handling of various court cases of Government Departments and Ministries Cases pertaining to the Supreme Court are uploaded & updated on LIMBS by DLA. Cases pertaining to High Court and Tribunals are being uploaded by the concerned Commissionerate
2.	Notary Online Application Portal (NOAP)	Notary Online Application Portal is a service that can be applied for in person or online to enable eligible applicants to practise in a specific area as notaries.
4.	Dashboard of Legal Affairs	Dashboard is regularly updated regarding SOM for pending cases and to-do list.
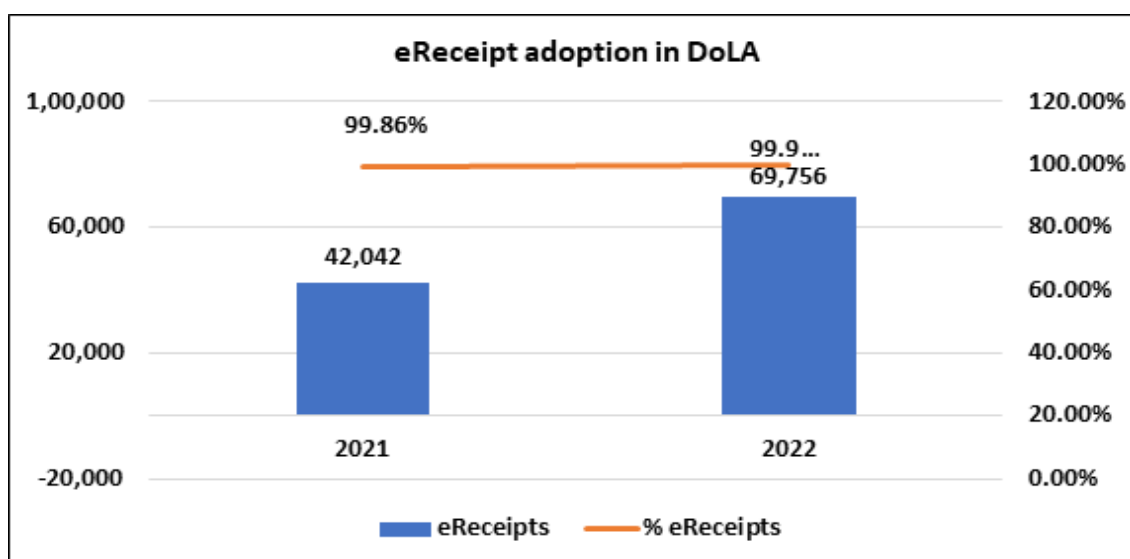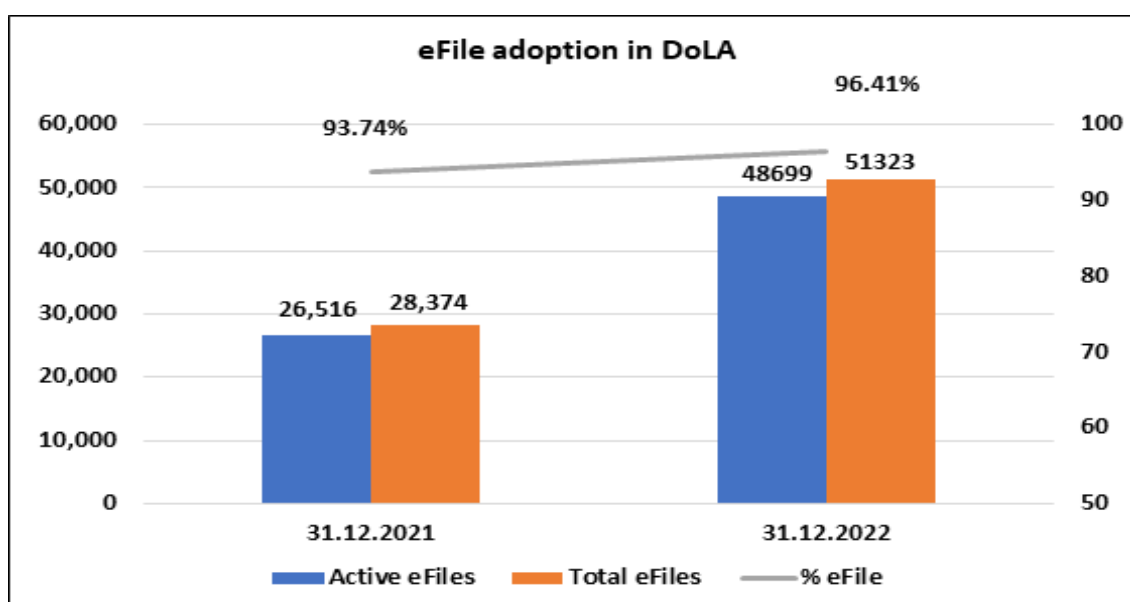
Department of Military Affairs

Key Highlights

- CDS has suggested measures for delegation of powers to lower echelons and to implement delayering in all divisions to remove superficial channels

- Most of the subjects are disposed of within 4 levels. Files which involve strategic matters of higher financial values may be disposed of at more than 4 levels to ensure multiple scrutiny.

- Matters related to Establishment Section are disposed of at Director/DS level

- The Department was formed in 2020 and financial delegation will be reviewed based on the requirement. The current delegation enables DMA to carry out its own procurement w.r.t. Heads viz miscellaneous and contingent expenditure

- Dakshata training conducted for ASO level officers

Delayering

- The channel of submission has been reduced to 4 (for certain matters less than 4) across the Department. It has been in practice since 2020

- Matters of higher financial values may be disposed of at more than 4 levels to ensure multiple scrutiny

Delegation

- Delegation under Schedule 'G' of DFPM-2015 reviewed and powers have been delegated to JS (E&C) for cases under MoD (Civil) Budget. No major changes have been done in terms of financial delegation across the Department

- The delegation enables DMA to carry out its own procurement w.r.t. Heads viz miscellaneous and contingent expenditure, training in India, IT items/ services, outsourcing/ hiring of services & items, civil works and administrative powers under FPR

Desk Officer System

- Desk Officer System has not been implemented

Digitization

- Onboarded on eOffice version 7.0

Department of Official Language

Key Highlights:

- In this Department, JS reports directly to the Secretary in all matters. This has considerably reduced delays and has improved efficiency in such matters

- Department has taken a major step towards digitization by providing the facility of e-tickets and e-registration for national and regional conferences through NIC portal

- Kanthasth 2.0, a language translation tool, is another major initiative taken by the Department and trainings for the same are being given by the Department officials to other Ministries/Departments

Delayering:

- Department had last implemented delayering in 2021, by section-wise reducing the channel of submission to 4 in majority of cases

- Channels of submission exceed 4 in case of Parliamentary Questions/matters, policy and appointment related matters. Minister is the 5th level in such cases

- The delayering process has reduced the overall time taken in file movement and its disposal, with same-day disposal in many cases

- In this Department, JS reports directly to the Secretary in all motters. This has considerably reduced delays and has improved efficiency in such matters

Delegation:

- Currently, financial delegation is not possible in the Department as the annual budget is too small to be further delegated

Desk Officer System

- Presently, due to shortage of staff and limited scope of work, there is no designated Desk Officer System followed in the Department

Digitization

- Onboarded on eOffice 7.2

eFile adoption in DoL

eReceipt adoption in DoL
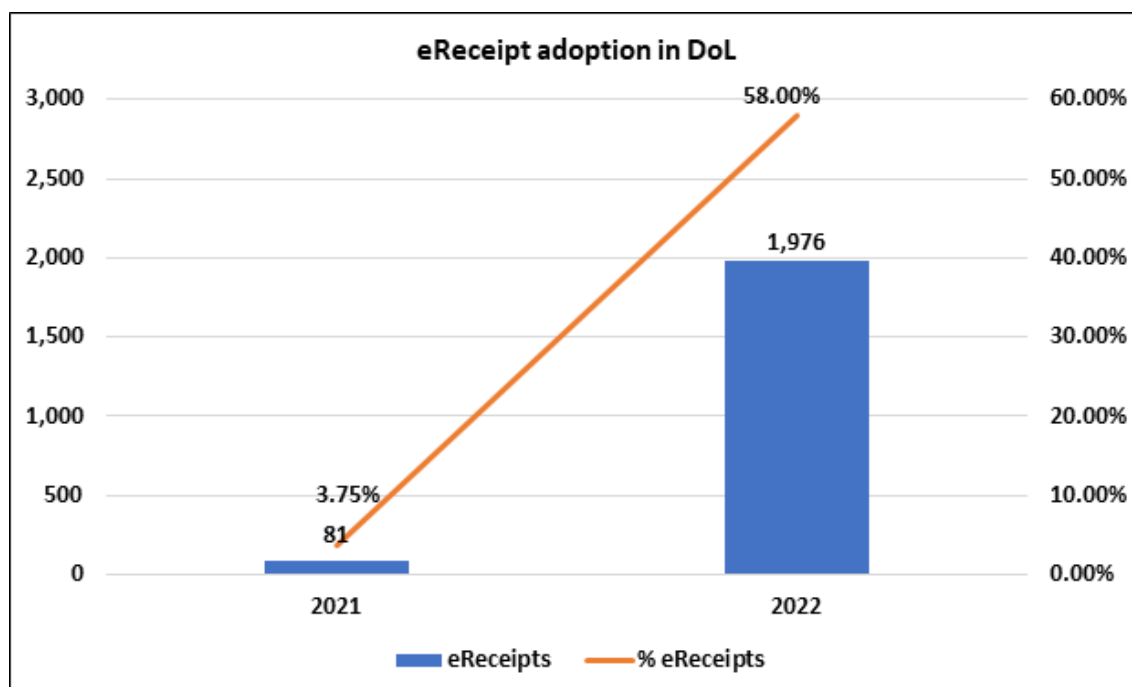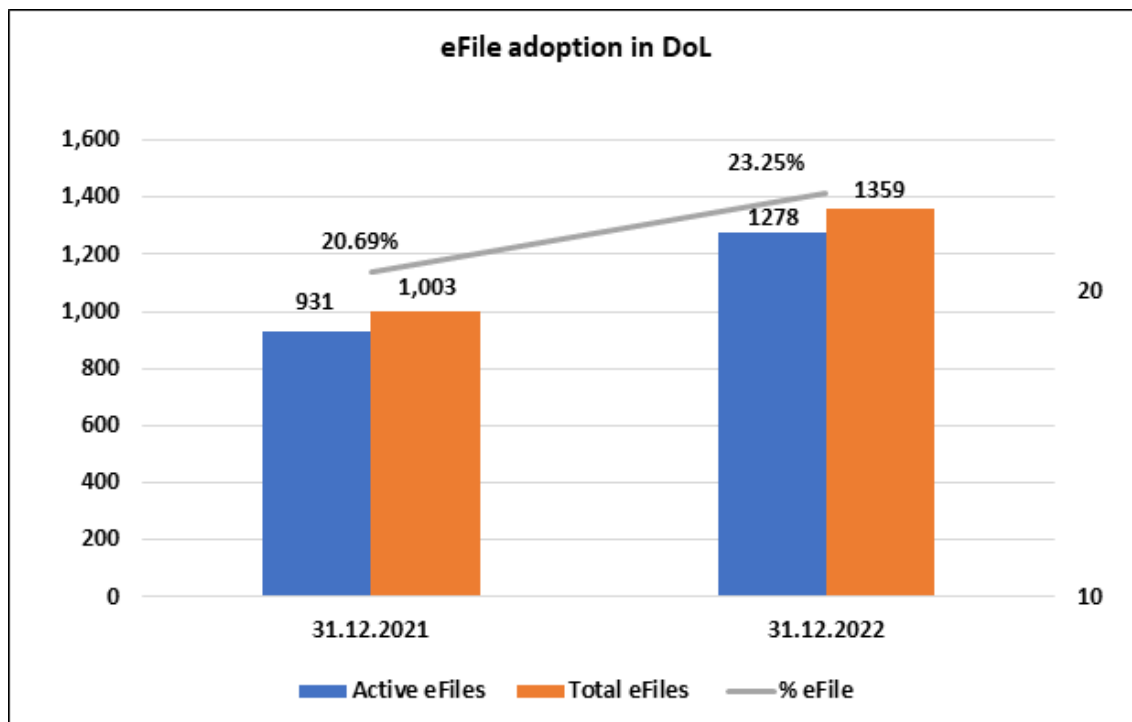
Department of Personnel and Training

Key Highlights:

- Channel of submission has been reduced to 4 in over 70 sections
- Financial powers may be exercised by the Designated Officers without consulting the Integrated Finance Division (IFD)

Delayering

- Channel of submission has been reduced to 4 levels, in over 70 sections
- It has also helped in reducing MP references, IMC, and State Government references pendency
- Monthly review of all the cases is done at the level of AS with all the divisional heads, who take up the review of divisions/sections under them on a fortnightly basis to dispose of all the cases within the stipulated time

Delegation

- Joint Secretary (Admin) and the US (Genl.) are declared as the Head of Department and Head of Office respectively
- These powers may be exercised by the Designated Officers without consulting the Integrated Finance Division (IFD)
- Financial powers are delegated to Secretary for Rs. 1 crore

eReceipt adoption in DoPT
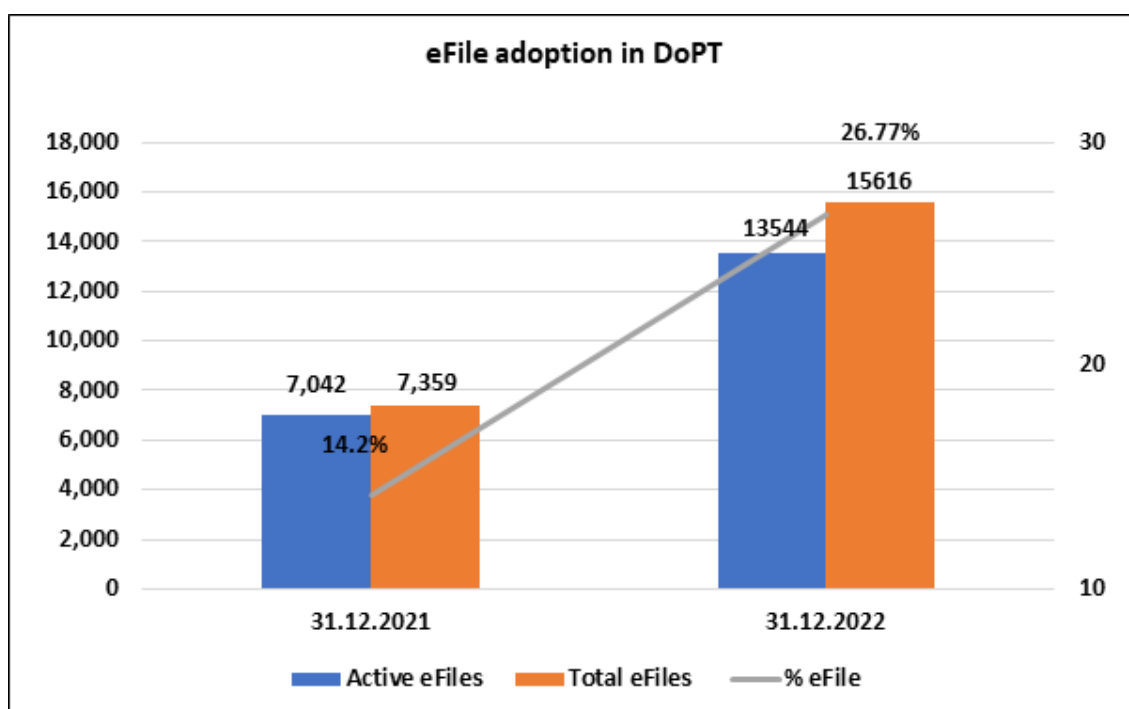
Department of Pharmaceuticals

Key Highlights:

- Routine matters are disposed of easily and channel of submission has been restricted to 3 levels for some matters.

- Delegation of financial powers, has enabled the HOD to dispose of matters quickly.

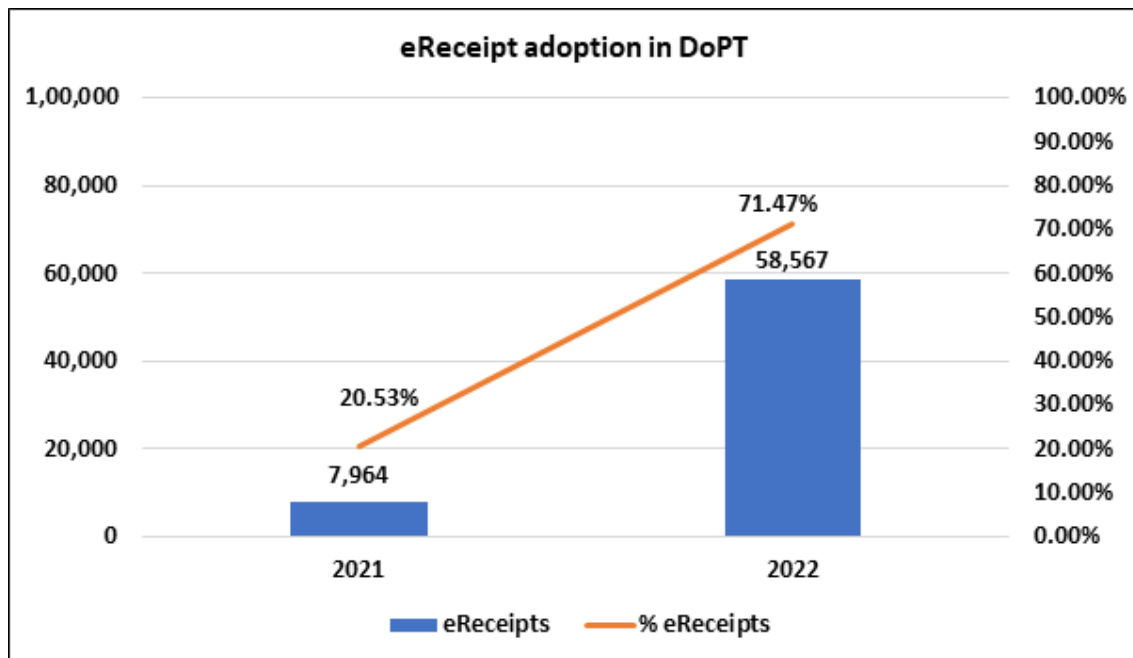- The Department in order to facilitate stakeholder consultations, conducts a pharma and medical device expo every year.

- Inter-ministerial coordination is an integral part of the working of the Department. Extensive stakeholder consultations are conducted to ensure fair, just and equitable policy decisions.

- The routine training on administrative matters is conducted by ISTM. The Department has onboarded the officers on the IGoT portal. The officers will start their required courses and certification programmes.

- Delayering has led to saving of time and faster movement of files due to introduction of digital files i.e., eOffice.

- Delayering:

- Channel of submission is mostly restricted to 4 levels and for matters such as policy initiatives or amendments to legislation the channel of submission is greater than 4.

- Delayering has led to saving of time and faster movement of files due to introduction of digital files i.e., eOffice.

- Routine matters are disposed of easily and the channel of submission has been restricted to 3 for some matters.

- The review of work allocation is undertaken on the relieving and joining of a new officer in the Department. The sanctioned strength of the Department is 90 and the filled strength is 61.

- The Department is also in the process of formulating the Annual Capacity Building Plan with the help of Capacity Building Commission. A specialized cell for capacity building has been set up in the Department, headed by the JS.

Delegation:

- The last financial delegation exercise took place in 2016. A proposal to review the financial delegation is under process.

- The Department did not feel any challenges associated with enhanced financial delegation. The 2016 financial delegation is exhaustive in nature as per the Department.

Desk Officer System:

- There are 27 Desk officers (13 ASOs, 3 SO, 9 US, 2 DS) working as desk officers.

Digitization:

- The following portals/dashboards are being maintained for administrative efficiency
  - COVID Drug Monitoring Portal

- Award Portal
- FDI Portal
- NIPER MIS
- Dash Board of Department
- Stationery Inventory Maintenance and Distribution
- NGO Grant Approval

eFile adoption in Dept of Pharmaceuticals

eReceipt adoption in Dept of Pharmaceuticals
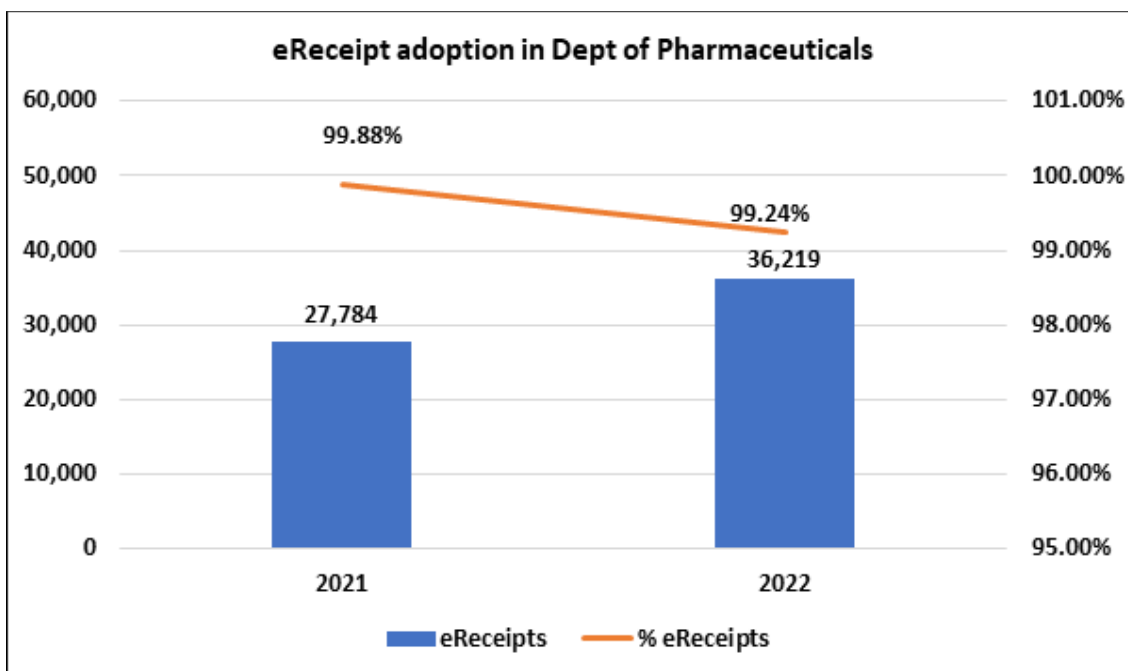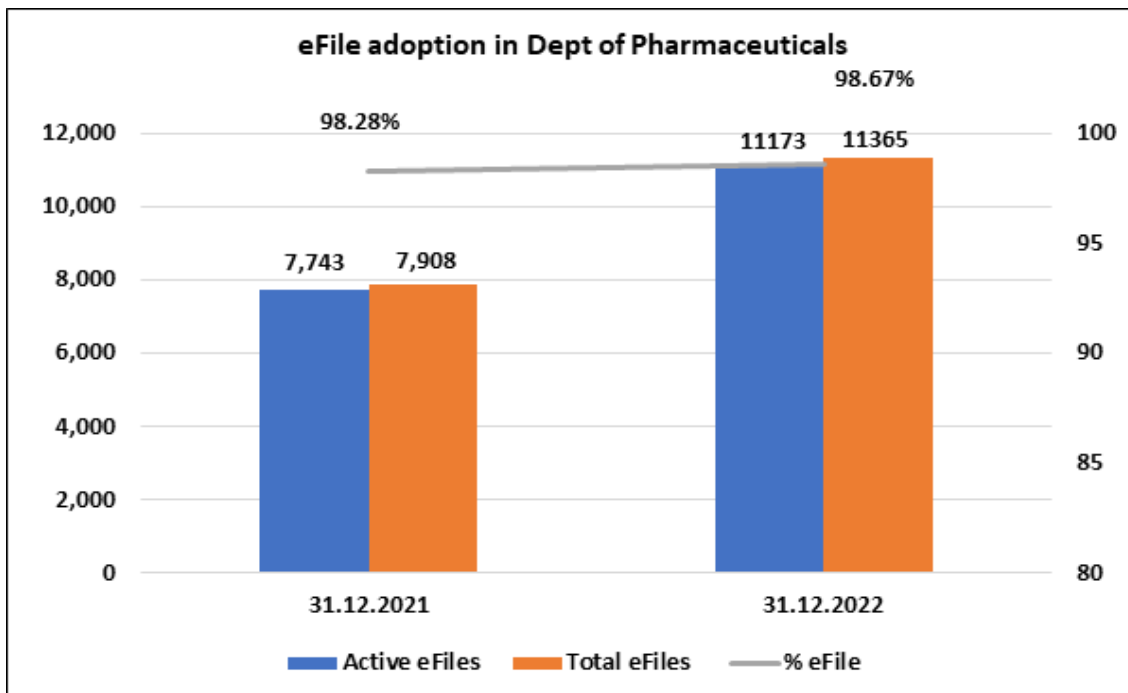
Department of Posts

Key Highlights:

- Reductions of levels in channel of submission along with 100% use of eOffice has not only expedited decision making on files but also streamlined the process of decision making.

- Due to delegation of powers at appropriate levels, approval of proposals/bills etc. has been considerably expedited. Cost and time have been saved significantly.

- Desk Officer System has benefitted the Department in terms of swift movement of files as the levels have been reduced in decision making.

- Department has adopted eOffice version 7.2.5 and its use has enabled the officers to clear the files expeditiously.

Delayering:

- It has been decided that the maximum number of levels in the Channel of Submission and the level of final disposal of cases in the Department of Posts (Hqrs) shall be 4 Vide Office Order dated 17th June, 2021, all divisional heads were asked to reduce the levels accordingly.

- Subject matters - financial upgradation under MACP, posting/ransfer of officials, seniority list, GPF withdrawal, hospitality bill payment, EFC memo, Demand for Grant proposals, Appointment of AMA, Foreign Post related matters, fixation of rates with airlines for carriage of international mails, approval of routing of Airmail/EMS/SAL mail, allowances, CPGRAM grievances, RTI matters etc. have 4 levels of submission.

- Policy Issues, Parliament Questions & important matters where thorough deliberations are required are the subject matters where movement of files exceed 4 levels.

- Reductions of levels in channel of submission along with 100% use of eOffice has not only expedited decision making on files but it has also streamlined the process of decision making.

- The work allocation is revised on a need basis as well as on the DoPT guidelines on posting and transfers. Rotational Transfer Posting is followed which entails 3 years posting at sensitive post and posting for 5-7 years at a non-sensitive post.

- There is a process to revise the channel of submission to ensure equal distribution of work.

Delegation:

- Vide OM dated 30th June, 2021, financial powers of Head of Circles and the Head of the Department under DoP were revised and the powers delegated at appropriate levels.

- Vide OM dated 17th February,2022, financial powers were delegated to Head of Circles in r/o Contingent Exp. (Purchase of Stores).

- Vide OM dated 24th February, 2023, financial powers have been delegated to Technology Division in r/o Contingent Exp. & Miscellaneous Exp. for IT Modernization Project 2.0.

- Due to delegation of powers at appropriate levels, approval of proposals/bills etc. has been considerably expedited. Cost and time have been saved significantly.
- The review of financial delegation is a continuous process and is usually undertaken after consulting all stakeholders.
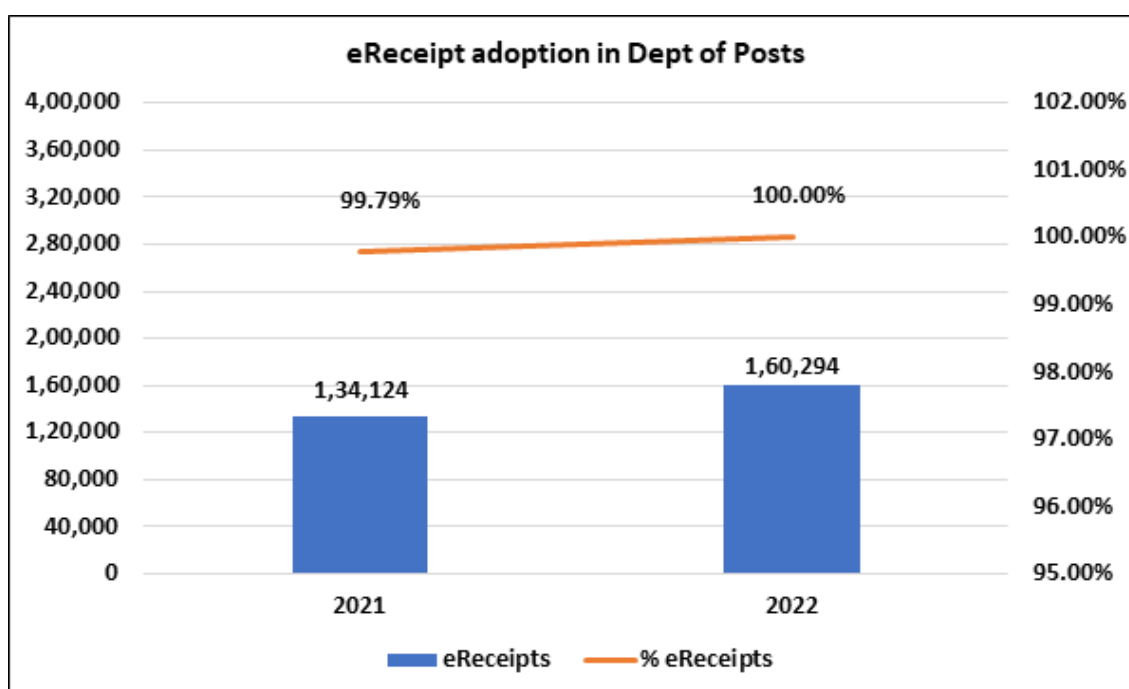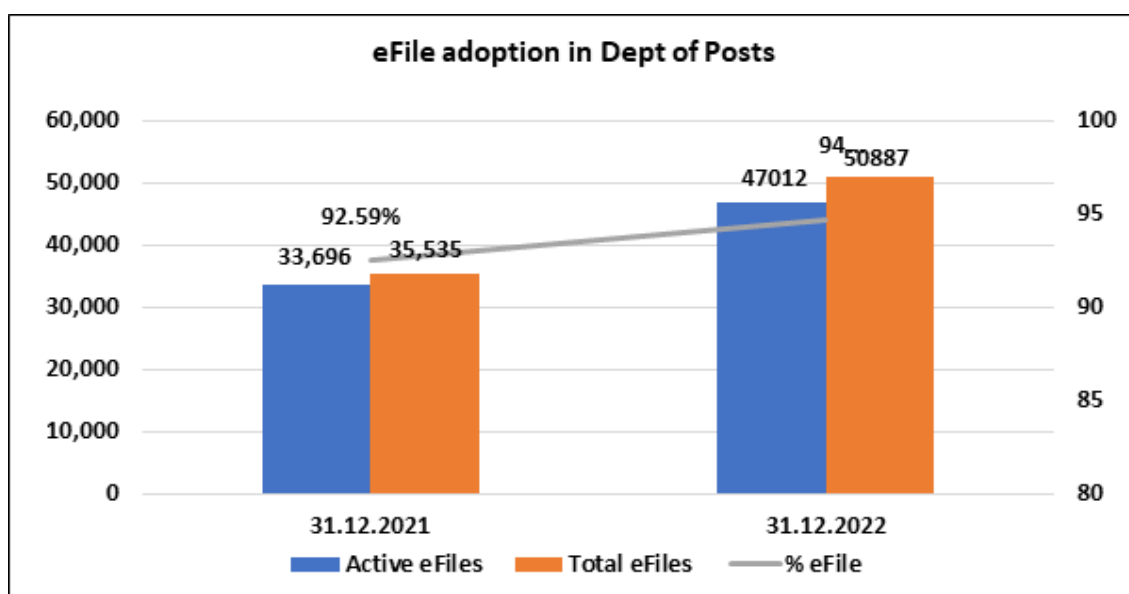
Desk Officer System:

- There are 7 sanctioned posts of Desk Officer in DoP – Cadre Review; Philately; Vigilance; eOffice; SPB-III & RR; Global Business; GDS-gramin dak sevaks;
- Four Section Officers are presently working as Desk Officer.
- Desk Officer System has benefitted the Department in terms of swift movement of files as levels have been reduced in decision making.
- The Department is in the process of reviewing the Desk Officer System

Digitization:

- Online & automated GDS engagement rolled out on 02nd May, 2022. No need to fill physical forms for the desired posts separately now (Single application for all vacancies). It has resulted in low attrition rate, saving of cost & time, transparency etc.
- Introduced Rule–38 Online Portal for transfer of employees of DoP from one unit to another. Officials using employee ID apply on Portal for Rule 38 transfer; OTP based verification, Quarterly application cycles. Officials approved for transfer to be relieved within 20 days. Beneficial in terms of visibility, transparency, automated system involving no manual intervention and employees and service associations have appreciated the reform.
- Circle Allocation Portal for candidates nominated by SSC as PA/SA. Selected candidates register themselves giving basic details and submit Postal Circle preferences. System automatically allocates Circles to all candidates based on the criteria fixed for allocation. It has resulted in hassle free process, minimum human intervention, error-free, saving of time and resources, and there is no dispute on receipt of preference.
- Portal for recruitment under Sports Quota in DoP also introduced for appointment of meritorious sportspersons to Group 'C' posts at Circle level. Candidates register themselves on the Portal by giving basic details. System generates a provisional merit list of selected candidates based on their achievements/certificates. Only selected candidates present the original documents for verification. Advantages - No manual intervention till preparation of provisional merit list, no scope for deficiency in applications as system does not accept incomplete applications, complete transparency and expedited selection process.
- Department has provided a facility to register complaints and track complaints in the Postinfo Mobile App (Version 3.3.2).
- Department has adopted eOffice version 7.2.5 and its use has enabled the officers to clear the files expeditiously.
- All inward Dak is being scanned and sent to officers/ivisions concerned in digital form. Receipts in digital mode

have enabled early submission of files as well as overall effectiveness of the Department's functioning.

- Section Officer (Coordination) is Departmental Records Officer for the Department of Posts for overall records management.

- Department follows the provisions of Records Retention Schedules as per the CSMOP.

- Department organized a oneday workshop on 'Records Management' on 15th December, 2022 to sensitize its officials in association with National Archives of India

eFile adoption in Dept of Posts

	31.12.2021	31.12.2022
Active eFiles	33,696	47012
Total eFiles	35,535	50887
% eFile	92.59%	94

eReceipt adoption in Dept of Posts

	2021	2022
eReceipts	1,34,124	1,60,294
% eReceipts	99.79%	100.00%

Department of Public Enterprises

Key Highlights:

- The Department of Public Enterprises organizes training for CPSEs on different subject matters.

- The Department has a portal for MoU negotiation and finalization.

- The reduction in the channel of submission has resulted in faster file movement and expedited decision making in the Department.

- Most of the financial powers have been delegated to the Head of the Department and Head of Office. An OM in this regard has also been issued in December, 2021.

Delayering:

- The channel of submission is limited to 4 for most of the subject matters in the Department.

- The reduction in the channel of submission has resulted in faster file movement and expedited decision making in the Department.

- Files being submitted to the Minister are initiated at the level of DS and Director.

- The revision of work allocation is not frequent in the Department and mostly carried out on a need basis as and when officials are transferred into the Department or transferred out of the Department.

- The CVC guidelines on sensitive postings and transfers are also followed in the Department.

- The capacity building in the Department is limited. The Department is a part of the Mission Karmayogi initiative. A unit is being formed for the facilitation of capacity building initiatives in the Department and the Annual Capacity Building Plan is also under the process of approval.

- ASO/SOs are sent for training on various subject matters at ISTM.

Delegation:

- Most of the financial powers have been delegated to the Head of Department and Head of Office.

- A need for further review of delegation of financial powers was not felt in the Department, since most of the powers have been delegated.

- The Secretary has further delegated powers to some officers.

- Schedule IV and Schedule V of DFPR specify the delegation of powers for running of day-to-day affairs of the Department.

Desk Officer System

- 2 Under Secretaries and 2 Deputy Secretaries are working as Desk Officers in the Department.

- The Desk Officer System has not been officially implemented in the Department.

Digitization

- Digital portals/practices undertaken by the Department for improving administrative efficiency are as follows:

    (i).   https://mou.gov.in/

    (ii).   https://pesurvey.nic.in/

    (iii). https://dpebod.gov.in/Index.aspx

- Status of digitisation of files as on 2023 is as follows:

Table VIII-11 Status of digitization at Dept of Public Enterprise

Digitisation			
S.No.	Points	2022	2023 (till date)
1.	eFiles	695	96
2.	pFiles	5	2
3.	eReceipts	4050	426
4.	pReceipts	100	2
5.	Total number of VPNs issued	48	50
6.	Number of digital signatures	29	35
7.	No. of scanners available at the CRU	1	1

eReceipt adoption in DPE
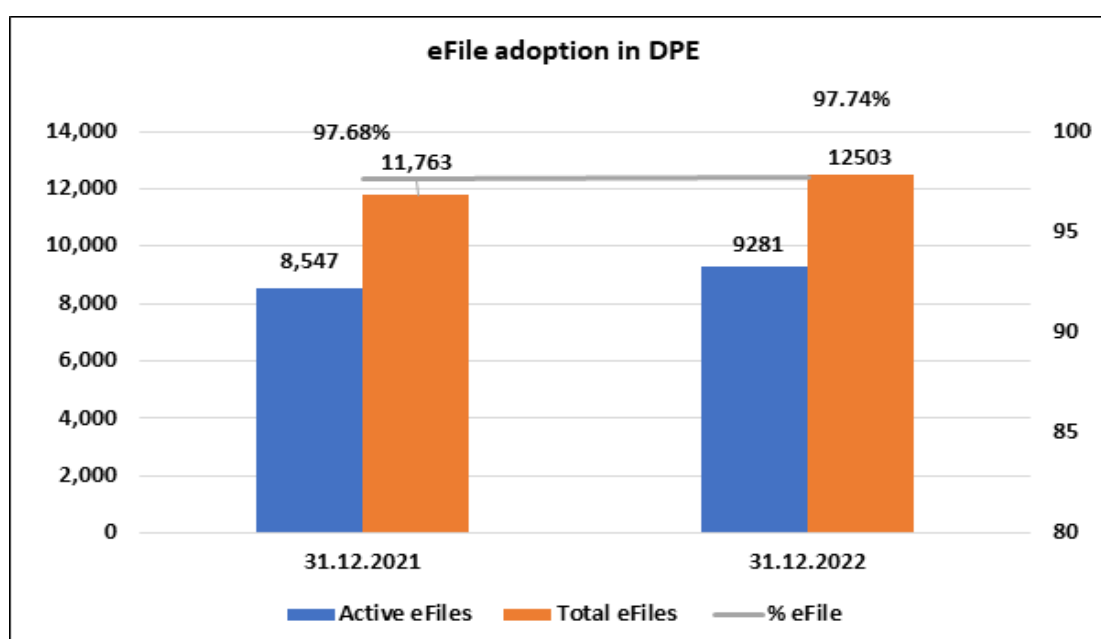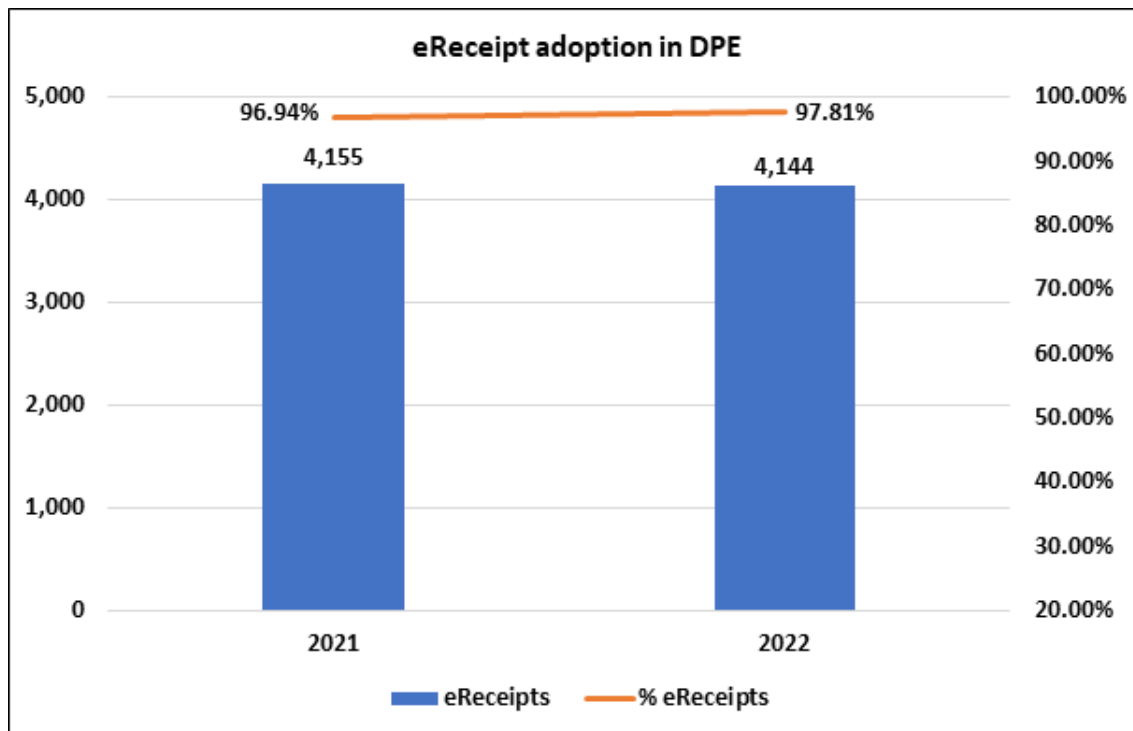
Department of Rural Development

Key Highlights:

- The Department of Rural Development has undertaken a major initiative towards minimization of paper consumption by reducing its usage in its offices. As per the officials, only ~ 0.2% of total file movement are in physical form against ~ 99.8% files through eOffice

- Delayering reform was conducted in the Department of Rural Development in February, 2021

- All files submitted to the Minister level are initiated at US/DS/Director level, except for those for which relevant records/information is available in section and examination is required at Section Officer level

- Financial powers have been delegated to the Head of Department by IFD (from Rs. 1 lac to Rs. 5 lacs) for routine matters such as conveyance hire, fixtures and furniture purchase, legal payments, motor vehicles, medical payments, employee benefits etc.

- Presently, there are 8 designated Desk Officers in the Department with 2 at SO level, 5 at US level and 1 at DS level

Delayering:

- Under delayering, levels in the channels of submission have been reduced to 4 except in matters related to Parliament, appointment and transfer, framing of recruitment rules and policy making

- All files submitted to the Minister level are initiated at US/DS/Director level, except for those for which relevant records/information is available in section and examination is required at Section Officer level

- The delayering process complemented with eOffice, has led to reduction in time taken in file movement and hence quicker file disposal

Delegation:

- Financial delegation was implemented on 11th March, 2020 as per the existing system based on the DFPR rules and it has not been updated as it was found suitable for the Department

- Financial powers have been delegated to the Head of Department by IFD (from Rs. 1 lac to Rs. 5 lacs) for routine matters such as conveyance hire, fixtures and furniture purchase, legal payments, motor vehicles, medical payments, employee benefits etc.

- Delegation of financial powers has consequently resulted in speedy disposal of files

Desk Officer System

- Presently, there are 8 designated Desk Officers in the Department with 2 at SO level, 5 at US level and 1 at DS level

Digitization

- Onboarded on eOffice version 7.2.5

eReceipt adoption in DoRD

eFile adoption in DoRD
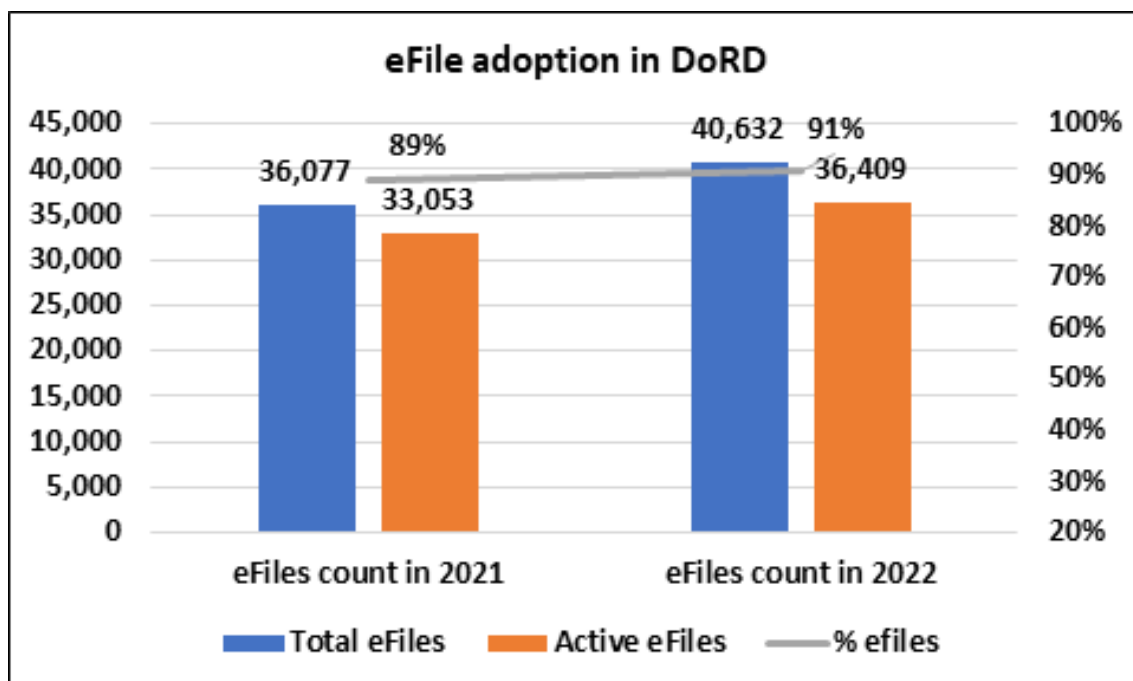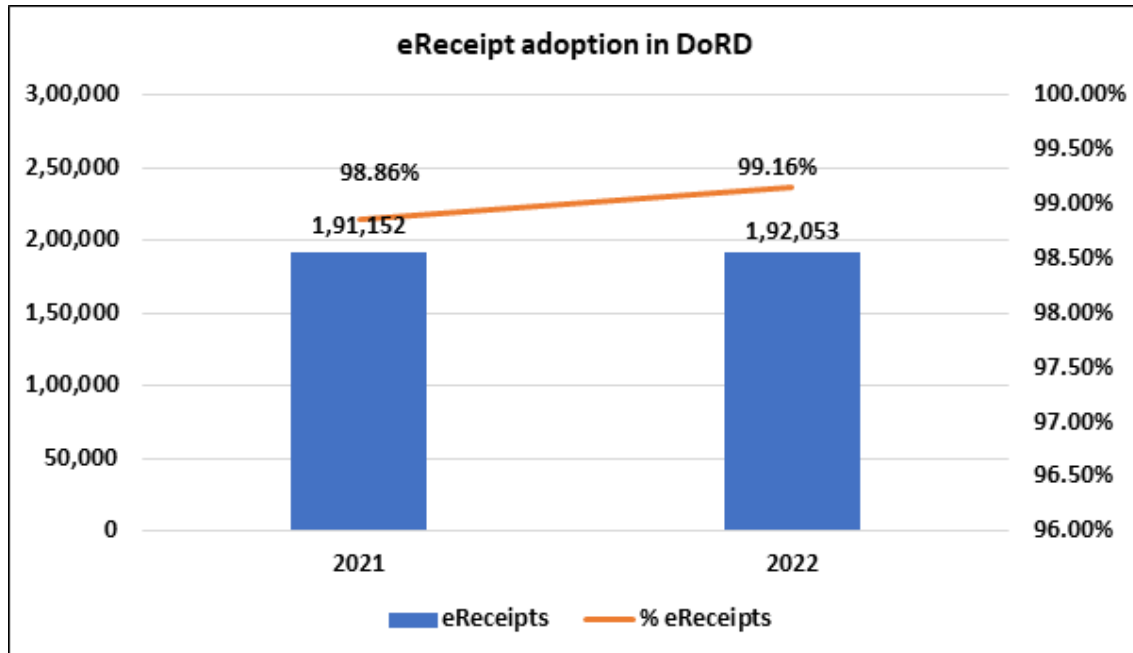
Department of Science & Technology

Key Highlights:

- Most of the subjects are disposed of within 4 levels. For several categories of work like Research & Development Infrastructure, International Cooperation, Cash Section, Pension etc., the final disposal is within 3 levels.

- Department has several digital portals for overall administrative efficiency like ePMS, recruitment portal, INSPIRE Scheme and online complaint system for facility management services.

- Desk pattern is followed in scientific divisions where file initiation is done by Scientist-D/E.

- Financial delegation was reviewed and modified in 2019 and it has been further modified in 2021. It is an ongoing process on a need basis. Regular petty expenditures are disposed of at US level.

Delayering

- Comprehensive delayering was conducted in 2022 and 2023. The channel of submission has been reduced to 4 levels for almost all subjects. Files for ssue of joining orders, posting and transfers of Scientists/CSS Gazetted Officers, and acceptance of technical resignations which require multiple level scrutiny move through more than 4 levels, although the Department plans to further review and delayer these subjects.

- Several categories of work like Research & Development Infrastructure, International Cooperation, Cash Section, Pension etc., the final disposal is within 3 levels.

- Most of the files submitted to the Hon'ble Minister are being initiated at the Scientist-D/E/F level.

- Delayering has led to the disposal of day-to-day matters within 2-3 levels, more time for senior officers for core policy work and has resulted in more responsibility at lower formulations.

Delegation

- Department has made a comprehensive review and modification of the financial delegation in 2019 and further revised it in 2021.

- Regular petty expenses are being disposed of at the US level (medical/telephone bills). Full powers have been delegated to US/DS/HOD (Admin) for Contingent expenditures. The financial power of HOD (Admin) for most of the subjects is 2-5 lakhs.

- Financial delegation is an ongoing process and is reviewed on a need basis.

Desk Officer System

- The Department has reviewed the need for a Desk Officer System in 2023

- Desk pattern is being followed in scientific divisions. Files on technical matters are being initiated and handled by Scientist-D/E (DS level)
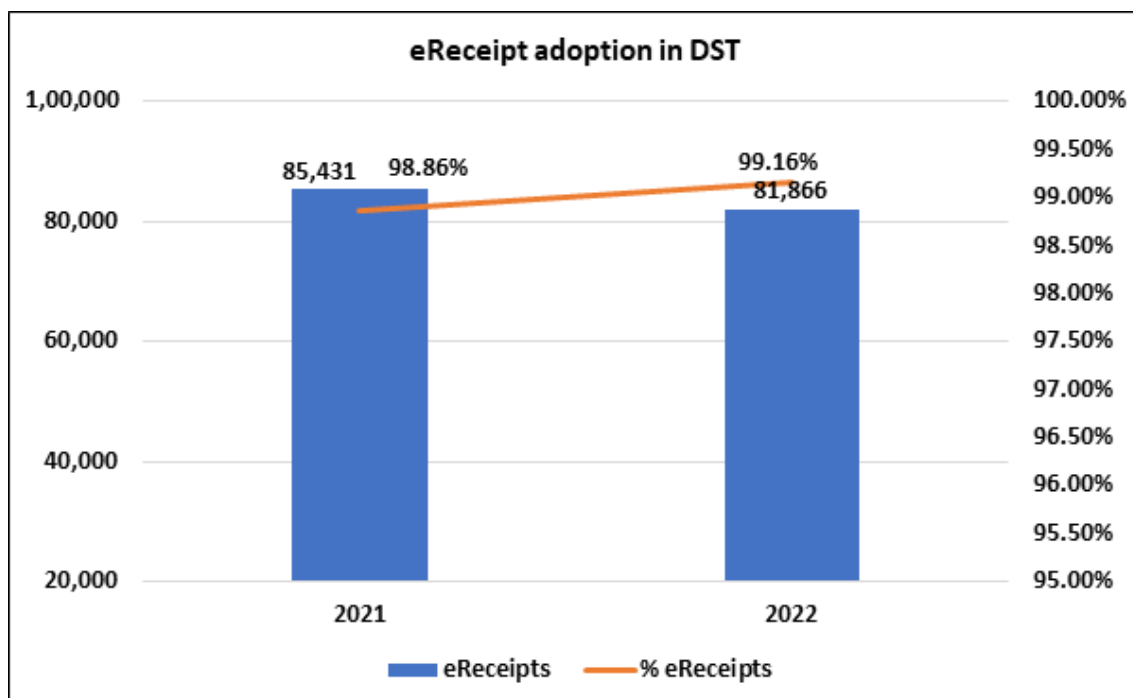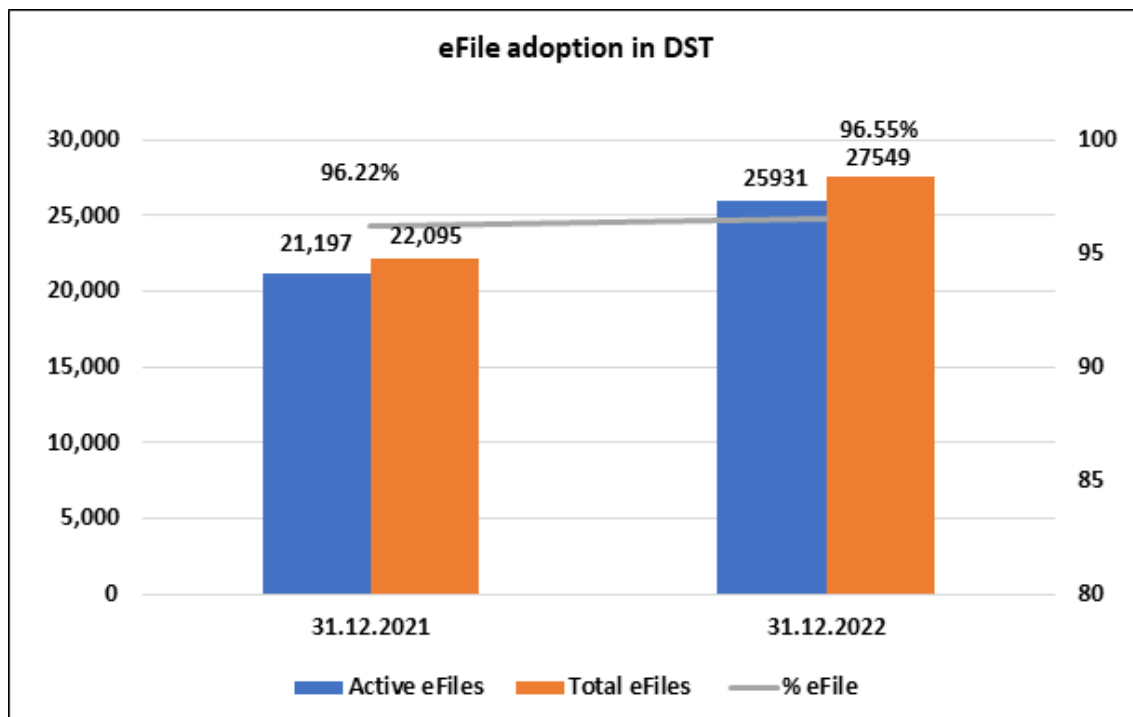
Department of Scientific & Industrial Research

Key Highlights:

- Most of the subjects are disposed of at 3 levels. Subjects related to PACE, PRISM, and RDI schemes are disposed of at 4 levels.

- Head of the Department has been delegated financial powers to incur contingent and miscellaneous expenditures.

- The Desk Officer is functional for FCS (promotion scheme). Desk pattern is observed in IFD where SO works in a desk pattern and puts up files to DS

Delayering

- The Department reviewed the channel of submission in September, 2021. Most of the subjects are disposed of at 3 levels. Subjects related to PACE, PRISM, and RDI schemes are disposed of at 4 levels. For subjects such as recruitment, promotion, and foreign tours the level of submission may exceed 4 levels.

- Scientist-D/E/F directly report to the G level (JS level) for scheme related matters.

- The Department undertakes a regular review of work. Department has 30-40% vacancy in various designations against the sanctioned strength.

- In IFD, SO directs the file to DS to ensure level jumping

- Delayering exercise has led to faster disposal of applications for various schemes and ease of doing business for the Department.

Delegation

- The Department conducted a comprehensive review of financial delegation in August, 2020.

- Head of the Department has been delegated financial powers to incur contingent and miscellaneous expenditures. Full powers have been delegated for various items of expenditure like freight charges, legal charges to barristers, reimbursement, etc.

- Enhanced delegation of financial powers has led to quick disposal of day-to-day expenditures.

Desk Officer System

- The Department has reviewed the need for a Desk Officer System. The Desk Officer is functional for FCS (promotion scheme). Desk pattern is observed in IFD where SO works in a desk pattern and puts up file to DS.
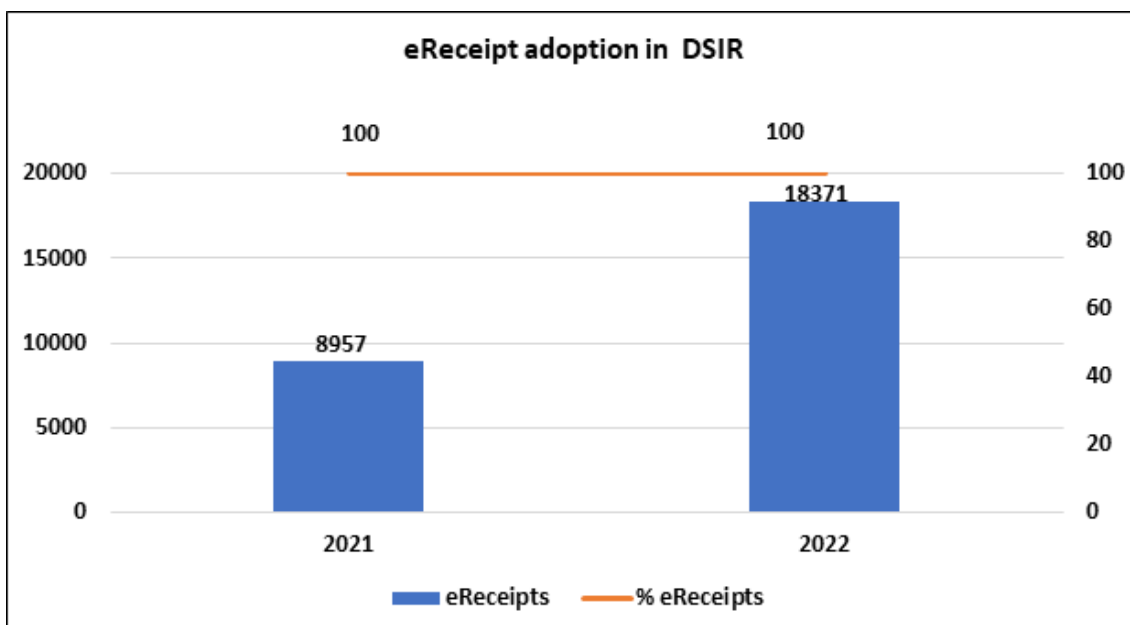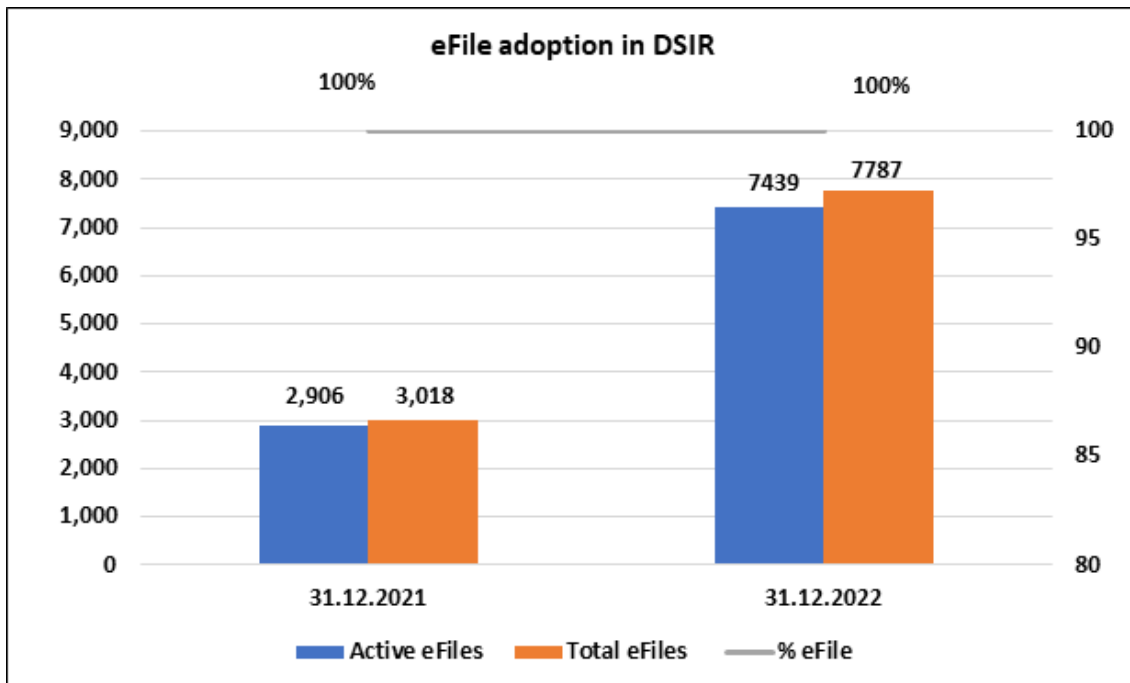
- In Schemes related work Scientist-D/E/F works on desk pattern as they report directly to Scientist(G)

eFile adoption in DSIR

eReceipt adoption in DSIR

Department of Social Justice and Empowerment

Key Highlights:

- An office order dated 08th February, 2023 has been issued stating that the ASO/SOs shall submit the file directly to the Under Secretary concerned in order to reduce the channel of submission of e-files within the Department.

- Most of the powers have been delegated to the Head of the Department to approve day-to-day matters/cases.

- Record Management in the Department is being followed as per the CSMOP and categorization of physical and digital files as well as indexation of files was observed.

- For increasing efficiency, the Department has on-boarded onto eOffice and has also developed a dashboard/online portal for Grant-in-aid schemes known as e-anudaan.

- VIP cases are redressed within minimum 7 days and maximum 30 days in the Department. VIP assurances are redressed in 44-50 days

Delayering:

- The major impact of delayering reforms has been a reduction in the workload of SO/ASOs which may have an adverse impact on the APARs of said SO/ASO.

- Delayering may also lead to information asymmetry since the SO/ASO is the custodian of all files, and may not have knowledge about the subject matter of each file. The SO/ASO may have an objection when the file is sent back to them, in such a case the SO/ASO may raise objections in that particular file as specified in CSMOP.

- For appointment and promotion files, and policy formulation the channel of submission is greater than 4.

- Work allocation is updated on the transfer and relieving of officials. Review of internal work allocation takes place from time to time as per the joining and relieving of officials

- Training has been provided to SO/ASOs in both online and offline manner. The IGoT platform is being utilized for upskilling of officials. The Dakshata Programme has also been developed as a training and upskilling portal.

- 66 SO/ASOs have completed physical training at ISTM and online training on the IGoT portal.

- All corporations, NSFDC, NBCFDC, and NSKFDC, have been migrated to eOffice with 100% electronic files. Therefore, whatever decisions were taken in the Department were also applicable to corporations also.

Delegation:

- The last revision of the delegation of financial powers took place in the year 2014. Most of the powers have been delegated to the Head of the Department to approve day-to-day matters/cases.

- Since the Department is administering more than 30 schemes, the revision of the financial delegation of powers is undertaken as and when required.

- The purchase and maintenance files are being handled by the Head of the Department.

Desk Officer System

- Almost all SOs in the Department are working as Desk Officers as per need basis.

- The DS/US also acts as Desk Officer to process the files through maximum 4 channels only.

Digitization

- For increasing efficiency, the Department has on-boarded onto eOffice and has also developed a dashboard/online portal for Grant-in-aid schemes known as e-anudaan.

eFile adoption in DoSJE

	31.12.2021	31.12.2022
Active eFiles	19,643	34426
Total eFiles	20,244	35304
% eFile	100%	99.89%

eReceipt adoption in DoSJE

	2021	2022
eReceipts		
% eReceipts	100	100
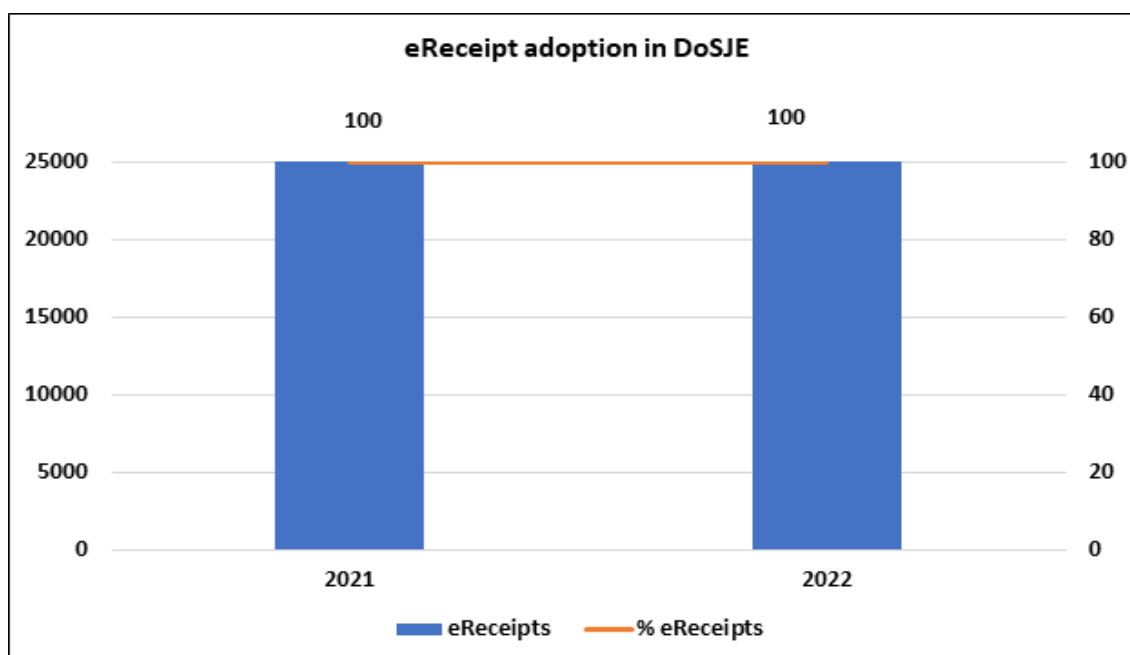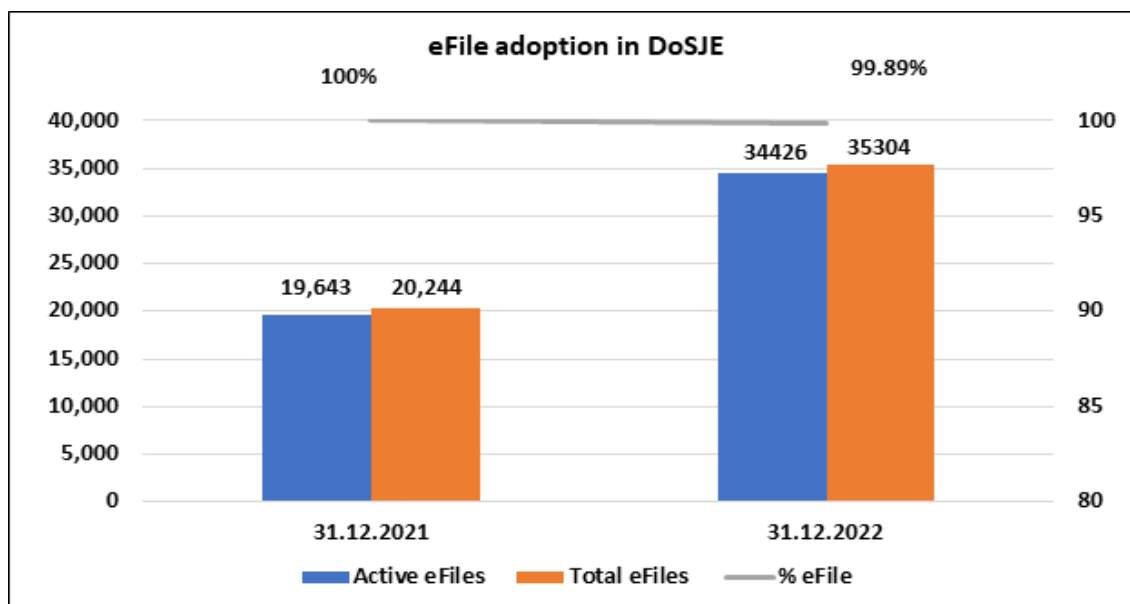
Department of Space

■ **Key Highlights:**

- The Department has issued instructions to all its subordinate offices and attached offices to initiate delayering exercise. The same is being followed up by the Department also.

- The submission channel for most subjects is within 4 levels

- The Department has further delegated full powers to HODs for incurring the contingent expenditure and Head of the Office from 3000 per month in each case to 20,000 in each case.

- The Department has several digital portals for improving overall administrative efficiency such as E-Procurement Portal, ISRO IPR Management System etc.

■ **Delayering**

- Channel of submission for most subjects is within 4 levels.

- The level of initiation for policy matters is US, Administrative Matters is SO and routine matters (final level disposed at DS/Dir level) is UDC/Assistant

- Files submitted to the Minister level are initiated at DS/Director level.

- The Department has issued instructions to all its subordinate offices and attached offices to initiate delayering exercise. The same is being followed up by the Department also.

■ **Delegation**

- The Department has further delegated full powers to HoDs for incurring the contingent expenditure and Head of the Office from 3000 per month in each case to 20,000 in each case.

- Financial powers have been delegated to the Secretary with the concurrence of the Member for Finance in various subjects like Enhancement of expenditure on major works (Beyond 15% of the sanctioned amount), re-appropriation for a major work not provided for in the budget (beyond 50 Rs. lakhs and up to Rs. 2.5 crores)

■ **Desk Officer System**

- Department is examining the Desk Officer System and based on the outcomes of the observations, it will introduce this to its subordinate offices/attached offices/PSUs.

■ **Digitization**

- The Department has several digital portals for improving overall administrative efficiency such as E-Procurement Portal, Budget Management Software Portal, Estate Management Portal, ISRO IPR Management System and Safety Portal

Department of Telecommunications

Key Highlights

- The Department has delegated financial powers to its attached (LSA & CCA)/subordinate offices (NCCS & RLO)

- The Department generates a 'File Pendency Report' for all employees every month. The number of files pending with each employee for 0-3 days, 4-5 days, 6-7 days, 8-15 days, and > 15 days is reviewed.

- Desk Pattern is followed in subjects like media & USOF

- The Department has revised its channel of submission in February, 2022. In some technical subjects where field inputs are required or matters like policy/parliamentary matters file movement is through more than 4 levels.

Delayering

- Last delayering was conducted in February, 2022. The channel of submission has been reduced to 4 for most of the subjects, however, in many technical subjects where field-based assessments (initiation at Sr DWA level) and multiple scrutinise are required and the final level is Secretary/Minister, the number of levels goes up to 5.

- For crucial matters such as policy matters and parliamentary questions, files are initiated at the Section Officer level and move through multiple levels for proper scrutiny.

- Department has ensured level jumping in several subjects like satellite broadcasting and telecommunication services where JWO puts the file to AWA, and in coordination and administration division SO, puts the file to Director/DS.

- The delayering initiative has helped the Department in faster file disposal and quick decision making, and more responsibility at the lower formulations.

Delegation

- Financial Delegation of the department have been reviewed and modified in 2023. Substantial financial powers have been delegated to Special Secretary/Additional Secretary, DDG level officers, DS(P&A) and US(T) at DoT, HQ in December, 2021

- Attached Offices - Field units (LSA & CCA) under the administrative control of DG/T and CGCA have been delegated adequate financial powers in September, 2022 which was a long-standing demand, especially LSAs. Subordinate Offices – Financial Powers delegated to NCCS (September, 2022) and RLO (January, 2023)

- Subordinate Offices – Financial Powers delegated to NCCS (September, 2022) and RLO (January, 2023)

- Processing of financial sanctions has become faster and officers at the lower formulation are able to procure goods and services in a timely manner and enhanced delegation has led to better efficiency and imbued fiscal prudence and accountability at the spending levels.

Desk Officer System

- Desk pattern is followed in subjects like Media (handled by DDG Media), Universal Service Obligation Fund (4

Directors working on desk pattern).

- Total 11 Officers are working on desk pattern.

Digitization

- All Attached/Subordinate/Local Offices have adopted eOffice 7.0.
- Department generates a 'File Pendency Report' for all employees every month. The number of files pending with each employee for 0-3 days, 4-5 days, 6-7 days, 8-15 days, and > 15 days is reviewed.
- More reliance on emails than notes
- Face recognition system for attendance of contractual employees
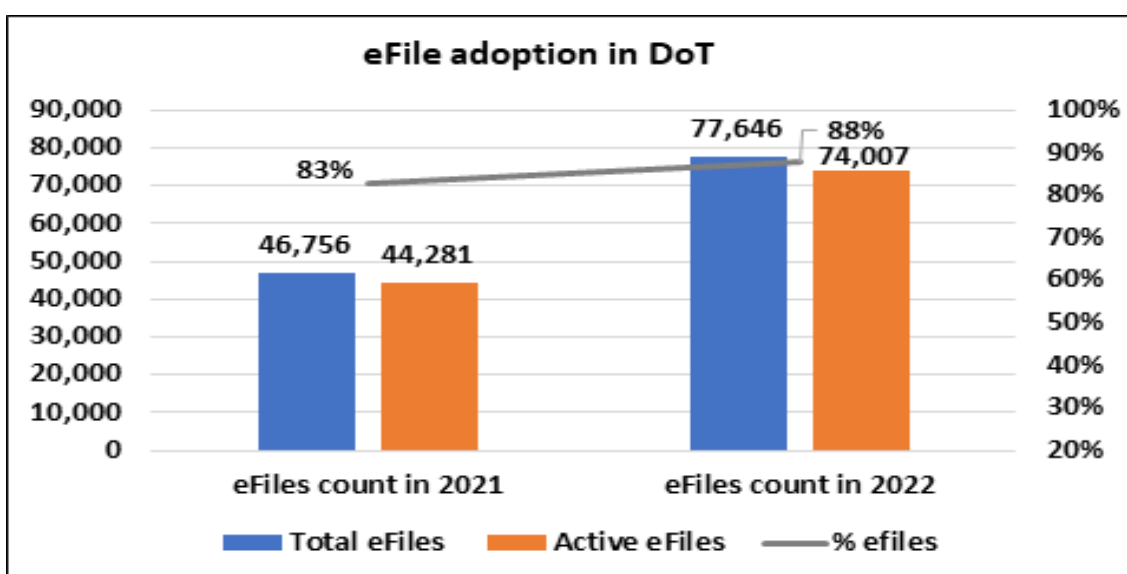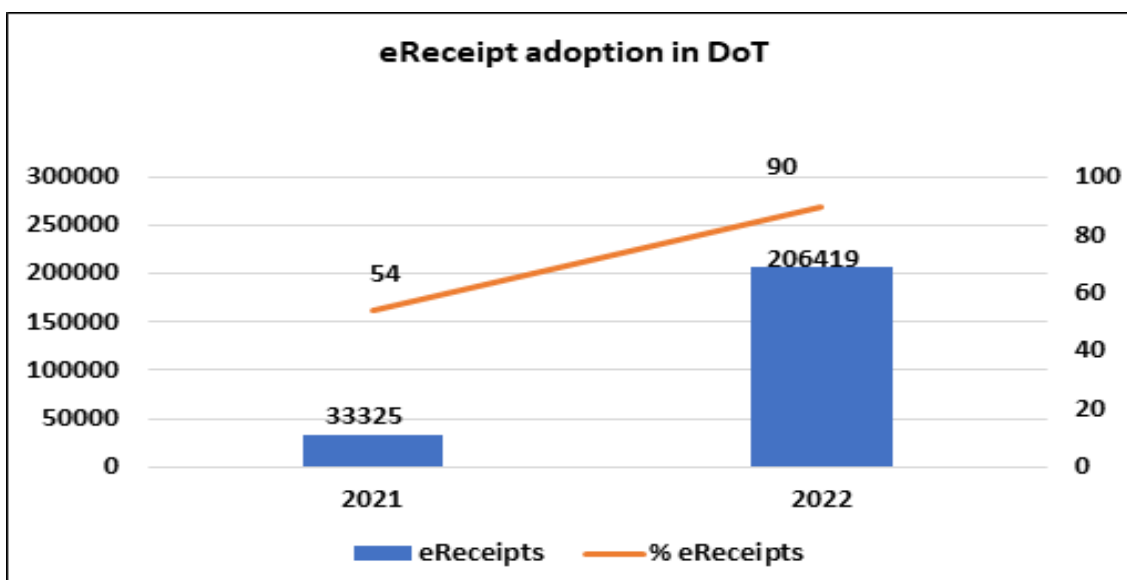
Department of Water Resources, River Development and Ganga Rejuvenation

Key Highlights:

- The speed of disposal of files has increased, average disposal time taken has reduced after undertaking the delayering exercise.

- Delegation of financial power has sped up the processes and contributed to easing out procedural complexities and quick disposal.

- All new officers are given 10-15 days of induction training regarding the scope of work of the Department. A hand-holding facility for new recruits is provided by the Department for 8-10 days prior to the training imparted at ISTM.

- A Training Management Team/Cell has been created in the Department, which provides induction material to new officers joining the Department.

- The average disposal time for VIP references in the Department is 1.3 days

Delayering:

- Approximately, 90% of subject matters in the Department have delayered their channels of submission to 4 the rest 10% of matters/cases have channels of submission greater than 4 due to the sensitive nature of files.

- The channel of submission is greater than 4 in the case of policy matters or matters/files going to the minister.

- The speed of disposal of files has increased, average disposal time taken has reduced after undertaking the delayering exercise.

- The review of work allocation depends upon transfers, postings etc. The work allocation is updated on a need basis. Competency mapping of officers is also undertaken while deciding the work allocation.

- All subordinate and attached offices under this Department have been sensitized on delayering.

- Capacity building initiatives have been undertaken through various institutes like ISTM, in-house capacity building institutes like NWA - Pune, NERI, and Rajiv Gandhi Institute of Groundwater.

- The Department is also in the process of preparing a capacity building plan with CBC highlighting the different features of training like domain, functions, behavioural aspects etc.

- 3 new training modules are also being prepared which will be implemented through the IGOT Platform post approvals from higher authorities.

- Shortage of staff especially at the level of CSS & CSSS cadre has had an impact on the efficient working of the Department.

- Sector-specific training on water and related other domains is also provided to SO/ASOs at the NWA Pune Institute.

- Training Management Team/Cell has been created in the Department, which provides induction material to new officers joining the Department. The training material is subject matter/division specific, which further highlights details of each officer's roles and responsibilities.

- The sanctioned strength of the Department is 500 and the existing strength in the Department is 395. The Department is also currently facing a shortage of space, wherein the Department is operating from different buildings

Delegation:

- The Department delegated financial powers to HoDs covering various subjects under DFPRs, in 2019.
- A review of financial delegation is undertaken every 3-4 years. A review of financial delegation is pending in the Department.
- Delegation of financial power has speeded up the processes and contributed to easing out procedural complexities and quick disposal.
- Capacity building of officials may be required due to enhanced financial delegation.

Desk Officer System

- The Desk Officer System cannot be implemented in any wing/division in the Department due to the dynamic nature of the work

Digitization

- The implementation of the eOffice has helped officers to work from anywhere, even officers who are on leave are able to send the required files in case of an urgent matter.
- The efficient utilization of eOffice functionalities has helped the Department to facilitate and ease coordination within the Department, even though the Department operates out of different buildings.

eFile adoption in DoWR&RD

eReceipt adoption in DoWR&RD
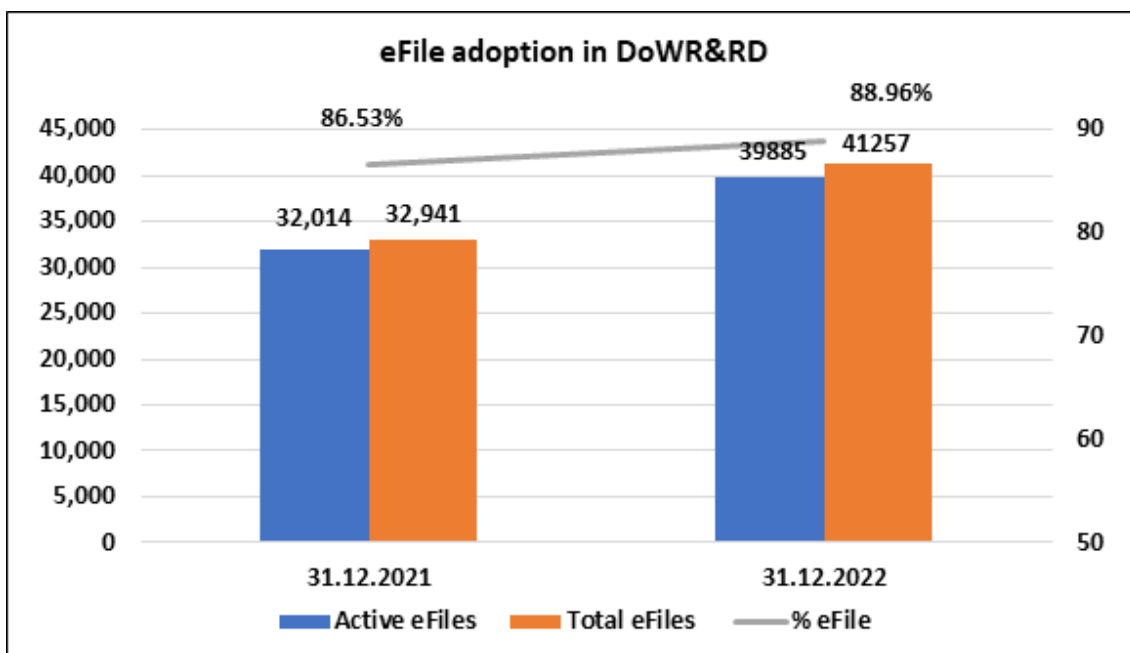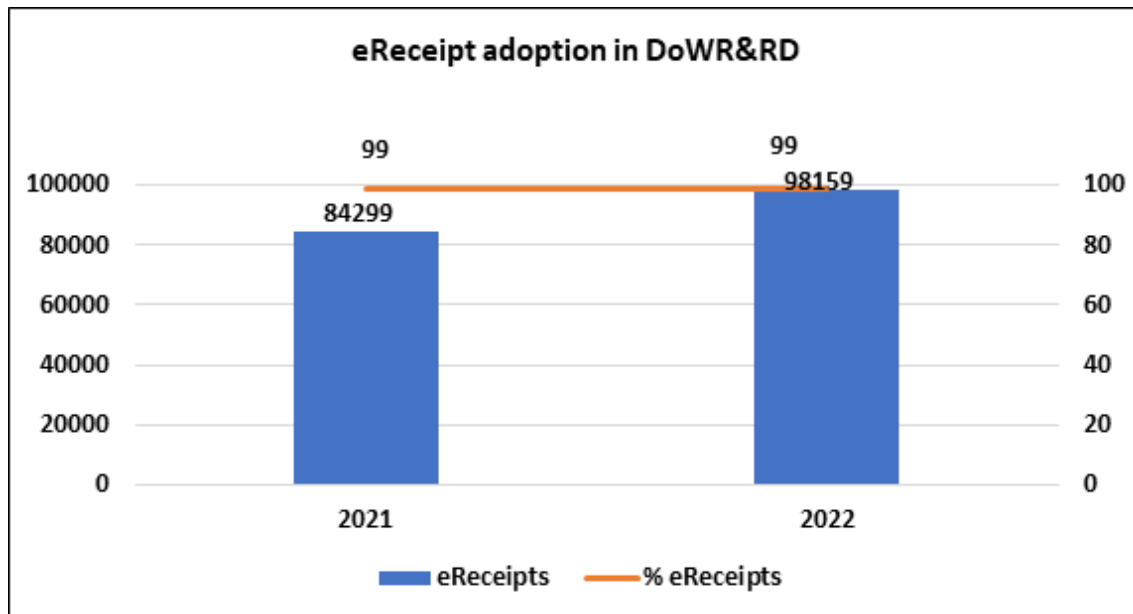
Legislative Department

Key Highlights:

- Delayering has been implemented in the Department both subject-wise and division-wise which has resulted in increased efficiency of decision-making

- Delegation of administrative and financial powers has been done to the Head of the Office or Head of the Department

- The Desk Officer System has not been implemented in the Department due to the technical nature of the work

- The Department is not using the eOffice. Its version 7.0 is used for only 1 % of the files (finance purposes)

- There is no CRU Section in the Department. The CR Unit comes under the Department of Legal Affairs

Delayering

- The Department has implemented delayering primarily division-wise and then subject-wise across all divisions

- The Department has conducted a review of staff internally after the implementation of delayering. The Department ensures no pendency in file movement which has resulted in increased efficiency of decision making

Delegation

- Financial Delegation reviewed and revised in 2022.

- Administrative powers have been delegated subject-wise as per levels of submission

- Delegation of power is done to the Head of Office or Head of the Department

- An Office Memorandum dated 9th December, 2021 was released regarding the delegation of administrative and financial powers

Desk Officer System

- The Department observed impediments in the implementation of the Desk Officer System

- The nature of work of most of the sections in the Department is technical in nature so the Desk Officer System is not feasible

Digitization

- Onboarded on eOffice version 7.0

eFile adoption in Legislative Department

eReceipt adoption in Legislative Department
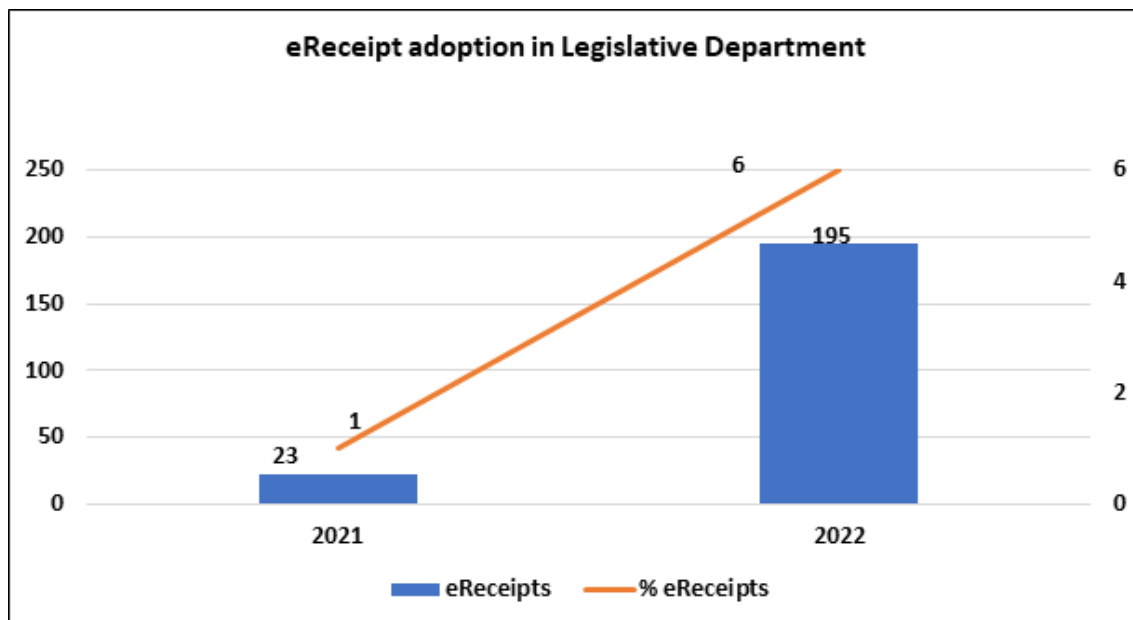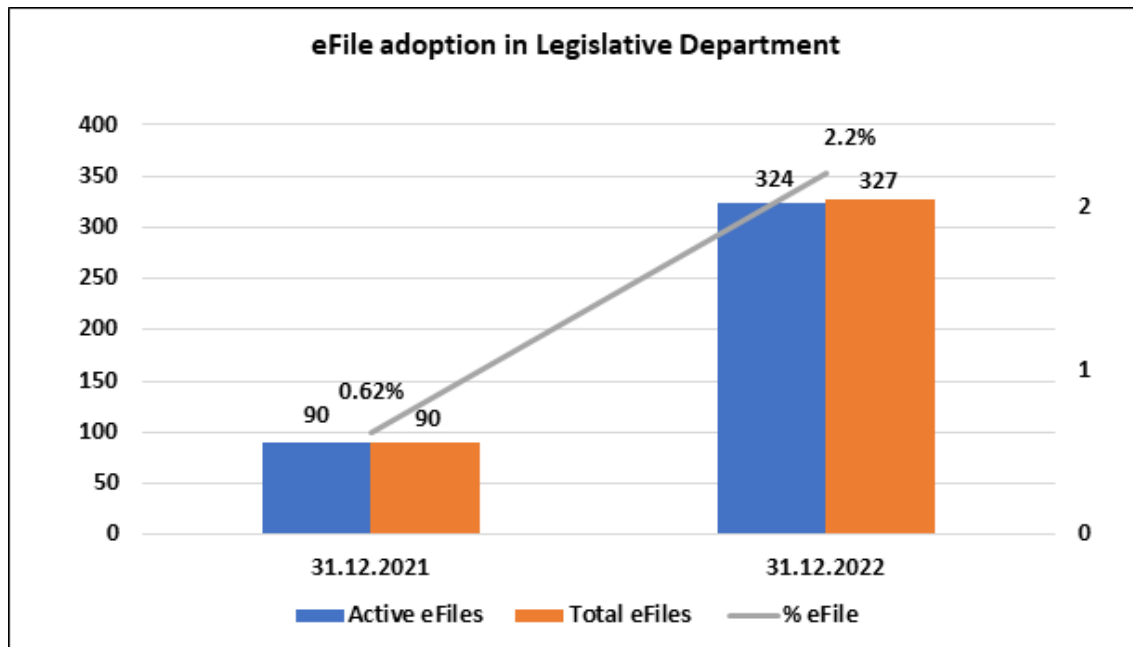
Ministry of AYUSH

Key Highlights:

- Ministry has implemented delayering across all 26 divisions since July, 2021

- Financial powers vested in Ministry of AYUSH has been delegated to Head of the Department and Head of Office for incurring contingency and miscellaneous expenditures under Schedule V and VI of DFPRs

- Due to huge vacancies in the Ministry, retired US/DS, who are already experienced in their work, are appointed as consultants.

- Consultants work on Desk Officer pattern in the Ministry

- The Ministry is using eOffice version 7.0, which is accessible to all ministerial employees.

Delayering

- Ministry has implemented delayering across all 26 divisions since July, 2021

- Most of the subject matters in 25 divisions of Ministry follow 4 levels in their channels of submission

- Some subjects under IEC (Information, Education and Communication) division have multiple channels of submission due to nature of work

- File initiation happens mostly at ASO/SO level as per the subject matter

- For subject matters such as IMPCL Desk, IC Section, RTI Matters and parliamentary matters, file is initiated at US level

- Ministry ensures no pendency in file movement which has resulted in increasing efficiency of decision making

Delegation

- Financial Delegation reviewed and revised in 2021

- Financial powers vested in Ministry of AYUSH have been delegated to Head of Department and Head of Office for incurring contingency and miscellaneous expenditures under Schedule V and VI of DFPRs

- Joint Secretary (Admin) and US (Genl.) are declared as Head of Department and Head of Office respectively

- These powers may be exercised by the designated officers without consulting the Integrated Finance Division (IFD). For cases related to medical reimbursements in the Ministry, the financial powers are delegated to DS, Director (Admin) and US (Admin)

- No major changes have been done in terms of financial delegation across the Ministry

Desk Officer System

- Ministry observed impediments in the implementation of the Desk Officer System.

- Due to huge vacancies in the ministry, retired US/DS who are already experienced in their work, are appointed as consultants.

- Consultants work on Desk Officer patterns in the Ministry. Consultants submit the file directly to US/DS/ Director

Digitization

- Onboarded on eOffice version 7.0

eFile adoption in Min of AYUSH

eReceipt adoption in Min of AYUSH
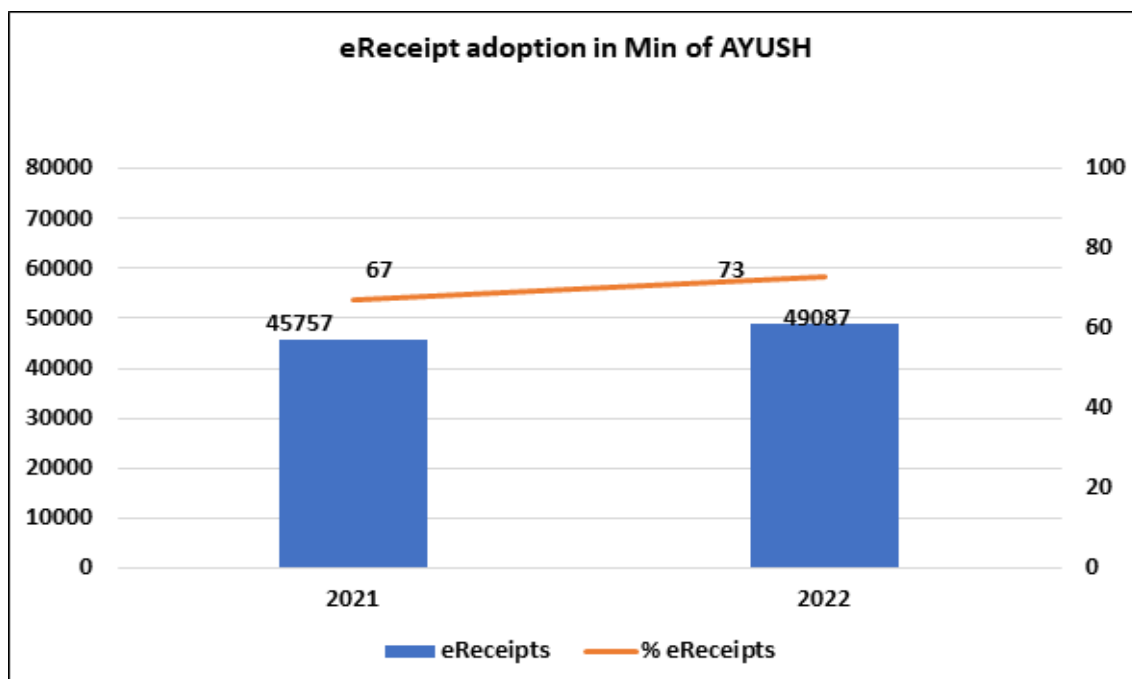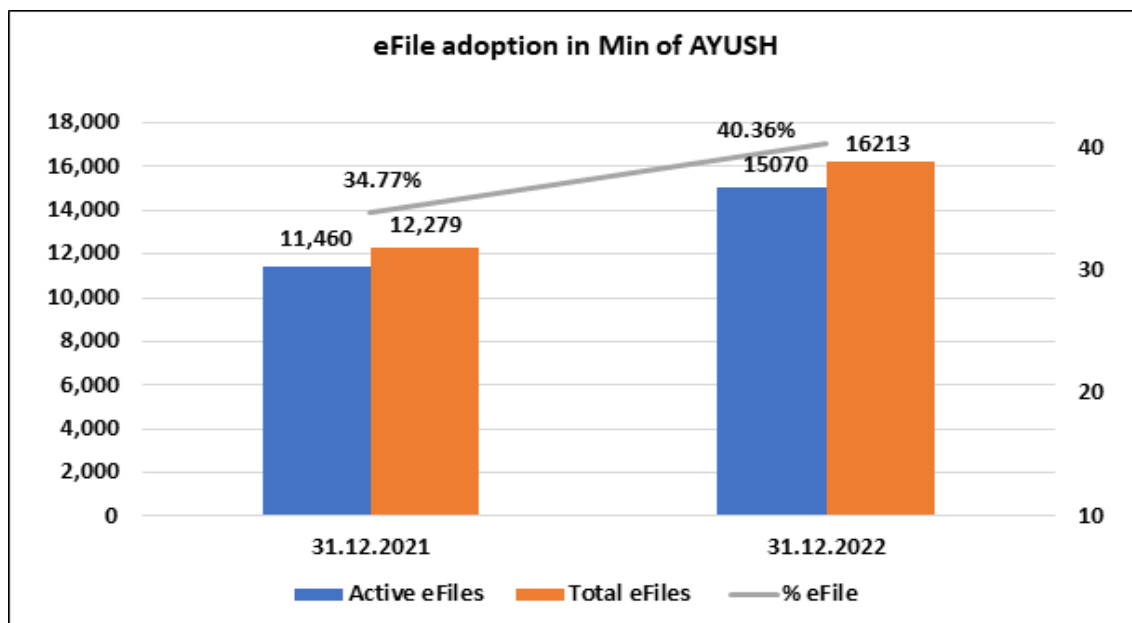
Ministry of Civil Aviation

Key Highlights:

- The Ministry reallocated work and reviewed delayering for 5 officials in some subjects in 2023.

- The Ministry maintains compactors installed for record management.

Delayering

- The Ministry has made comprehensive changes in channel of submission in 2021 and a subject wise list of channels of submission has been prepared.

- The work allocation for 5 officials and some subjects has been revised and modified in 2023.

- The levels of ASO/SO; US/DS/Director are treated as the same. In several subjects, files are directly put up by the JS to the Secretary; Minister level files are generated at DD level and at the level of US in some cases, indicating that level jumping is in practice. In routine matters level jumping from AS to US is in practice.

- The files which are submitted to Minister level such as policy matters are initiated at DS/Director or equivalent level. In no subjects does the file move within the same level.

- Section-wise channel of submission has been framed in this Ministry.

- 5 levels are often practiced in subjects Parliamentary Matters, Establishment matters of Representation of India in Council of International Civil Aviation Organization (ICAO), Foreign Deputations, Airport Development Section, General and Finance Section (some subjects), Vigilance Section.

- The reduction of channel of submission along with level jumping has enhanced share of responsibility in officials of lower formations and also keeps a check on quality. It has led to timely submission/disposal of files. The average disposal of files is 2-3 days, however may differ in some subjects like Parliament Unit, Airport Development etc.

- The evolution of uniformly distributed work allocation is not recorded however it is revised as per the joining and relieving of senior officers - the same is available on the website. Office is currently functioning on a strength less than sanctioned.

Delegation

- Last financial delegation conducted in 2021.

- Financial delegation and reduced channel of submission has led to efficiency. A review in matters of routine administration may be done, however no need of further overall financial delegation.

Desk Officer System

- The nature of work of this Ministry is very technical which requires background knowledge and institutional memory on the subject matter. Keeping view of this, the functioning of this Ministry is based on the conventional sections/units where at least one or two officers having deep knowledge and experience become available to deal with the subject matter efficiently. Further, most of the sections under this Ministry are small units. Considering these circumstances, Desk Officer System is not feasible in this Ministry.

- The Ministry has 1 digital CRU.

Digitization

- Onboarded on eOffice version 7.0

- The Department has systematic procedure and prescribes relevant guidelines for recording of files and categorization of physical files. eOffice Knowledge Management portal is updated regularly.

- Following are few of their important portals

Table VIII-12 List of portals by Ministry of Civil Aviation

Portals	Description
eSahaj	This portal allows organizations/firms/companies/individuals to apply for security clearance from anywhere over internet
eGCA	A single window e-governance platform aimed to provide transparency a'countability and ease of doing business to its various stakeholders
Air Sewa	An app-based service for the traveller's flight information airport information and lodging grievances

eFile adoption in Min of Civil Aviation

eReceipt adoption in Min of Civil Aviation
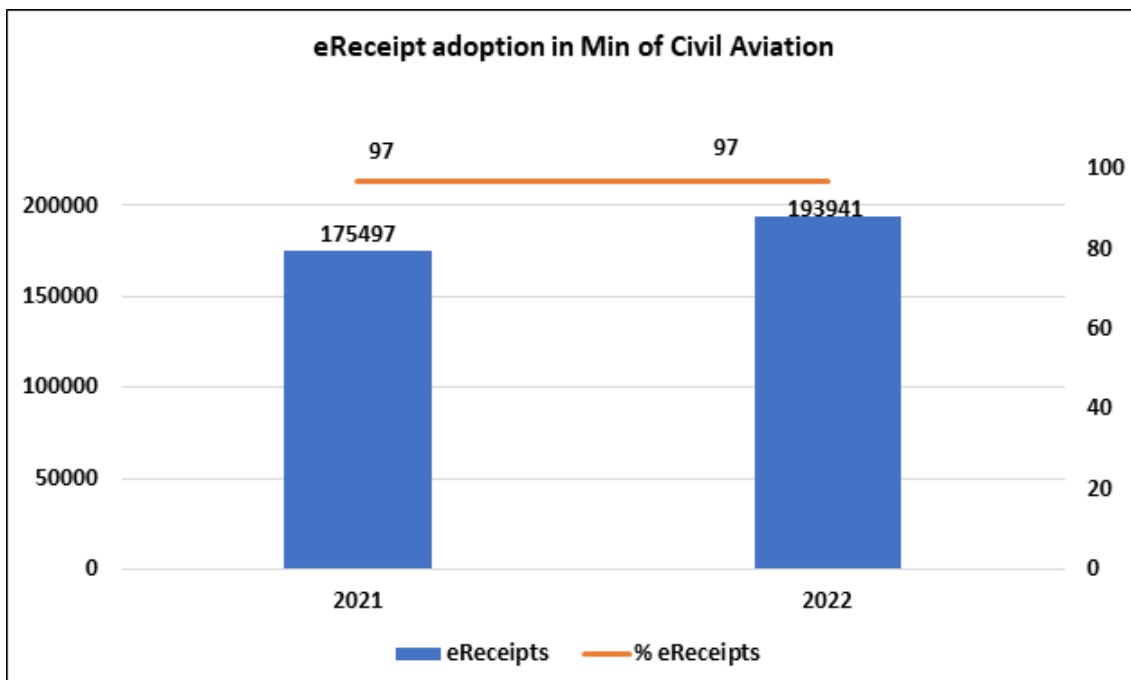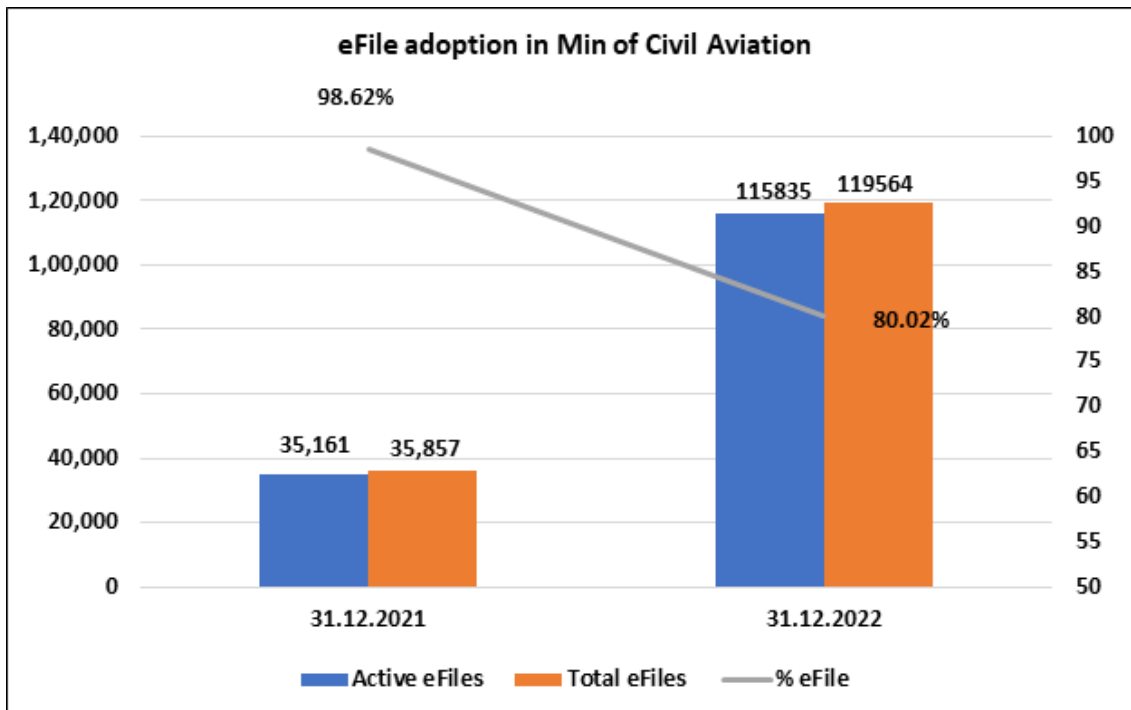
Ministry of Coal

Key Highlights:

- Delayering has led to speedy disposal of matters, enhancement of quality of work, quicker decision making, and enhancement of efficiency

- As an impact of delegation of financial powers, faster disposal of financial matters is observed by the Ministry officers

- The Desk Officer System is not operational due to acute shortage of officers in the Ministry

- The Ministry uses various digital portals viz. Coal Task Master, Single Window Clearance System etc. as a part of its digitization related initiative

Delayering

- Delayering was last implemented in the ministry in August, 2021 post the approval of the minister

- Majority of the matters within the ministry go through a maximum of 4 levels of submission. For example, the subject of 'Amendment in CMPF Act' involves the following channels: US →DS →JS →Secretary →Minister.

- Several matters also involve 2 to 3 channels of submission, for example, the subject matter of 'RTI Applications' has the following channels of submission: ASO/SO →US/Designated CPIO.

- This reform has led to the following impact specific observations: speedy disposal of matters, enhancement of quality of work, quicker decision making, and enhancement of efficiency.

- No review has been undertaken after 2021 in the same regard.

Delegation

- Delegation of financial powers was last implemented in December, 2022 in the ministry. The financial limit for HODs was raised to Rs. 1,20,000.

- As an impact of this reform, faster disposal of financial matters is observed by the ministry officers.

Desk Officer System

- The Desk Officer System is not operational due to acute shortage of officers in the ministry i.e., 11 SOs in position against sanctioned strength of 24.

- The ministry may consider implementation of the provision once an adequate number of experienced Section Officers is posted in the ministry.

Digitization

- Onboarded on eOffice version 7.0

- The ministry uses Coal Task Master as one of the digital platforms for its functioning, which is helpful in communication of major events, project management and progress tracking.

- Single Window Clearance System, an innovative endeavor of the ministry was introduced in 2021 to obtain approvals needed for smooth operationalisation of some of its functions.

- Coal Projects Monitoring Portal is developed by the Ministry to resolve various issues submitted by diverse stakeholders of coal projects pending with various Central Ministries/State Governments.

- The Coal Allocation Monitoring System (CAMS) is developed by the Ministry of Coal to monitor coal allocation.

- Koyla Darpan portal is developed by the Ministry that monitors the real time coal production and coal dispatch on a daily basis.
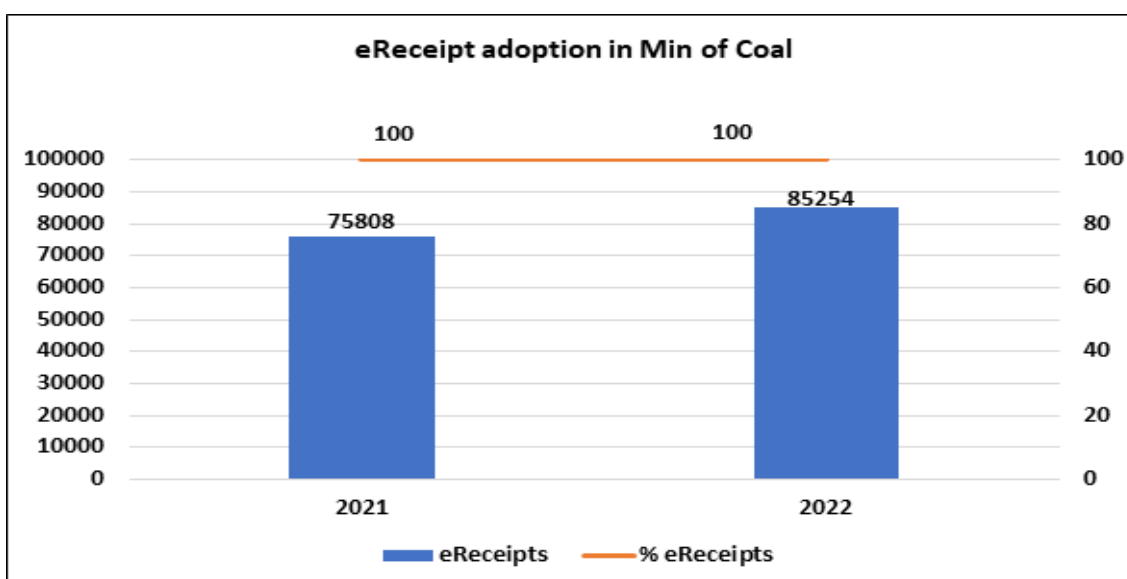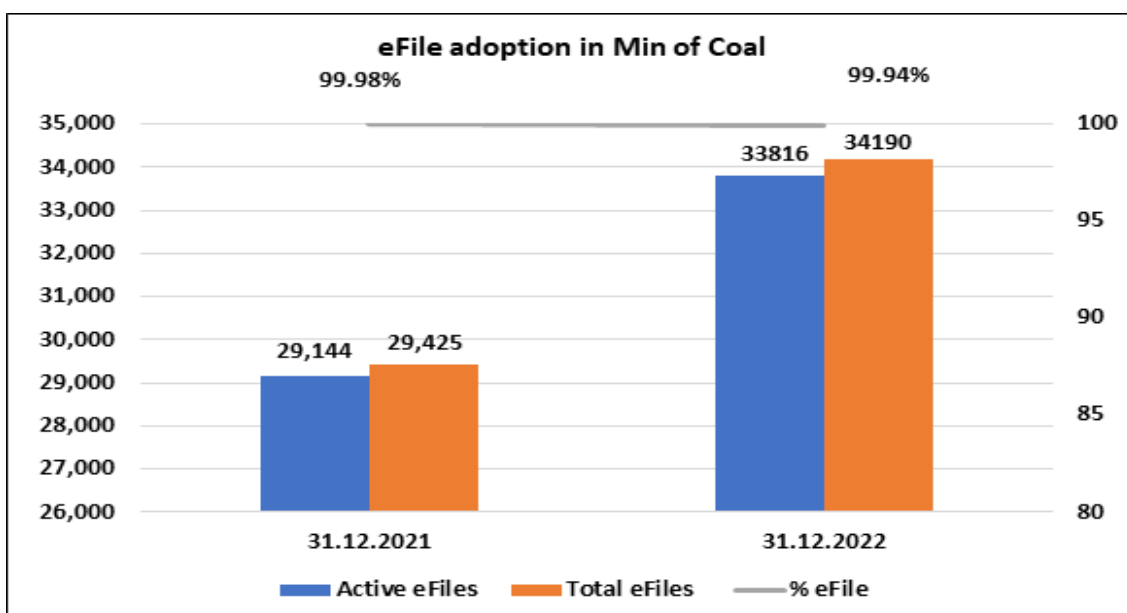
Ministry of Corporate Affairs

Key Highlights:

- Ministry of Corporate Affairs has a personalized way of working and all officers work in tandem with each other due to the small size of the Ministry. Silos were not observed in the Ministry.

- Data for Senior Officers Meeting is collected through google docs/forms, which ensures that time is saved, efficiency and transparency is maintained.

- The norm in the Ministry is to issue files in the digital mode (eOffice) and for the creation of physical files permission/approval of JS is required.

- The online system of filing has been strengthened in the Ministry by continuous use/adoption/upgradation of MCA 21. Version 3 of MCA 21 has been introduced by incorporating artificial intelligence in the same.

- All financial powers have been delegated to attached and subordinate offices. Full power has been delegated to IBBI.

Delayering:

- Delayering has led to increased flexibility in the Ministry. Only in technical/policy or law/rule making matters or inquiry/inspection,/investigation or matters requiring in-depth examination the channel of submission is greater than 4 and the file moves across 5 levels.

- In administrative/routine matters the channel of submission has been reduced to 4 levels.

- Order have been issued for delayering in attached and subordinate offices.

- Delayering exercise has reduced the time taken to dispose of files, increased efficiency, and enhanced the accountability and responsibility of officials dealing with/putting up the file.

- Most of the data for SOM is collected through google docs, which saves time and ensures efficiency and transparency.

- The annual Capacity Building Plan for the Ministry is being prepared by AD-2 section. The capacity building plan must ensure discretion is built in the system or provided to higher officials such as JSs, to suggest adequate training measures for the subordinate officers.

- Work Allocation is revised based on the joining and relieving of senior officers. The rotational transfer is also practiced for sensitive posts as per the CVC guidelines. Modification of work allocation is need-based or at the desire of senior officers.

- Several training programs have been conducted for the ICLS officers at IICA.

- Disposal time for VIP references in the ministry is 10 days.

Delegation:

- Financial power has been delegated to the general section - at the level of Director/DS. The delegation of financial powers took place in 2019.

- Internal delegation is undertaken by the AD-1 section in the years 2015, 2021, and 2022.

- Financial powers in all subordinate/attached offices/statutory bodies have been delegated due to the fact that the offices are scattered all over the country and to ensure the smooth functioning of all offices.

- The financial delegation was revised for the following offices in the years:

  - 2017- IEPF,

  - 2019-Ministry of Corporate Affairs

  - 2020-NEFRA,

  - 2021-NCLT.

- Financial delegation is revisited in every 3 years or as when any specific request is raised in the Ministry.

- The enhanced delegation has led to a reduction in payment processing time, and effective utilization of time.

- There is a possibility of increasing the scope of financial delegation in attached office with respect to an increase in amount and scope.

- Capacity building measures are general in nature and not specifically linked to handling financial matters

- All financial powers have been delegated to attached and subordinate offices. Full power has been delegated to IBBI.

- A review of financial delegation to regional /attached/subordinate offices has been requested by the Ministry from all offices under its administrative control and the same information is being collected.

Desk Officer System

- The Desk Officer System is informally applicable in AD-1 Section.

- The dealing hand puts up the file to higher officials/authorities. No particular order is issued in this regard.

Digitization

- The eOffice is functioning in the Ministry since 2005-2006. Similarly, CRU is also functioning since 2005-2006. eOffice version 7.2 is being used.

- The introduction of CRU and eOffice has led to a reduction in time for file disposal, facilitated work from home, enhanced the accessibility of work/simplified procedures, and also reduced the chances of misplacing files.

- Most of the data for SOM is collected through google docs, this saves time and ensures efficiency and transparency.

- During covid, most of the receipts were issued through email, and follow-ups/ answers were also circulated through email.

- Mostly e-filing system is followed in the Ministry and only for sensitive matters and special reasons physical files are generated

- The norm in the Ministry is to issue files in the digital mode (eOffice) and for the creation of physical files permission/approval of JS is required.

Table VIII-13 List of digital initiatives by Ministry of Corporate Affairs

S. No	Digital Initiatives	Description
1.	CSR portal	The National Corporate Social Responsibility Data Portal is an initiative by the Ministry of Corporate Affairs, Government of India to establish a platform to disseminate Corporate Social Responsibility related data and information filed by the companies registered with it.
2.	IEPF Portal	A portal for monitoring of investor education and awareness.
3.	MCA- 21 Portal	MCA21 is the online portal of the Ministry of Corporate Affairs (MCA) that has made all company related information accessible to various stakeholders and the general public

- The online system of filing has been strengthened by continuous use/adoption/upgradation of MCA 21 version 3 has been introduced by the Ministry and artificial intelligence is also being incorporated in the same.

eFile adoption in Min of Corporate Affairs

eReceipt adoption in Min of Corporate Affairs
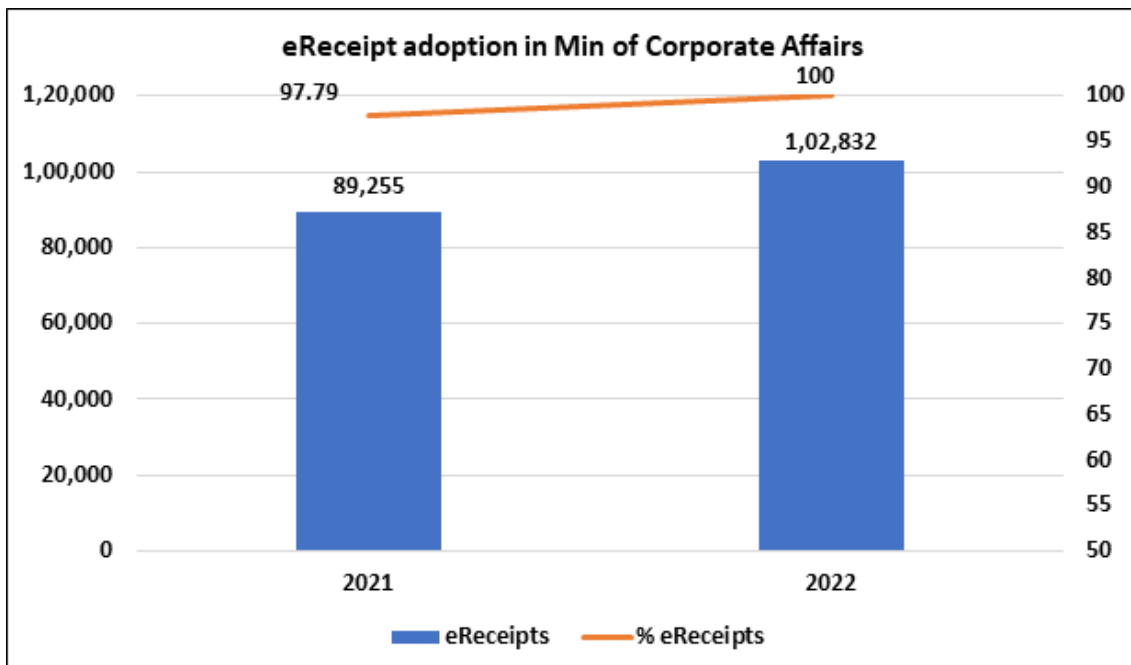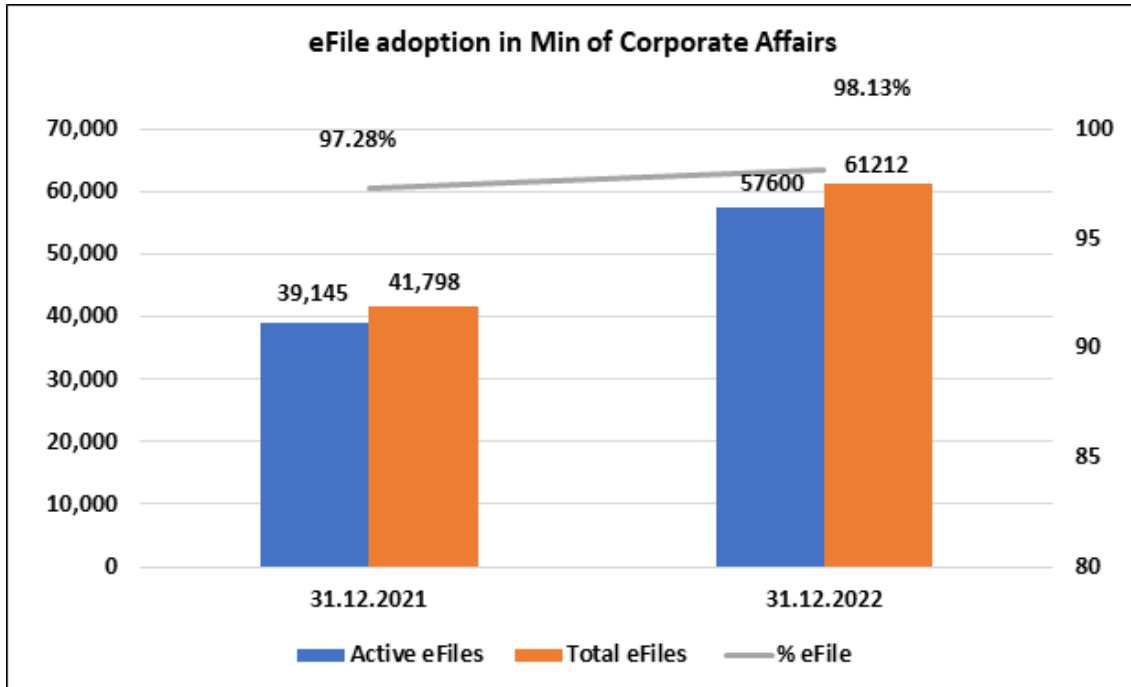
Ministry of Culture

Key Highlights:

- The Ministry has undertaken the delayering for all its divisions as per the subjects

- A Record Cell has been set up under the GA section

- The knowledge management dashboard of the Ministry is active and regularly updated by all concerned sections/divisions

Delayering

- The Ministry has undertaken the delayering for all its divisions as per the subjects. Order have been issued for delayering in attached and subordinate offices.

- Most of the subjects under establishment, pay-related matters, internal posting and medical cases have 4 levels of disposal

- After revision of the channel of submission, all routine cases like RTI matters, maintenance of records, and issuance of identity cards/vehicle passes are handled in less than 3 levels

Delegation

- Financial powers were delegated as per the DFPR in 2018 and have not been revised after that

- The Ministry has delegated financial powers to HOD (Deputy Secretary/ Director Level) for contingent expenditure and other miscellaneous expenditures up to Rs. 2.5 lakhs and to Joint Secretary level officers up to Rs. 10 lakhs

Desk Officer System

- The Ministry has 3 US level and 8 SO level officials as Desk Officers for matters related to attached/subordinate offices, main secretariat and miscellaneous matters

Digitization

- Onboarded on eOffice version 7.0

- NIC had conducted the capacity building for the Ministry employees, along with that, the Ministry hired experts and professionals from outside for capacity building regarding eOffice and digitization

eFile adoption in Min of Culture

eReceipt adoption in Min of Culture
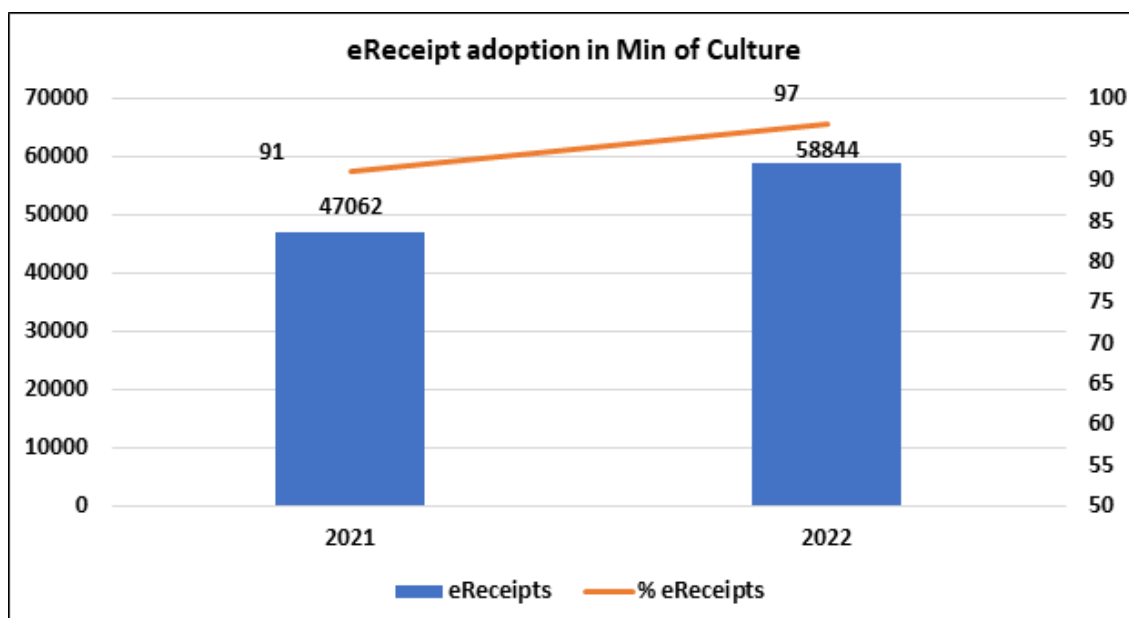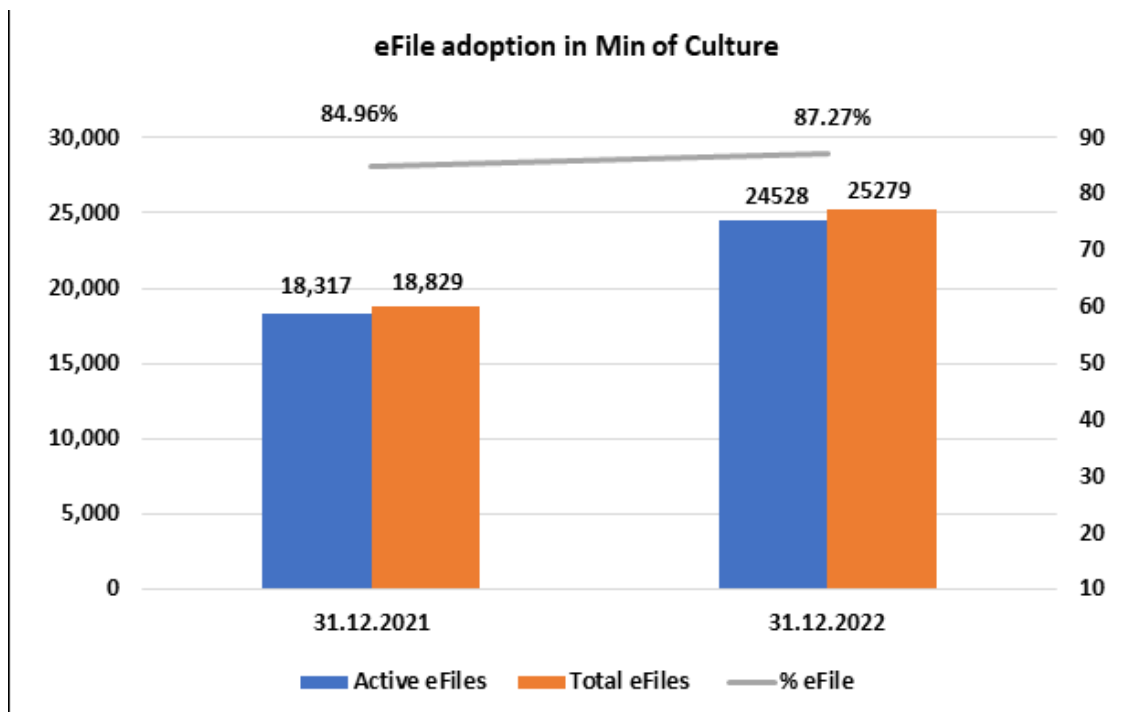
Ministry of Development of North Eastern Region

Key Highlights:

- There is enhanced personal interaction within the Ministry, due to the compact nature of the Ministry. The hierarchical ecosystem of a Ministry is not strictly adhered to at times leading to faster decision making

- The Ministry officials work in tandem with each other thereby creating a cohesive and collaborative environment

- Delayering reforms in the ministry have led to quick disposal of work in the Ministry

- Employee service books have been digitized/updated in the form of e-service books and even Parliament Question files are also converted to e-file mode.

Delayering:

- The channel of submission is greater than 4, only in subject matters where a policy decision is to be undertaken or the file is being submitted or reviewed by the Minister.

- The delayering reforms were implemented on 5th May, 2021.

- Delayering reforms in the Ministry have led to quick disposal of work and have been implemented in letter and spirit due to a shortage of staff.

- An extensive review of work allocation was undertaken in the Ministry and a restructuring exercise was also undertaken.

- The procedure for capacity building as part of the Mission Karmayogi is being followed, and iGOT training is being organized.

- A capacity building cell has been instituted in the ministry, comprising 2 Under Secretaries, 2 Deputy Secretaries, and administrative staff.

- The Capacity Building Commission is working on the Annual Capacity Building Plan.

Delegation:

- Review of financial delegation took place in 2021

- A review of financial delegation is also not deemed required in the Ministry.

Desk Officer System

- Due to the limited availability of staff in the Ministry, the practical working of the Ministry is as per the Desk Officer System

- 5 ASOs, 1 SO, 1 AD, 2 US, and 1 EE are working as a Desk Officer in the Ministry.

Digitization

- eOffice has been fully implemented in the Ministry.

- Digitisation has helped in increasing transparency and led to faster file disposal.

- The portals developed and maintained by the ministry are: NESIDS (North East Special Infrastructure Development scheme) and NLCPR (Non-Lapsable Central Pool of Resources) portal which is used for tracking of funds released under the scheme.

- NESIDS: - A portal developed by Ministry of Development of North Eastern Region for tracking and monitoring the projects under the North East Special Infrastructure Development Scheme,
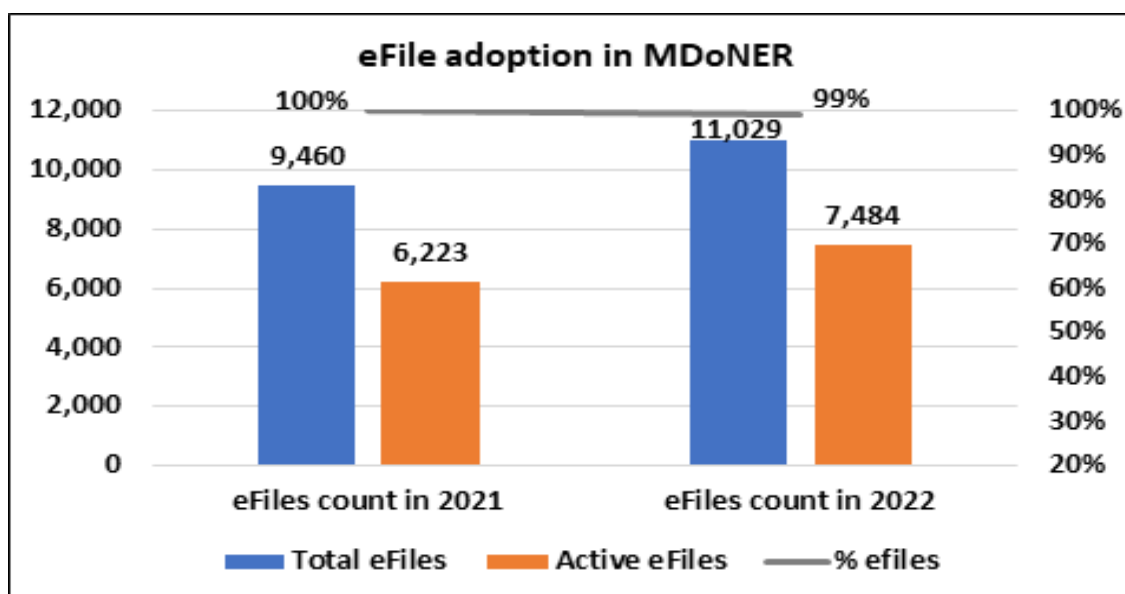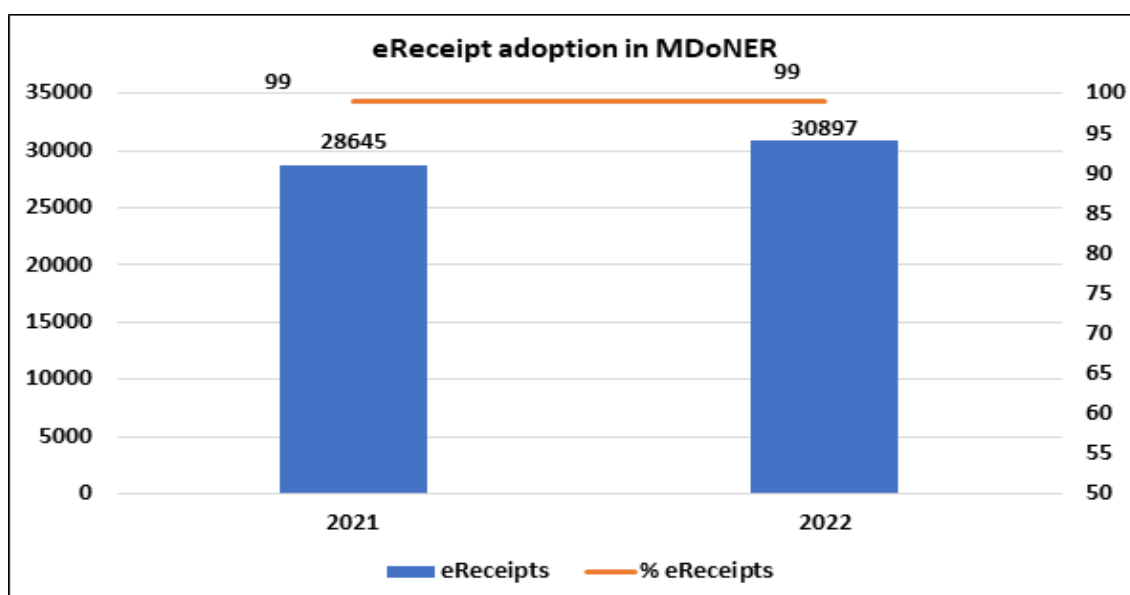
Ministry of Earth Sciences

Key Highlights:

- The delayering process has been undertaken by the Ministry and channel of submission has been reduced to 4 levels across the Ministry
- There is no Desk Officer System in the Ministry due to a shortage of staff at the SO level
- The CRU section of the Ministry has been completely digitised
- The Ministry uses a software D-space to maintain repositories. KOHA portal is used in the library. There is one Antarctic Directory (Online Portal) that has information on annual expeditions to Antarctica and Arctic regions

Delayering

- The channel of submission has been reduced to 4 (for certain matters less than 4) across the Ministry. It has been in practice since 2014
- The file initiation is done at Program Division Head (JS) - Secretary- Minister level for specific schemes (Example: Blue Economy Scheme)

Delegation

- Review of financial delegation took place in 2021. Delegation is usually initiated at Director level in the Ministry. The government has given the power to the ministry as per the requirement
- No major changes have been done in terms of financial delegation across the Ministry

Desk Officer System

- No Desk Officer System is there in the Ministry due to a shortage of officers at the SO level. 1 Under Secretaries (US) is functioning as Desk Officers.
- Most of the scientists in the Ministry also work independently without any support staff as per their expertise

Digitization

- Onboarded on eOffice version 7.0
- In-house training at regular intervals is conducted
- Inter-ministerial communications are done through the eOffice
- The Ministry uses a software D-space to maintain repositories. KOHA portal is used in the library. There is one Antarctic Directory (Online Portal) that has information on annual expeditions to Antarctica and Arctic regions
- There is a provision of remote authentication for international clients in terms of e-journals and e-books
- Digitisation has helped in faster dissemination of information, process streamlining, ease of use, easier tracking, and faster disposal due to transparency in pendency status and timeline. 22 digital signatures have been issued to employees
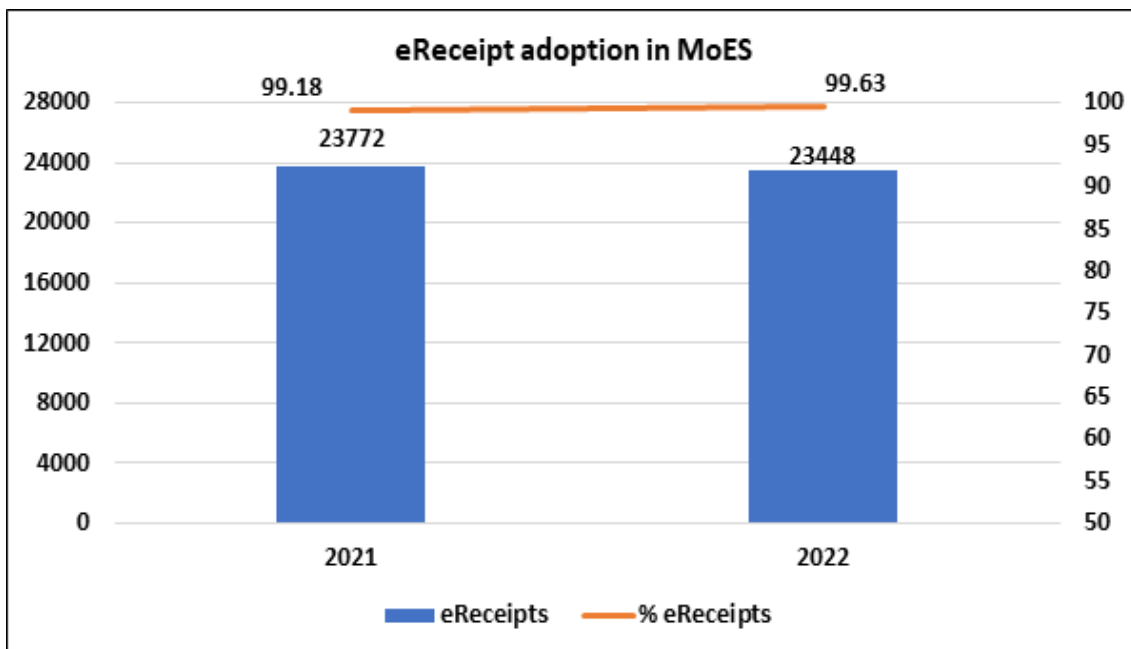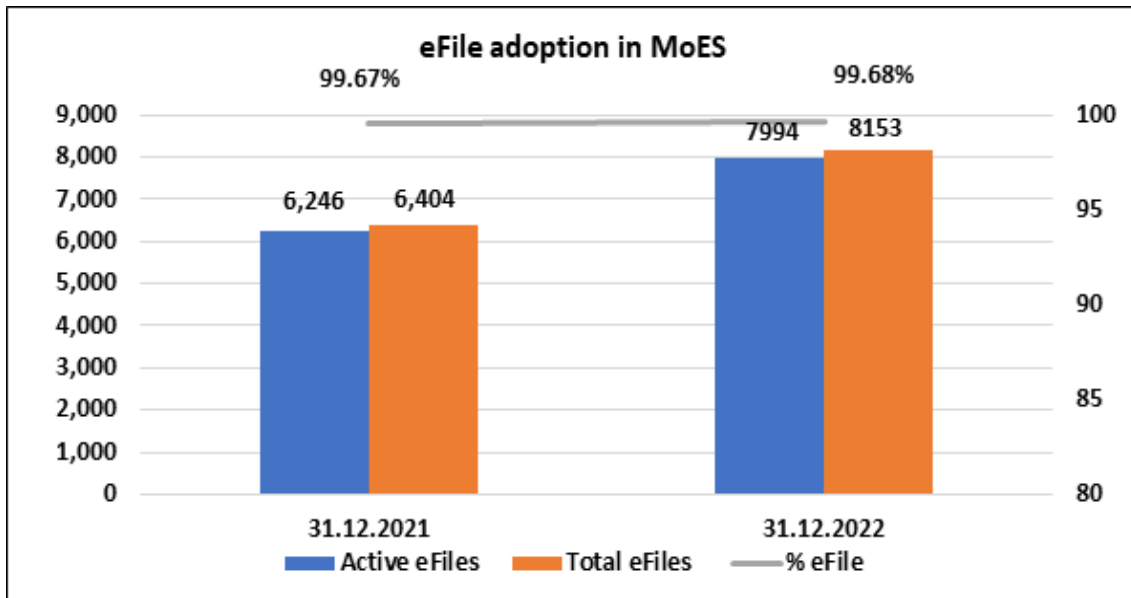
MINISTRY OF EDUCATION

Department of Higher Education

Key Highlights:

- The undertaking of delayering reforms has expedited decision-making and reduced file disposal time in the Department.
- The DoPT training schedule is being followed in the Department for capacity building. A Capacity Building Cell is also present in the Department.
- Adequate power has been delegated to the HOD in the administration section ensuring expeditious disposal of files. Such a practice is helpful in some matters including financial matters. The intervention of the Secretary has also reduced due to the delegation of financial powers.
- The Department has migrated to version 7.1 of eOffice.

Delayering:

- Channel of Submission is greater than 4 in matters which require extensive scrutiny and greater deliberations such as policy making or appointments to official posts of statutory bodies.
- The undertaking of delayering reforms has expedited decision-making and reduced file disposal time in the Department.
- The changes to work allocation are a constant exercise that helps in achieving distributed work culture in the Department. Minor changes to work allocation occur every 1-2 months.
- The major changes to work allocation or review of work allocation take place every 1-1.5 years, whenever a new senior officer joins the Department or is relieved from the Department.
- iGOT portal developed for Mission Karmayogi being utilised by Officers for furthering the capacity building initiative.

Delegation:

- The Delegation of Financial Power Rules, 1978 and GFR 2017 are being followed for review of financial powers in the Department.
- The enhanced financial delegation has reduced the time for the disposal of matters and expedited work.
- Adequate power has been delegated to the HOD in the administration section ensuring expeditious disposal of files. Such a practice is helpful in some matters including financial matters. The intervention of the Secretary has also been reduced due to the delegation of financial powers.
- Capacity-building initiatives have not been fully undertaken for officials to understand the impact of enhanced financial delegation. Mandatory training on finance-related matters is only for the finance division or undertaken by officers on a nomination basis.
- The enhanced financial delegation without addressing and building the competency of officers is a challenge, being observed. Further, the mechanism of in-built checks and balances has also been reduced by increasing the scope of financial delegation.

[7]Here MoE represents Department of Higher Education and Department of School Education and Literacy

Desk Officer System

- In the administration division, Desk Officer System can be implemented for clearing of medical bills, LTC & TA matters.

Digitization

- Onboarded on eOffice version 7.1
- An OM has been issued for switching over to e-files in the Ministry of Education thereby pushing for digitisation of files.
- The Department has migrated to eOffice version 7.1
- eHRMS has been introduced in the Department, wherein service books have also been digitised, and all entries have also been digitised.

Department of School Education and Literacy

Key Highlights:

- The channel of submission is 4 levels for both policy and administration matters.

- Officers are provided training as per their cadre training schedules by ISTM and other training institutes.

Delayering:

- The channel of submission is 4 for all matters such as policy formulation, coordination, PMO/VIP references, parliamentary matters, RTIs, administration/establishment matters in the Department

- The Department has issued detailed orders on delayering vide order dated 24th August, 2021. The files are processed in the Department as per these orders.

- Quality of disposal has been enhanced in the Department as each officer is now clearly aware of his/her roles and responsibilities.

- Reducing the number of levels in the disposal of files has aided the speed of the decision-making process. There is clear accountability and responsibility at all levels.

- Work allocation is reviewed from time to time and revised work allocation if required, is issued with the approval of the competent authority.

Delegation:

- The Financial Delegation structure in the Department is as per GFR and DFPR. No enhanced financial delegation has been made in the Department till now.

- Delegation reform has been undertaken to essentially speed up the decision-making process in the Department.

- Officers in the Department regularly undergo training in Financial Management in training centers like ISTM. Officers also undergo capacity building programs of CBC.

Desk Officer System

- The Desk Officer System has not been implemented in the Department due to the nature of work.

Digitization

- Onboarded on eOffice version 7.0

- One CRU Section for both Departments under the Ministry of Education i.e Department of School Education & Literacy and Department of Higher Education.

- eOffice version 7.0 which also has provision for the seamless movement of files across Ministries/Departments, is fully implemented in the Department.
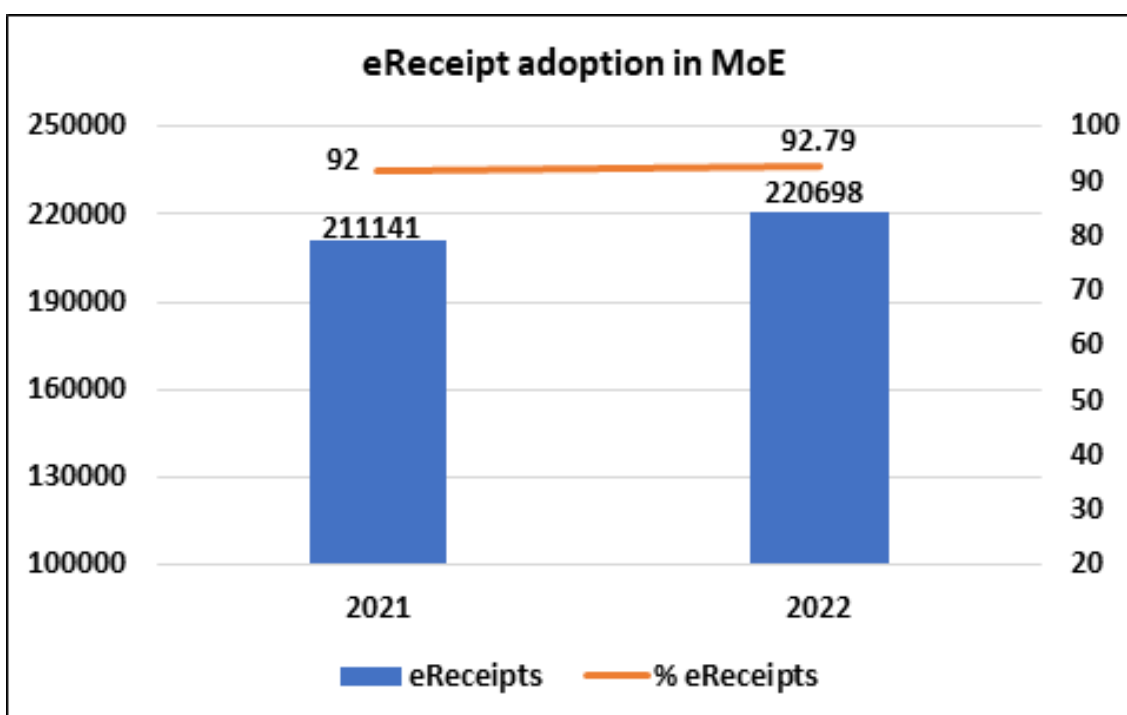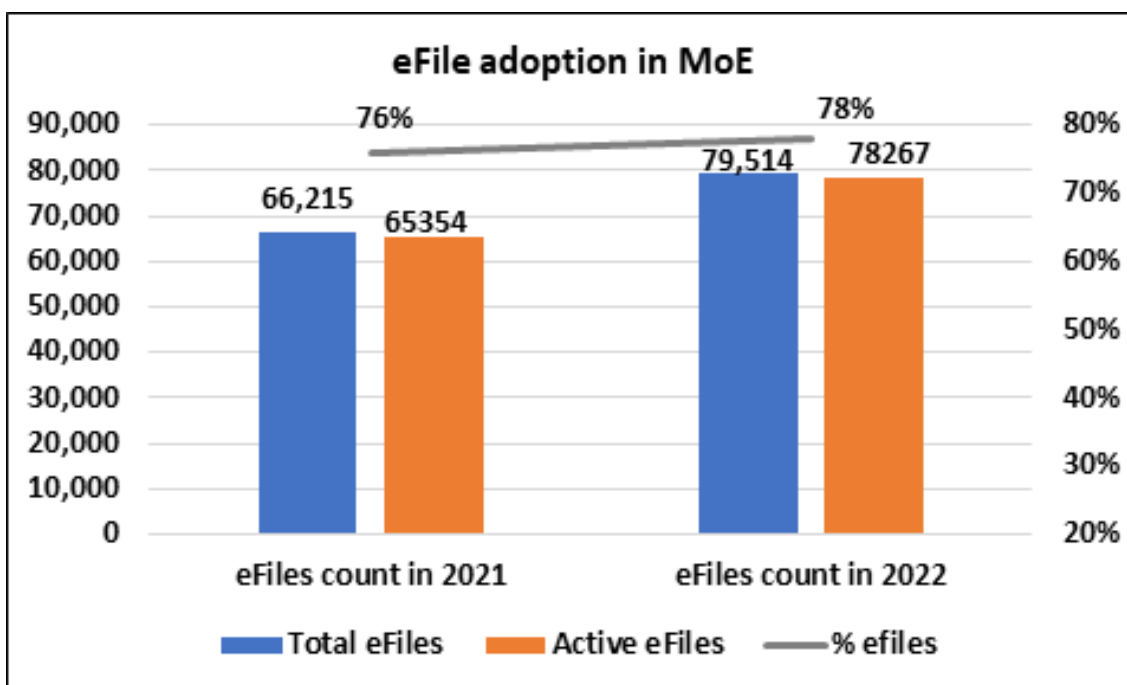
[10]Here MoE represents Department of Higher Education and Department of School Education and Literacy

Ministry of Electronics & Information Technology

Key Highlights:

- The matters involving 4 or more levels of submission include appointment matters, disciplinary matters etc. As an impact of delayering, the Ministry has observed speedy and efficient disposal of matters

- Delegation of financial powers was last implemented after an order was issued in October, 2020, speedy disposal of files was observed as a result

- The Ministry uses multiple digital platforms to ensure digitization, for example: Gov Intranet, conference room management system, e-Asset management system etc.

Delayering

- Delayering was last carried out in the Ministry in July, 2021. The matters involving 4 or more levels of submission include appointment matters, disciplinary matters etc.

- A few matters include a smaller number of levels, for example, fixation of pay includes 1 level.

- The work allocation is reviewed as per the requirement of the Ministry.

- Several capacity building initiatives, like functional and behavioural domain-based trainings were taken up for performance enhancement and knowledge updation of the officials.

- As an impact of delayering, the Ministry has observed speedy and efficient disposal of matters.

Delegation

- Delegation of financial powers was last implemented after an order was issued in October, 2020. Subsequent review of it was undertaken in February, 2022.

- The financial powers related to Grant-in-Aid were delegated from the Secretary to Joint Secretary, and the amount was raised from Rs. 1 crore to 2 crores.

- It has led to speedy disposal of files and further review is expected to be carried out in near future as the Technical Officers from projects implementation divisions had put forward their respective inputs for further requirement of delegation during Chintan Shivir.

Desk Officer System

- MEITY being highly technical and scientific in its functions, has most of the officers from technical division as gazetted officers.

- The working pattern of technical officers is similar to that of a Desk Officer however officially there is no Desk Officer System in place. The officers look after technical matters like artificial intelligence, blockchain, cyber security etc.

Digitization

- Onboarded on eOffice version 7.0

- MEITY weeded out its old computer systems as a major exercise after which almost 60% machines were replaced. The Ministry uses Gov Intranet, a single sign-on and multipurpose platform in its working on a pilot basis for the office of the MOS. This platform has integrated email and eOffice along with additional features like goal tracker, calendar, task monitoring, notice board etc.

- While there is maximum usage of e-files, only exempted files are brought in use in physical form.

- The Ministry also uses Swagatam software which is built as a visitor's management system. Any individual wishing to visit the Ministry's office can take prior approval and visit the office post downloading the pass approved by the concerned officer.

- A conference room management system is in place for usage which helps in slot based online booking of conference rooms to avoid conflicts.

- An electronic asset management system is used for issuance of items on officers' names from the store.

- The biometric attendance system assures proper attendance monitoring of regular as well as the contractual staff.

- Cyber security of the entire network and applications was ensured as all old machines were removed and firewalls were ensured. Compliant systems were implemented to secure building and data.

eReceipt adoption in MEITY
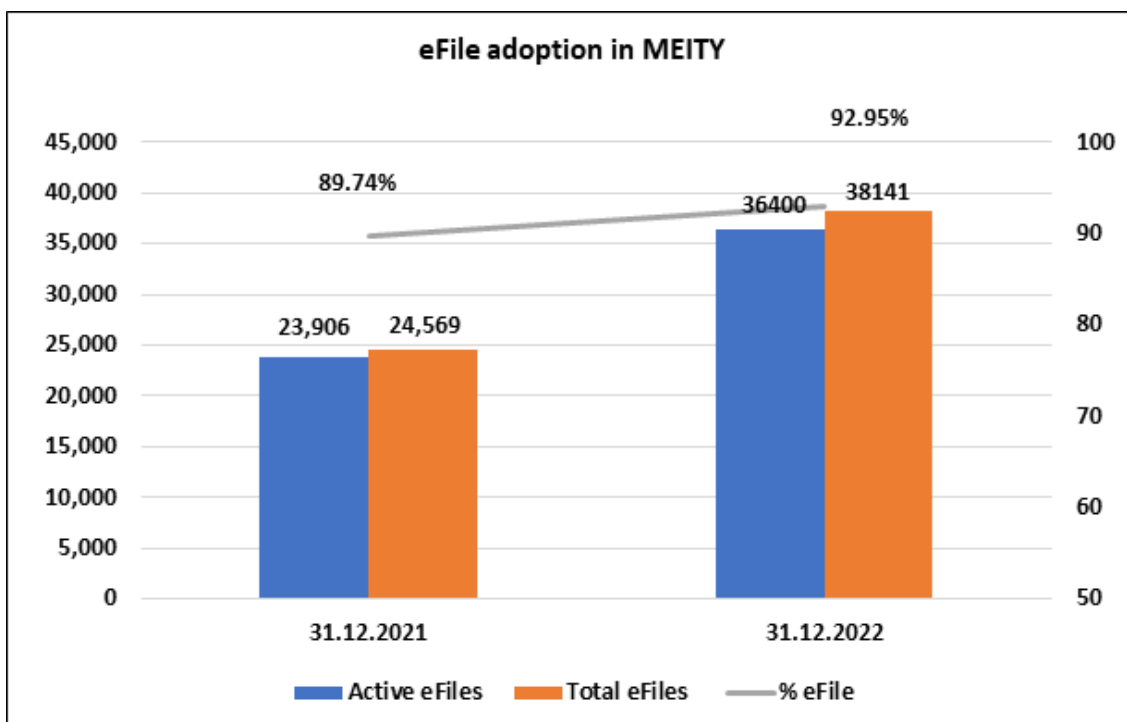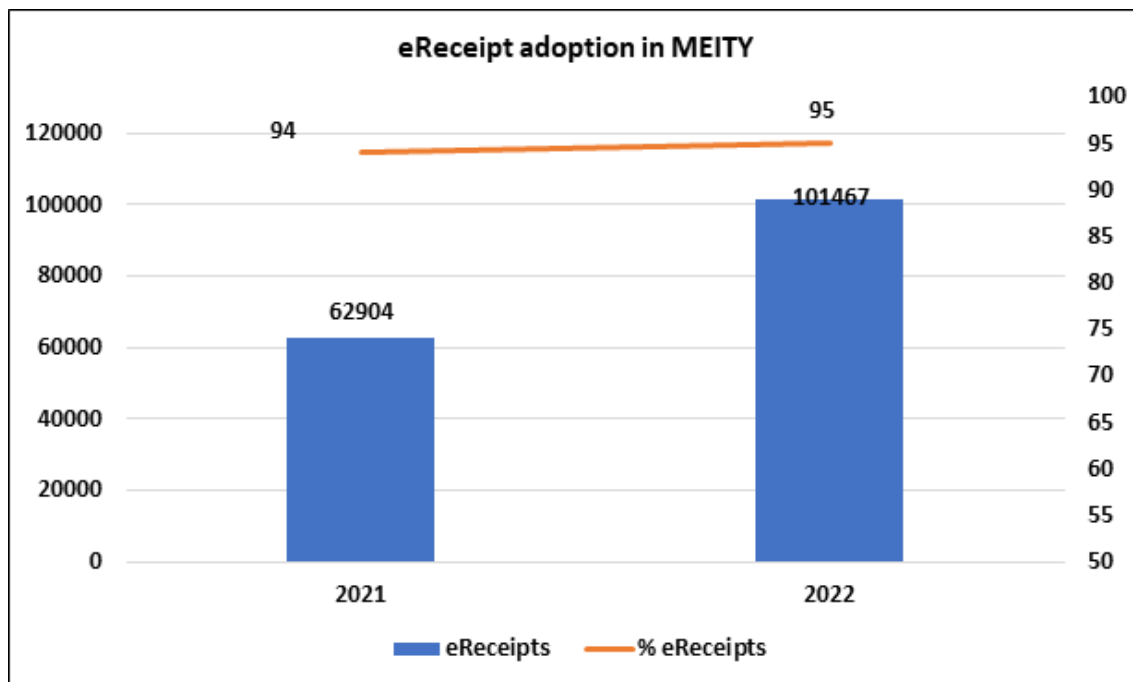
Ministry of Environment, Forest and Climate Change

Key Highlights:

- The Ministry has spacious, aesthetic and artistic working spaces creating a positive and productive work environment

- While most of the matters involve 4 levels of submission, the matters that involve more than 4 levels are designation of Biosphere Reserve, submission of reports/ requisite information to UNESCO, PMO references etc.

- Examples for matters involving less than 4 levels of submission are: applications under RTI Act 2005, e-Samiksha/updation of website, sanction of LTC/leave, salary advance etc.

- As an impact of delegation of financial powers, faster disposal of financial matters is observed along with uniformity in work distribution.

- Delays in release of development-oriented project related funds are substantially reduced, as the overall processing time is reduced due to delegation

- The Desk Officer System is operationalised in 18 divisions of the Ministry, including budget division, Green India Mission, Media Cell etc.

- The Ministry uses PARIVESH Portal, REPIMS platform for obtaining clearance and submission of proposals which has helped in increasing efficiency

Delayering

- Delayering was last implemented in July, 2021 in the Ministry.

- While most of the matters involve 4 levels of submission, the matters that involve more than 4 levels are designation of Biosphere Reserve, submission of reports/ requisite information to UNESCO, PMO references etc.

- Examples for matters involving less than 4 levels of submission are: applications under RTI Act 2005, eSamiksha/updation of website, sanction of LTC/leave, salary advance etc.

- As an impact of implementation of delayering, Ministry has observed faster disposal of files and overall improvement in core working of Ministry. For example, it used to take about a year for forest and environment clearances, it has now come down to about a month's period.

- The Ministry being a scientific Ministry, its scientists are provided with training under a capacity building scheme. Specialised training institutes are established that provide the required training for forest officers.

Delegation

- Delegation of financial powers was last revised in September, 2020 in the Ministry.

- Earlier, the approval was required for financial matters above the value of Rs. 1 crore, now matters above the value of Rs. 3 crores go to the Secretary for approval.

- As an impact of delegation of financial powers, faster disposal of financial matters is observed along with uniformity in work distribution.

- Delays in release of development-oriented project related funds are substantially reduced, as the overall processing time is reduced.

Desk Officer System

- The Desk Officer System is operationalised in 18 divisions of the Ministry, named as follows: Budget division, Conservation and Survey (CS-III), Externally Aided Project (EAP), Environment Education (EE), Green India Mission (GIM), Information Technology (IT), Internal Work Study Unit (IWSU), Media Cell, NGO Cell, Ozone Cell, Project Elephant, Protocol Division, Swachh aur Swasth Bharat Cell, Statistical Cell, NATCOM, Clean Technology, Forest Protection, Survey and Utilisation

- As per the order issued in December, 2021, the Desk Officer System was introduced to ensure better functional management, optimize resources and bring forth functional efficiency and speedy disposal of work.

Digitization

- Onboarded on eOffice version 7.0

- About 99% file movement in the Ministry takes place in e-form.

- The Ministry owns PARIVESH Portal which is a web based, role-based workflow application. It automates proposals tracking including online submission of a new proposal, editing/updating the details of proposals and displays status of the proposals at each stage of the workflow.

- The Research Environment PIMS (REPIMS) platform is also being used by the Ministry for proposals submission.

- Such digitization related initiatives have contributed in enhancement of efficiency, transparency and accountability in EC, FC, wildlife and CRZ clearance processes.

eFile adoption in MoEFCC

eReceipt adoption in MoEFCC
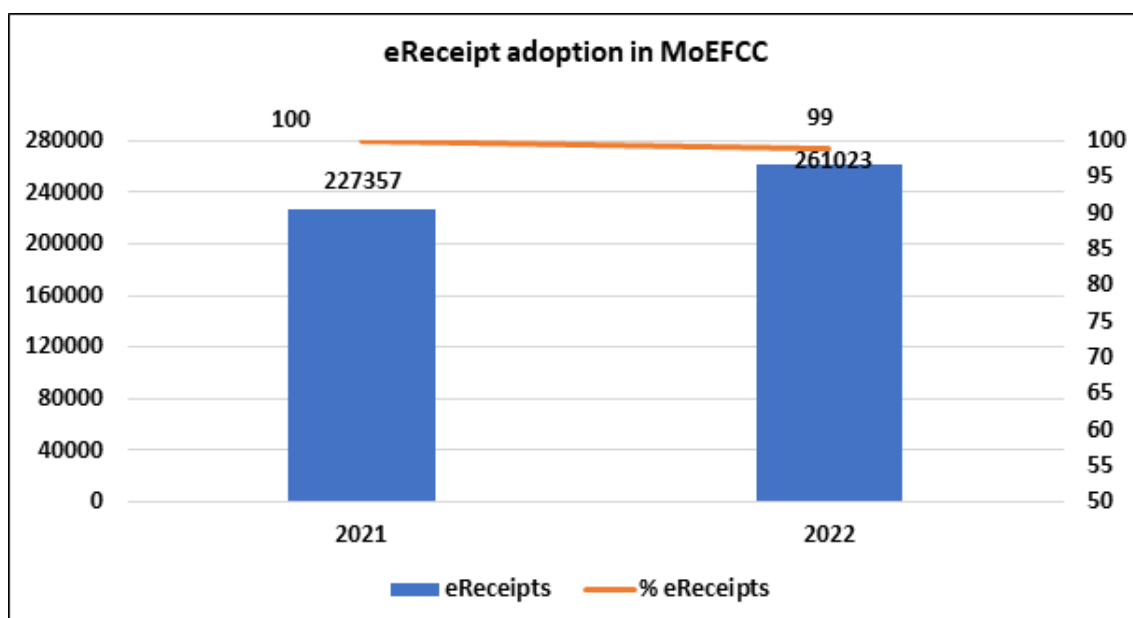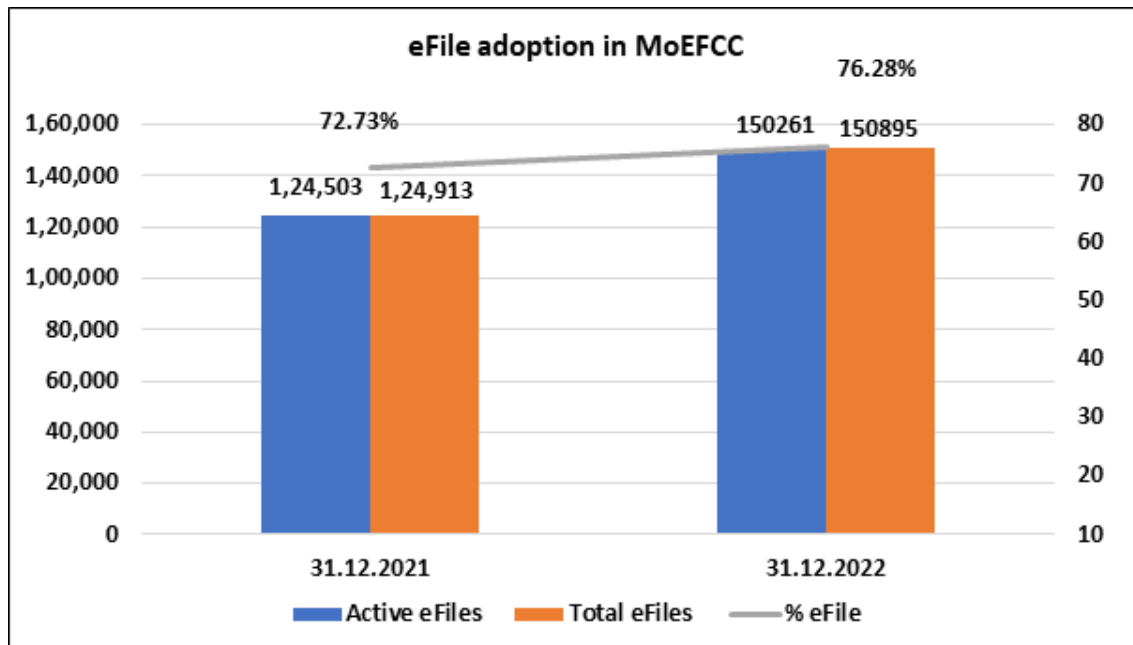
Ministry of External Affairs

Key Highlights:

- Ministry is in the process of compiling and publishing its official handbook Yellow Book 2023 Edition on 'Channel of Submission and Level of Disposal of cases'. The handbook is likely to be published/printed in April, 2023.

- Induction training is provided to new officers at the Sushma Swaraj Institute of Foreign Affairs. The duration of the general training is for one week. Subordinate/Junior level officers are provided training on different subject matters such as visa rules, accounts, language competency etc.

- At the different levels of promotions, different trainings are provided by Sushma Swaraj Institute of Foreign Affairs.

- Most of the skills required for efficient functioning/disposal of work in MEA are learnt on the job.

- Induction Material is being developed for the iGOT portal.

Delayering:

- The channel of submission is 4 for routine matters and concurrence with the internal finance division is also sought for such matters.

- The channel of submission is greater than 4 for policy matters and matters which are confidential in nature.

- The Ministry has delayered its channels since 2010. Delayering has helped to ensure speedy/quick file disposal and ensured prompt decision making in the Ministry.

- There are 57 divisions in the Ministry. Each division has a specific work allocation, wherein the JS has the discretion to decide the internal work allocation to ensure equal distribution. The bifurcation of divisions within the Ministry is based on work allocation/functional basis/need basis.

Delegation:

- Financial powers in the Ministry have been delegated to 14 HODs since 2015. Financial delegation takes place as and when the Joint Secretary desires/needs.

- Financial delegation implemented in attached/subordinate offices in 2023. The Ministry revised delegation orders 2022.

- Financial powers have been delegated to training institutes and their respective HODs.

- In the consulates/missions situated outside of India, there are High Impact Community Development Projects wherein financial powers have been delegated to JS of particular divisions for the smooth functioning of the Ministry.

- Financial delegation helps in the smooth day to day functioning of the Ministry.

- Further review of financial delegation is under review in the Ministry. A proposal for increasing the financial delegation is under consideration and is based on functional needs.

- The Ministry has also delegated powers to Ambassadors/Consulate Generals in the missions abroad.

Desk Officer System:

- With 223 desk officers in the Ministry, the Desk Officer System is working quite efficiently. Desk Officers are appointed from a specialized cadre.

- The Ministry is working in close proximity with each other, therefore, coordination with different divisions is smooth. Further, an adequate number of officers are posted in the Ministry. Due to the nature of work and the allurement of foreign postings, the motivation level of employees to learn and work is also high.

- Protocols for reviewing work done are devised by the JSs themselves.

Digitization:

- The Ministry has adopted various IT initiatives such as MEADOW, online filling of APARs, and immovable property returns.

- Different portals for the Indian diaspora have been developed such as Madad Portal, Kailash Mansarovar Portal, E-Migrate Portal.

eFile adoption in MEA

eReceipt adoption in MEA
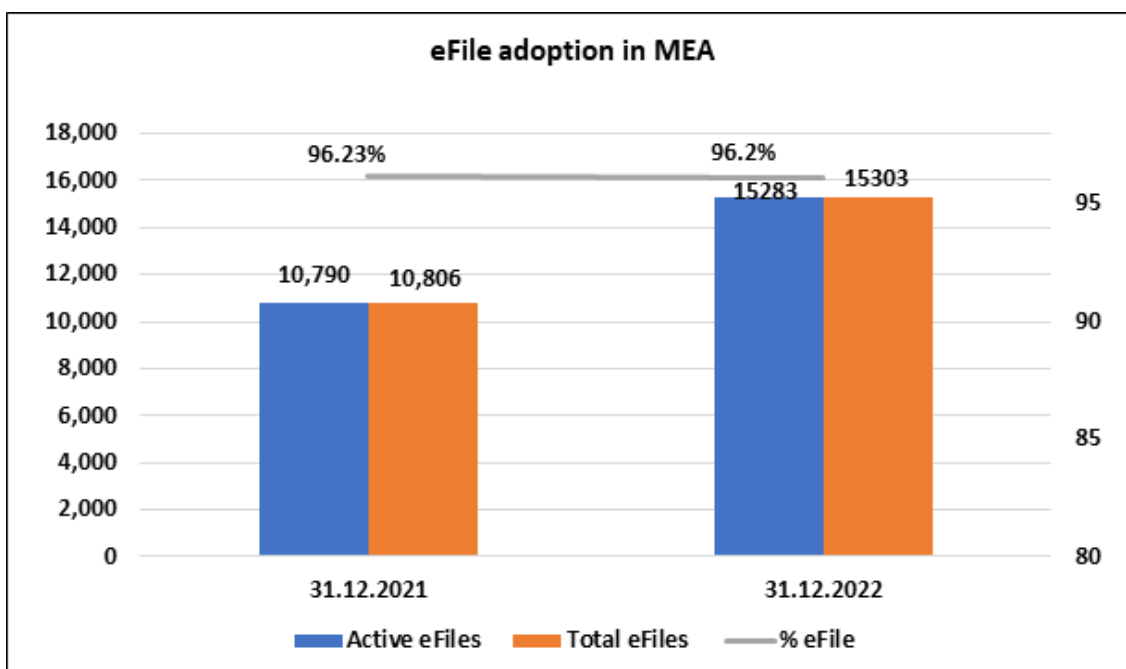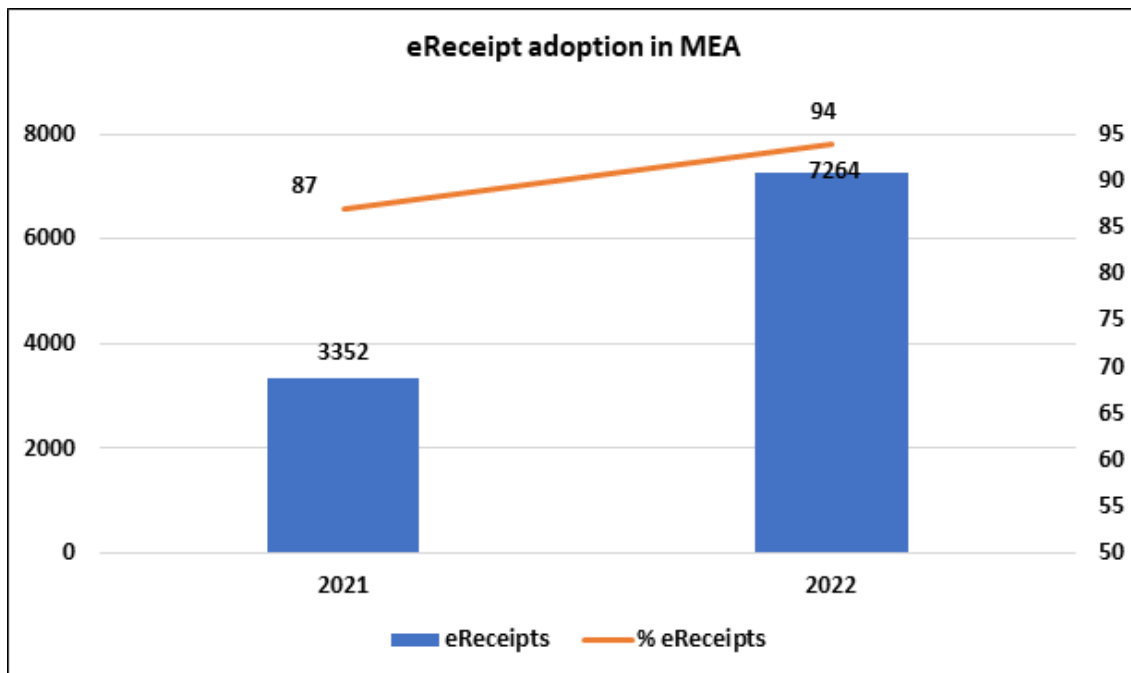
MINISTRY OF FINANCE

Department of Economic Affairs ACC Division

Key Highlights:

- About 70% of the subjects including public grievances, RTI, stipend to interns, deputation, and appointment of group officers, etc. are disposed of within 4 levels
- The Department migrated to eOffice version 7. on 25th October, 2021 which is accessible to all the employees
- DEA uses several digital portals such as India Budget, EAP PPR for project monitoring, PPPIndia for public-private partnership initiatives among others
- The Department regularly uses and further encourages widespread adoption of common IT portals like eHRMS, Bhavishya Portal, Sandesh App and others

Delayering:

- The Department has conducted delayering exercises across its divisions and has effectively reduced the channel of submission to less than 4 for the majority of the subjects handled by various divisions.
- Matters of national or international importance, sensitive and important matters go through more than 4 channels of submission as it requires inputs and deliberation at multiple levels
- The Department reported speedy disposal of files, especially related to routine matters. Due to review, the number of channels for examining the proposals have also reduced

Delegation:

- Routine and administrative matters, petty receipts, approvals are administered and disposed of at the US level
- Financial delegation is currently under consideration for all divisions and officers of the department

Table VIII-7 List of digital initiatives by Dept of Economic Affairs

S.No	Digital Initiatives	Description
1.	PPP in India	The portal provides key information on PPP related initiatives in India and to share best practices for PPP practitioners, both government and the private sector
2.	eSamiksha DEA	The portal is used for monitoring the pendency of VIP references, PG, PMO references, etc.
3.	Foreign Training Programme Portal	Portal for updates and registration for foreign trainings administered by DEA
4	EAP PPR	The web portal for online submission of Preliminary Project Reports for seeking external assistance from Multilateral Development Banks (MBDs) by Central Ministries/Departments and State Governments

[2]Here MoF represents Dept of Economic Affairs, Department of Expenditure, Department of Revenue, Department of Financial Services and Department of Investment and Public Asset Management

Department of Expenditure

Key Highlights:

- The Department of Expenditure is responsible for analysing, examining proposals along with apprising other Departments and other nodal Ministries/Departments. It involves deep examination, balanced scrutiny of impacts and finalising a justification.

- The clarifications, justifications issued by the Department of Expenditure are as good as final guidelines for the Government of India.

Delayering

- The Department has made comprehensive changes in channel of submission in 2019 and a subject wise list of channels of submission has been prepared.

- The channel of submission is critical and differs from case to case as the Department of Expenditure is the final authority in many approvals. Every level of decision making has a fresh perspective to challenge the file. However, the Department tries to follow 4 levels.

- The levels of ASO/SO; US/DS/Director are treated as the same. In several subjects files are directly put up by the JS to the Secretary; Minister-level files are generated at DD level and at the level of US in some cases, indicating that level jumping is in practice.

- The files which are submitted to Minister level such as Draft Cabinet Notes, Bills etc. are initiated at DS/Director or equivalent level. Some subjects such as VIP references are initiated at lower levels. In such subjects level jumping may be observed from Director to AS, US to JS.

- The reduction of the channel of submission along with level jumping has enhanced the share of responsibility in officials of lower formations and also keeps a check on quality.

- 5 levels are often practiced in subjects such as proposals for Expenditure for Finance Committee (EFC), proposals of Rs 500 cr or more, proposals for Screening Committee (involves Cabinet Secretary and Finance Secretary).

- Reduction in the channel of submission has led to timely submission/disposal of files. As per the interaction with the officials, the average disposal of files is 2-3 days, however may differ in some subjects like Cabinet notes, EFCs, certain proposal etc.

- The evolution of uniformly distributed work allocation is not recorded however it is revised as per the joining and relieving of senior officers- the same is available on the website. However, the office is currently functioning on strength less than sanctioned.

- Department of Expenditure is one of the 5 Departments where the pilot project on module for induction for internal training of officials by Capacity Building Commission (CBC) is being implemented. Regular meetings with CBC are conducted and the module for induction is in the pipeline.

- The Department has in-house material available for induction for all officials. It has a work allocation/guideline and rules and regulations booklet titled "Ready Reckoner" for Department's internal circulation only.

Delegation

- Last financial delegation conducted in 2021.

- Financial Delegation and reduced channel of submission has led to efficiency. A review in matters of routine administration may be done, however no need for further overall financial delegation is reported as such.

- Attached/Subordinate offices under Department of Expenditure are exercising financial powers as per delegation of financial powers rules and other applicable rules.

Desk Officer System

- Traditional channels of functioning in place, however 8 Desk Officers are present.

Digitization

- On board on eOffice version 7.2.5

- The CRU section of the Department is functioning in hybrid mode i.e., physical and digital mode.

- The Department has developed a digital portal for submission of information by all FAs on a monthly basis to facilitate paperless submission of information. (https://finmin.nic.in/)

- The Department has also developed Foreign Visit Management System (FVMS) for submitting proposals by Ministries/Departments for obtaining approval of the Screening Committee of Secretaries.

- The Department has systematic procedures and prescribes relevant guidelines for recording of files and categorization of physical files. eOffice Knowledge Management portal is updated regularly.

Notable Best Practices

- A digital Interface for an internal portal for FA is in the pipeline.

- A consolidated booklet for distributed work allocation, induction material is in the pipeline.

Department of Financial Services (Banking Division)

Key Highlights:

- In case of files related to financial inclusion, banking, industrial finance, AC and RRB sections, Joint Secretary directly reports to the Secretary

- Department has implemented delayering in its subordinate organizations: IIFCL and NaBFID by limiting channel of submission to 4 levels

- Under financial delegation, financial powers have been delegated to JS and HoD levels which, as per the officials, has expedited procurement procedure and has significantly improved work-efficiency

- Earlier, purchasing a laptop worth Rs. 1.2 lacs needed IFD approval, leading to significant delay in routine work. However, post delegation of financial powers, such files may now be disposed of within the same day

- In the Department, average disposal time for VIP cases for the month January 2023 was 30 days

Delayering:

- No official orders were issued for delayering, however, almost all files are disposed of within 4 levels of channel of submission; except matters related to Parliament questions, policy etc. which go up-to minister level

- Files related to certain routine matters such as annual increment, pay fixation (normal), issuance and renewal of CGHS card, eHRMS, issues related to bio-metric attendance etc. are initiated at SO level and disposed of at either US or DD level, ensuring two levels only. Hence, file disposal within 2 levels has significantly reduced delay in such routine matters

- In case of files related to financial inclusion, banking, industrial finance, AC and RRB sections, Joint Secretary directly reports to the Secretary

- Fewer levels in channel of submission has resulted in faster disposal of files and consequently increase in efficiency

- 273 is the sanctioned strength in the Department against 222 in position. As per the Department officials, such shortage of staff may occasionally lead to delay in file disposal

- Department has implemented delayering in its subordinate organizations by limiting channels of submission to 4 in IIFCL and NaBFID

Delegation:

- Financial delegation was implemented by the Department on 27th July, 2018 wherein financial powers were delegated to the Joint Secretary level (in consultation with IFD), on matters related to expenditure under IT, outsourcing of housekeeping staff/security/MTS, hiring of vehicles/generator cells/ telephone, carpentry and canteen services and all types of time barred claims of LTC, medical, transfer allowance, and traveling allowance

- For all matters other than the above mentioned, financial ceiling in case of HOD was increased from Rs.1 lac to Rs. 2.5 lacs (full power) and above Rs. 2.5 lacs (in consultation with IFD)

- Earlier, for purchasing a laptop worth Rs. 1.2 lacs needed an IFD approval, leading to significant delay in routine work. However, post delegation of financial powers, such files may now be disposed of within the same day

- As per the officials, delegation of financial powers to JS/HOD levels has expedited procurement procedure and has significantly improved work-efficiency

- Owing to the positive impact of financial delegation in the Department, as per the Department officials, there is a scope of reviewing financial powers in future, with major focus being on increasing HOD's current financial ceiling

Desk Officer System

- No Desk Officer System in the Department due to the nature of work

Digitization

- Onboarded on eOffice version 7.0

- Department is currently using eHRMS, Probity, e-Sampada portals developed by NIC for administrative purposes for its smooth functioning

Department of Investment and Public Asset Management

Key Highlights

- JS reports directly to Secretary ensuring level jumping in the Department

- Delegation of financial power is under process

- Department follows categorization of e-files

- Department follows categorization of physical files, under category 'A', (Permanent preservation for administrative purposes) and 'B' (files of historic importance)

- Average disposal time for VIP references in January 2023 was 30 days

Delayering

- All files in the admin, policy, and transaction division have 4 levels of disposals

- Files that need ministers' approval does not always initiate at DS/Dir level

- The Department reported speedy disposal of files, especially related to routine matters. Due to review, the number of channels for examining the proposals have also reduced

Delegation

- The proposal for financial delegation of power has been sent to IFU and will be finalized shortly

Desk Officer System

- Desk Officer System has been in practice in the Department before the DARPG mandate and looks over subject-wise allocation of work

- There are 9 Desk Officers (1 SO and 8 US) in place in the Department

Digitization

- Onboarded on eOffice version 7.0

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[5]Here MoF represents Dept of Economic Affairs, Department of Expenditure, Department of Revenue, Department of Financial Services and Department of Investment and Public Asset Management

Department of Revenue

Key Highlights:

- Department of Revenue is a small Department with 5 divisions and 13 sections
- Subjects involving more than 4 channels of submission are Recruitment Rules, Parliament Questions, VIP / PMO References, Designation of Special Courts, PMLA etc.
- Subjects with less than 4 channels of submission include RTI Applications, Pension, LTC, Leave, Miscellaneous matters etc.
- There are no Desk Officers appointed in the Department as bulk of its work is carried out on the field offices across the nation
- The Department uses digital platforms for its routine work like Income Tax Business Application and Advanced Analytics in Indirect Taxation

Delayering

- The Department of Revenue is a small Department with 5 divisions and 13 sections.
- More than 30 subjects go beyond 4 levels of submission, for example: Recruitment Rules, Parliament Questions, VIP / PMO References, Designation of Special Courts, PMLA etc.
- Subjects with less than 4 channels of submission include RTI Applications, Pension, LTC, Leave, Miscellaneous matters etc.
- The Department is known to be a field Department due to the presence of multiple field offices across the nation.
- The work allocation in the Department gets reviewed as per requirement, hence frequent reviews are undertaken.

Delegation

- Delegation in the Department is undertaken as per the Delegation of Financial Powers Rules issued by the Department of Expenditure.

Desk Officer System

- There are no Desk Officers appointed in the Department as bulk of its work is carried out on the field offices across the nation

Digitization

- Onboarded on eOffice version 7.0
- The Department uses digital platforms for its routine work like Income Tax Business Application (ITBA), to create paperless e-process for strengthening ITD application and to provide a single user interface to access various departmental functionalities.
- The Department also uses Advanced Analytics in Indirect Taxation (ADVAIT), a 360-degree taxpayer profiling tool.
- Officers have been issued the Digital Signature Certificate for smooth functioning in the Department.
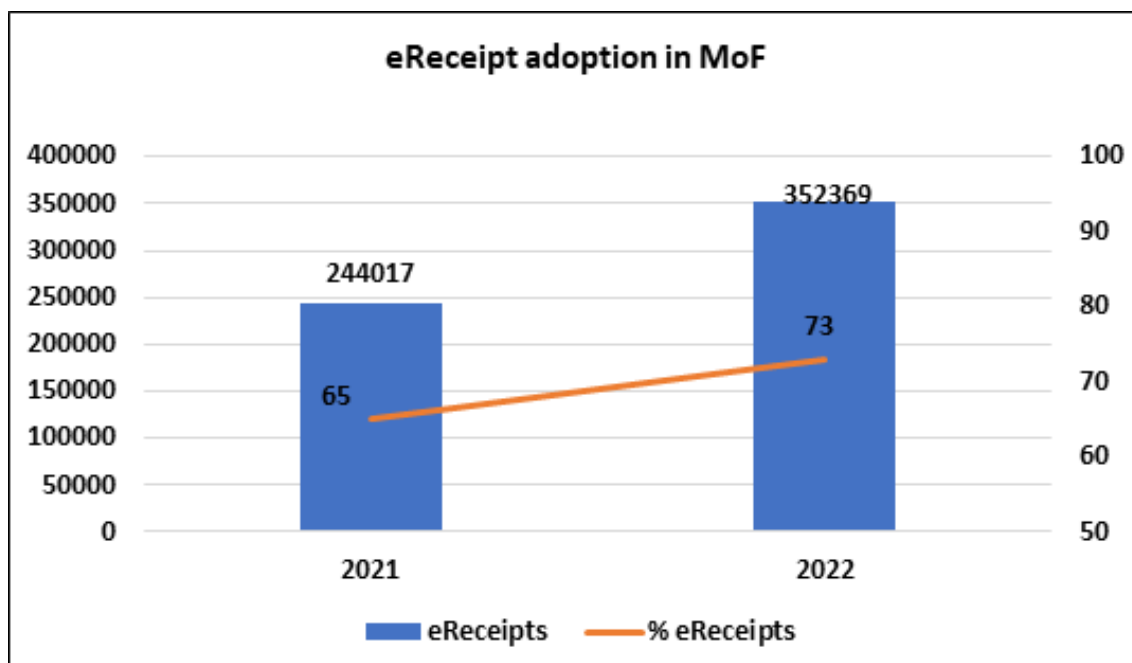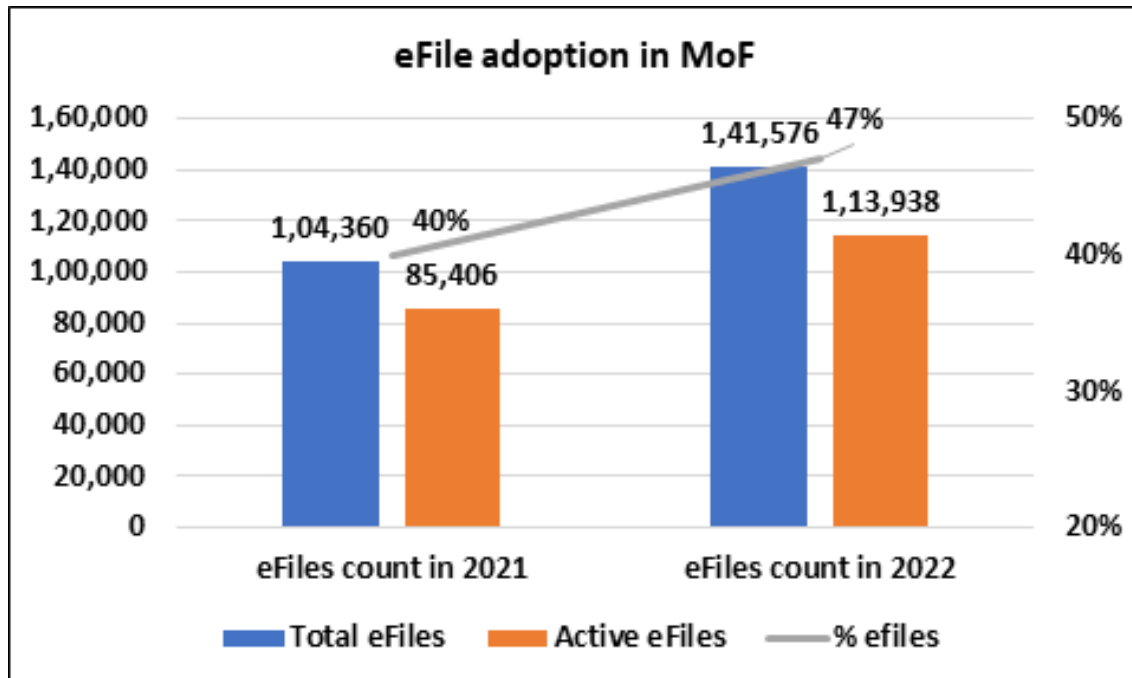
eFile adoption in MoF

eReceipt adoption in MoF

[5]Here MoF represents Dept of Economic Affairs, Department of Expenditure, Department of Revenue, Department of Financial Services and Department of Investment and Public Asset Management

Ministry of Food Processing Industries

Key Highlights:

- Delayering has ensured faster movement of files; reduced processing time and smooth flow of work is ensured.

- A review of the financial delegation took place in March, 2022. To facilitate and ensure the smooth functioning of financial delegation, rules prescribed by GFRs are followed.

- A capacity building cell has been established by the Ministry. iGOT training is also being conducted and 75 officials have been nominated for the training.

- Due to financial delegation the role of IFD has been reduced. Most power has been entrusted to statutory authorities.

- Ministry has made all the processes related to release of grants simple, easy and transparent through an online scheme management system. Separate online portals have been developed for all its schemes PMKSY, PMFME and PLIS.

Delayering:

- The channel of submission is limited to 4 in most matters.

- The channel of submission is greater than 4 for matters which require greater deliberation such as policy issues.

- Delayering has ensured faster movement of files; reduced processing time and smooth flow of work is ensured.

- Reduction in channel of submission has also led to reduced checks and balances in disposal of files along with the limited examination of matters.

- Work allocation is reviewed, as and when required. Generally, work allocation is reviewed on promotion, joining and relieving of officials.

- Work allocation is also reviewed towards the end of the financial year and CVC guidelines on sensitive posts are followed while deciding the work allocation.

- Dakshta Course training conducted by iGOT and ISTM are being organized in the Ministry.

- A need for industry collaboration was felt to provide holistic training to officials.

- Training on GFRs has been organized by NIFM.

- A review of the capacity building initiatives was taken on 28th January, 2022. There is a need to focus on functional training, such as procurement through GeM Portal.

Delegation:

- A review of the financial delegation took place in March, 2022. To facilitate and ensure the smooth functioning of financial delegation, rules prescribed by GFRs are followed.

- Due to financial delegation the role of IFD has been reduced. Most power has been entrusted to statutory authorities.

- No review of financial delegation is required in the existing scenario. The review of financial delegation takes place as and when required.

- Desk Officer System:

- 9 Desk Officers at the level of ASO/SO are working as Desk Officers in the Ministry and 2 Desk Officers at the level of US are working in the Ministry of Food Processing and Industry.

- For full implementation of the Desk Officer System, in the Ministry support staff is needed/required.

Digitization:

- Ministry has made all the processes related to release of grants simple, easy and transparent through an online scheme management system. Separate online portals have been developed for all its schemes PMKSY PMFME and PLIS.

- The system also provides facilities for queries and reports for monitoring and decision making. The link of portals are as under –

    - PMKSY (Pradhan Mantri Krishi Sinchayee Yojna)-- https://sampada-mofpi.gov.in/National Portal of India provides a single-window access to information and services that are electronically delivered from all Government

    - PMFME (PM Formalisation of Micro food processing Enterprises)--https://plimofpi.ifciltd.com/Portal is used to apply for the credit- linked subsidy, under the PMFME scheme

    - PLISFPI (Production Linked Incentive Scheme for Food Processing Industry)-- https://pmfme.mofpi.gov.in/pmfme/#/Home-Page

- A National level portal, wherein the applicant enterprise could apply to participate in the Scheme. All the scheme activities would be undertaken on the portal.

- The use of webex and other virtual mode of inspection are being used by the Ministry wherein the beneficiaries can directly upload photos/ videos of the project on the website so that actual status of the project may be known to the Ministry

- The e-bill system has been introduced in the Ministry.

eFile adoption in MoFPI

eReceipt adoption in MoFPI
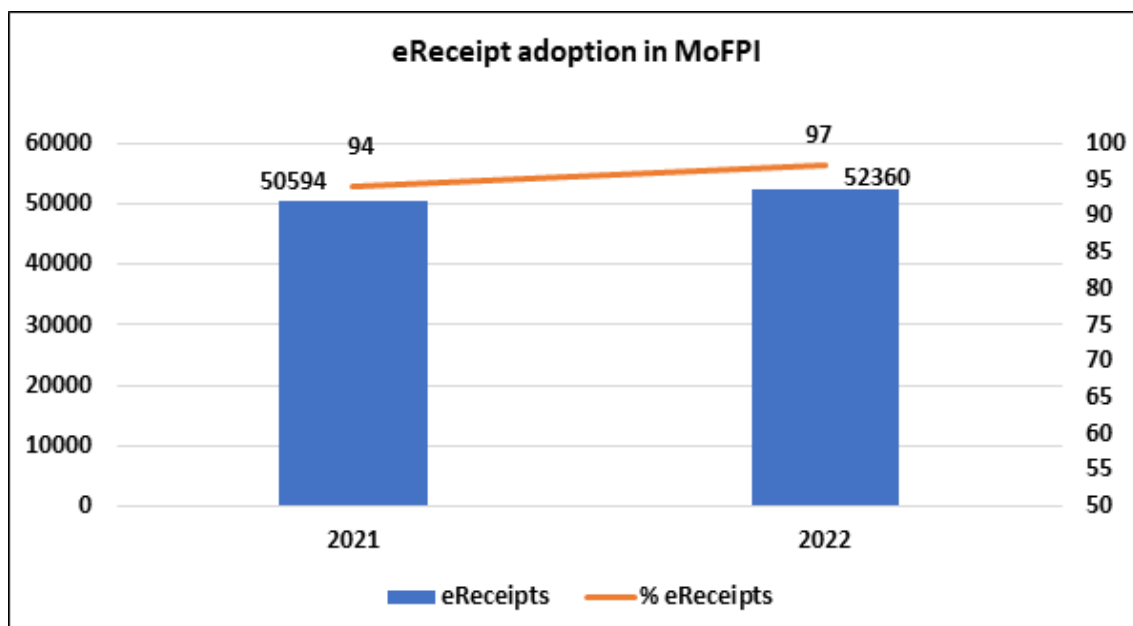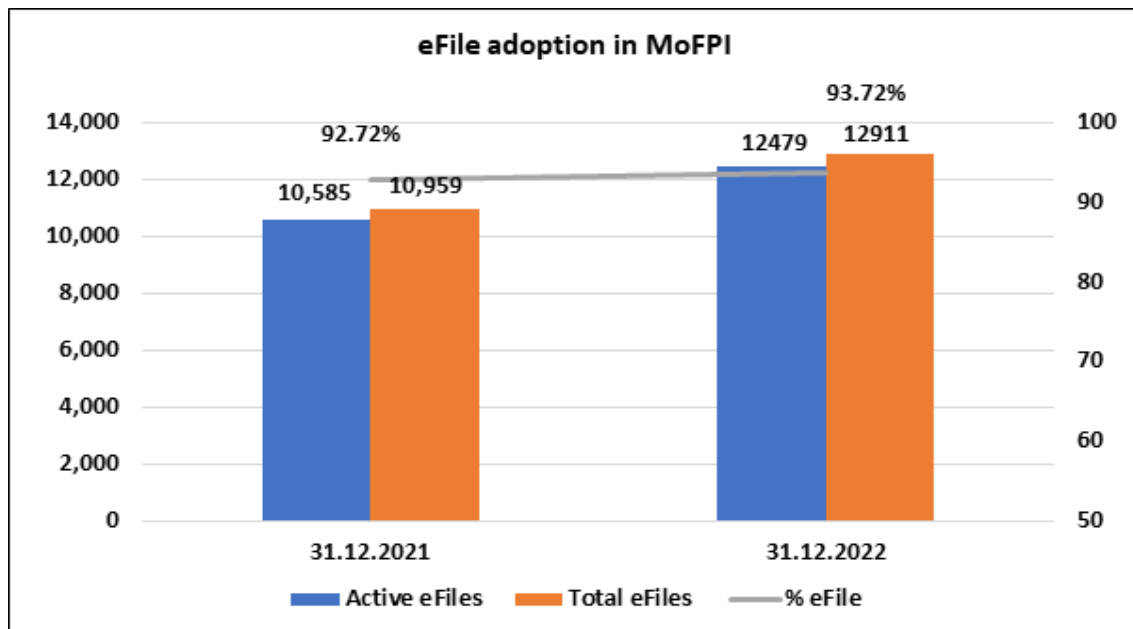
MINISTRY OF HEALTH AND FAMILY WELFARE

Department of Health and Family Welfare

Key Highlights:

- Delayering last undertaken in 2023.

- The subject matters involving more than 4 levels include creation of posts, parliament questions, cabinet notes, amendment of rules/regulations etc.

- Several matters include a smaller number of levels, for instance the matter of settlement of utilisation certificates includes a single level of submission.

- The Department has observed faster decision making and quicker disposal of matters due to delayering.

- Quicker disposal of files has been observed due to enhanced financial powers.

- Due to the existing nature of work, there is no official appointment of Desk Officer in the Department.

- In order to maintain a stress-free work environment and good health of the officers for efficient and effective performance, the Ministry holds daily yoga sessions for its officers.

Delayering

- Delayering was last undertaken in 2023. All Assistant Section Officers in the Department shall submit files directly to the concerned US/DS/Director.

- The subject matters involving more than 4 levels include creation of posts, Parliament Questions, Cabinet Notes, amendment of rules/regulations etc.

- Several matters involve a lesser number of levels, for instance the matter of settlement of Utilisation Certificates includes a single level of submission.

- The most recent review about existing work allocation had been initiated in January 2023.

- The Department has observed faster decision making and quicker disposal of matters. For example, management of NOC for passports earlier required approval of the JS while now it simply requires approval of the US concerned. This has led to expeditious completion of tasks.

Delegation

- Delegation of financial powers was last undertaken in March 2019 in the Department.

- Quicker disposal of files has been observed due to enhanced financial powers.

- In order to implement further delegation, a file in the Department has been under submission.

- Earlier, for instance, expenditure powers for procurement of electronic items or furniture were held by the JS, however with enhanced delegation the same powers are given to the Director level officer.

Desk Officer System

- Due to existing nature of work, there is no Desk Officer system in the Department.

- Desk Officer System is, however, being explored. 16 Section Officers have filled up undertakings to work in the pattern similar to that of a Desk Officer.

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[5]Here MoHFW represents Department of Health and Family Welfare and Department of Department of Health Research

Digitization

- eOffice version 7

Notable Best Practice

- In order to maintain a stress-free work environment and good health of the officials for efficient and effective performance, the Ministry holds daily yoga sessions from 12:30 PM to 1:30 PM where the yoga instructor assists the participants. A gym facility for the officials is also provided for the Ministry officials.

Department of Health Research

Key Highlights:

- Financial delegation was last implemented in the Department in 2018 which has quickened the process of file disposal and has resulted in improved decision making

- As per the officials, 95% matters are disposed of within 4 levels. Remaining matters that exceed four channels include ICMR admin. and policy matters, parliament questions, court cases etc. Delayering has considerably improved efficiency and reduced delays within the Department

- 99% files are in digital form except those with confidential information, while 80% of total bills and receipts are in digital form

- As per the Department officials, 25% of total files dispose of the same day of their initiation

- No receipt stays pending with the Department for more than 7 days, in case no inputs are needed from other Ministries/Departments

- Department has 3 Departmental Records Officers at Deputy Secretary (DS), Under Secretary (US) and Assistant Section Officer (ASO) levels

- Department organises regular workshops by eminent speakers from the field of science and medicine for its technical staff, to discuss research methodology, research paper writing etc.

Delayering:

- No delayering reform required in the Department as almost 95% of the total matters are already being disposed of within four levels of channel of submission

- As per the officials, approx. 50% matters are disposed within 2 levels and matters including RTI/CPIO related matters, in a single channel.

- Remaining matters exceed four channels which include ICMR admin. and policy matters, parliament questions, court cases etc.

- Half of the total sanctioned positions are filled, with only 21 regular employees working in the Department. However, in order to maintain the efficiency and avoid delays, 120 contractual employees have also been hired by the dept. As per the officials, due to such shortage of staff, delayering is neither required nor plausible.

Delegation:

- Financial delegation was last implemented in the Department in 2018, after following GFR and DFPR guidelines

- Following the same guidelines, financial delegation was implemented in Indian Council of Medical Research (ICMR), a subordinate office of the Department in 2014

- Financial delegation has quickened the process of file disposal and has resulted in improved decision-making. As per the Department, further financial delegation may happen as per need basis

Desk Officer System

- Desk Officer System is not in practice due to shortage of staff and nature of work in the Department

Digitization

- Onboarded on eOffice version 7.0
- Department has been on-boarded to eOffice 7.0
- In the Department, average disposal time for VIP cases for the month January 2023 was 40 days

Table VIII-8 List of digital initiatives by Dept of Health Research

S.No	Digital Initiatives	Description
1.	National ART and Surrogacy Portal	Launched: 22nd April, 2022 • Information available to public on ART and surrogacy • Mandatory application forms available for surrogacy clinics to fill • 4000+ clinics have been associated
2.	DHR-ePMS portal (Deptt. of Health Research-Electronic Project Management System)	• All scheme implementation related data available for the dept. officials and other health units (not open to public) • Facilitates monitoring of all schemes and helps in identifying gaps • All assimilated information and relevant data is accessible just a click away
3.	National Ethics Committee Registry for Biomedical and Health Research Portal (NECRBHR)	• All researches have to be registered on this portal in order to ensure ethical all researches in the country are ethical

eReceipt adoption in MoHFW

eFile adoption in DHR

eFile adoption in DHFW
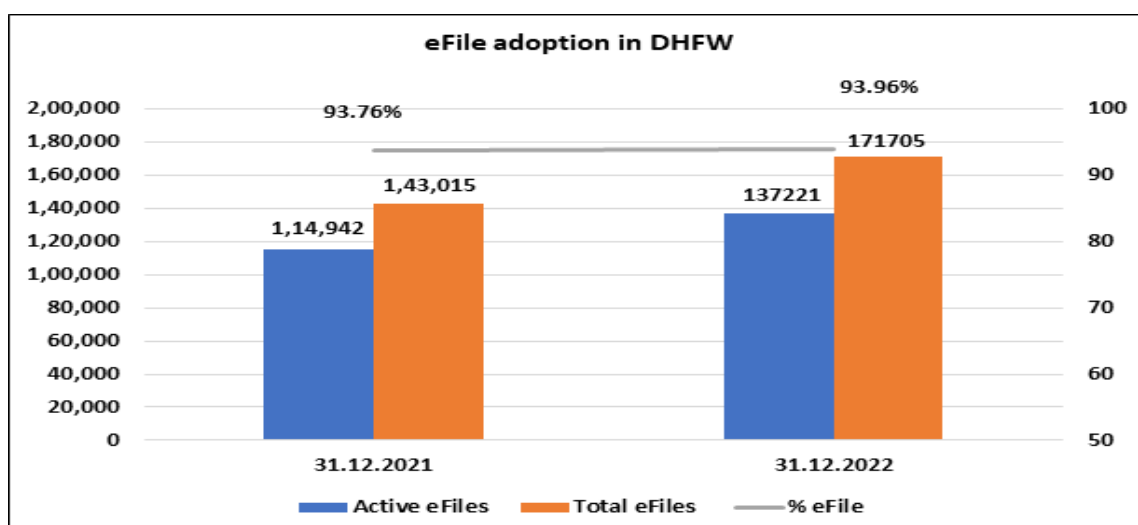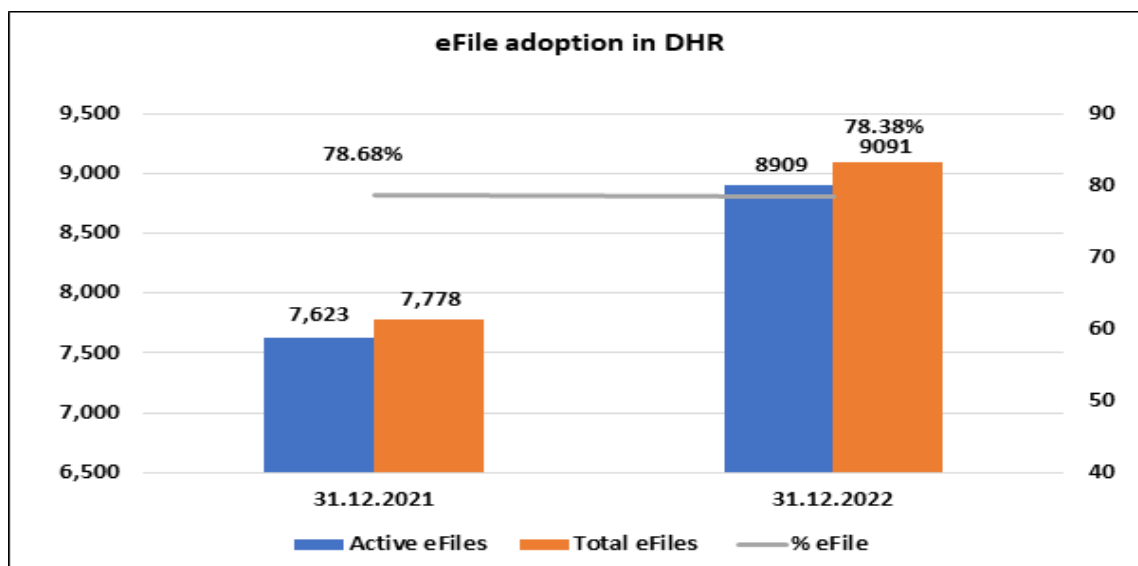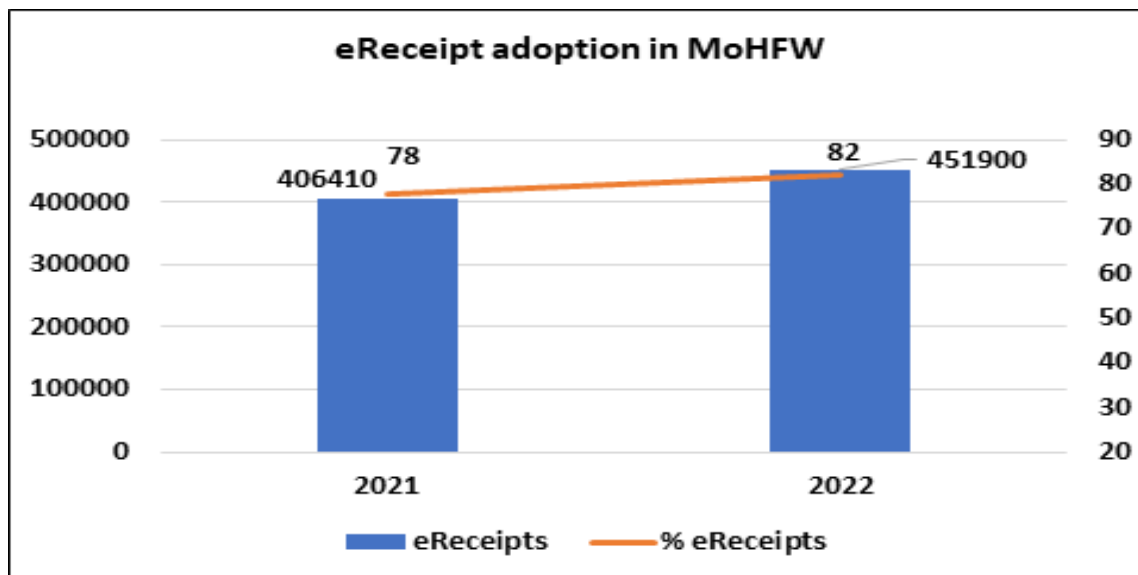
[6]Here MoHFW represents Department of Health and Family Welfare and Department of Department of Health Research

Ministry of Heavy Industry

Key Highlights:

- The channel of submission has been reduced to 4 or fewer than 4 for some subject matters in the Ministry.

- Level jumping is also widely practiced in the Ministry to ensure the channel of submission is limited to 4.

- Impact assessment for the reduction in the channel of submission is being conducted by the Ministry, data is awaited from the sections.

- A review of the delegation of financial powers subject to circumstances is conducted every 6 months.

- More than 95% of the files have been digitized and functioning on an e-file basis.

Delayering:

- The channel of submission has been reduced to 4 or limited to 4 for most of the subject matters in the Ministry. The channel of submission is greater than 4 depending upon the nature of the work and the extent of financial implication involved for some matters.

- Only in some subject matters the channel of submission is greater than 4. Level jumping is possible in some cases and is mostly followed subject-wise.

- The impact of delayering has mostly been positive and has saved time and resources for the Ministry.

- The work allocation is revised on a need basis or upon the joining of new officers /relieving of the officials.

- The Ministry is part of the Mission Karmayogi project. The officers are being onboarded onto the iGOT portal by the Ministry. A capacity building cell has also been established to facilitate capacity building initiatives. The Annual Capacity Building Plan is also being prepared by CBC for the Ministry.

- Training provided by ISTM is also attended by the officials. The administration section is responsible for the capacity building initiatives taken by the Ministry.

Delegation:

- A review of the financial delegation for the Ministry was undertaken last year (2022) and financial powers were increased.

- The enhanced financial delegation has led to a simplification of procedures and easing out of processes helping in smooth functioning of the Ministry.

- A review of the delegation of financial powers subject to circumstances may be conducted every 6 months.

Desk Officer System

- Desk Officer System has been implemented in SC/ST cell, RTI and Parliament wherein 1 ASO acts as the Desk Officer. In the Media Cell, Finance, and Economic Division, the Section Officer is the Desk Officer. The Under Secretary is the Desk Officer in the IT Cell, O&M section, and PG section.

- Thus, the Desk Officer system has been implemented in 3 sections. Due to the limited availability of staff, the Ministry is functioning on the Desk Officer pattern.

Digitization

- The eOffice is being fully utilized in the Ministry and has led to faster processing of files. To a large extent, the Ministry has shifted to the e-filing mode and physical files only for confidential matters are maintained.

- More than 95% of the files have been digitized and functioning on an e-file basis.

- The Ministry has also shifted to the eHRMS portal and is using FAME Portal and GST construction portal.

eFile adoption in Min of Heavy Industry

	31.12.2021	31.12.2022
Active eFiles	15,636	17251
Total eFiles	16,365	18041
% eFile	98.38%	98.47%

eReceipt adoption in Min of Heavy Industry

	2021	2022
eReceipts	33176	34775
% eReceipts	99	99
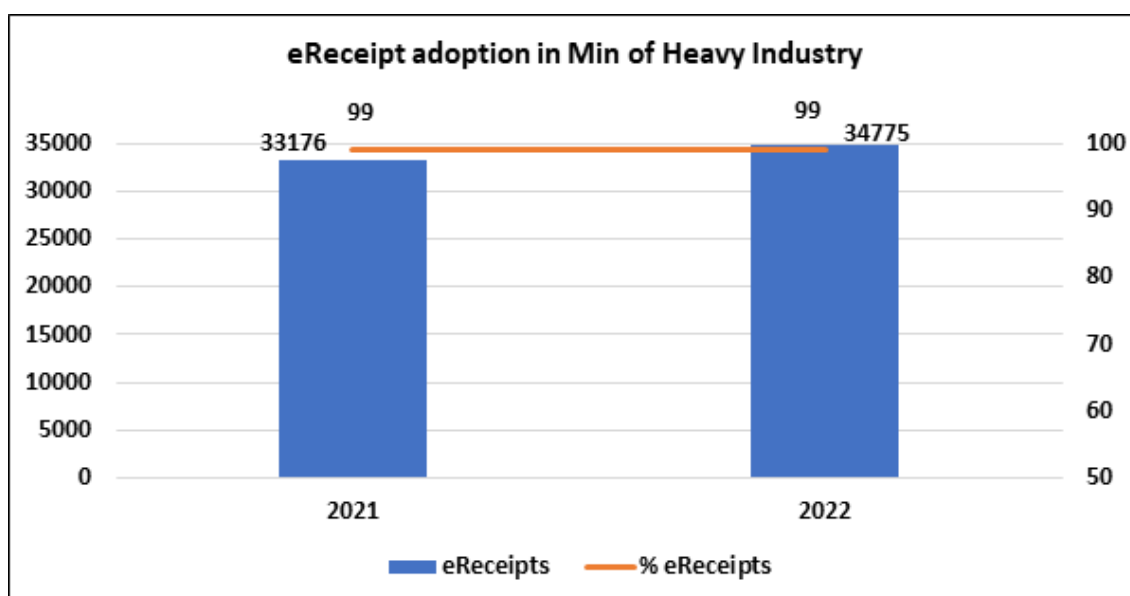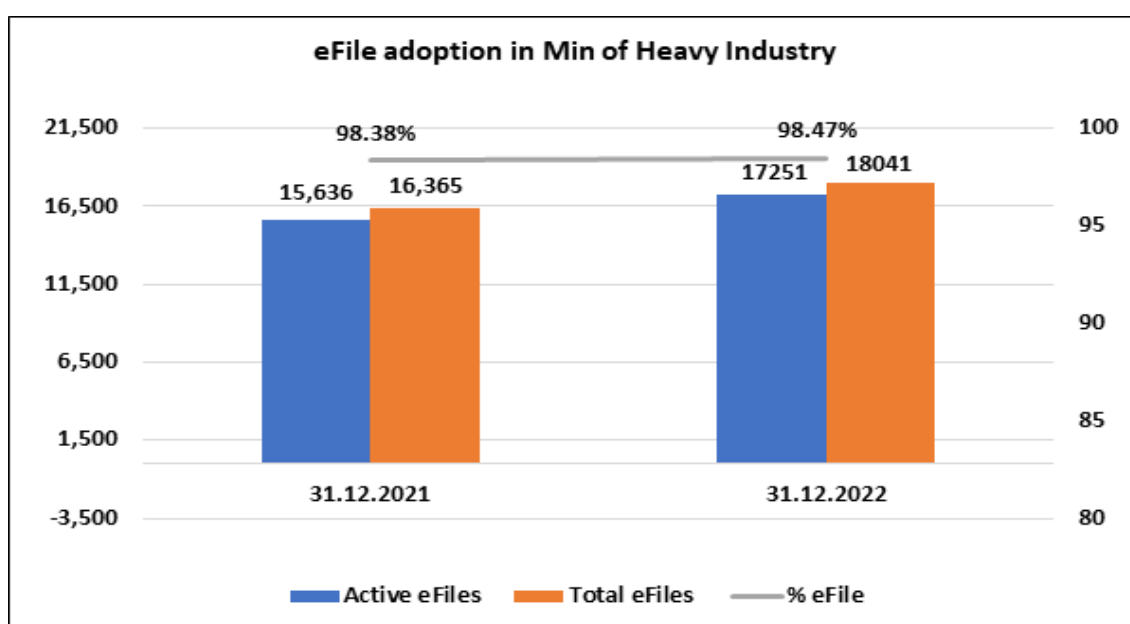
Ministry of Home Affairs

Key Highlights:

- The channel of submission is more than 4 in most cases. The average file movement through the channel of submission is 4.24 for all files. CSMOP guidelines are followed

- Revision of work allocation is undertaken at the time/interval of joining and relieving of officers. Equal distribution of work is ensured within the Ministry

- Names are sent for training to DoPT for regular training sessions, eOffice and internal training on version 7 of eOffice are organized for 15 days

- Since the last exercise, monitoring through meetings/SOM is discussed once a month

- Divisional heads check file pendency on the eOffice on a monthly basis

Delayering:

- The channel of submission is more than 4 in most cases. The average file movement through the channel of submission is 4.24 for all files. CSMOP guidelines are followed

- Revision of work allocation is on a need basis or at the time/interval of joining and relieving of officers. Equal distribution of work is ensured in the Ministry.

Delegation:

- Division/departments handle their own financial delegation. Delegation is mostly through IFD - Sensitive Information.

Desk Officer System:

- Desk Officer System is yet to be implemented

eFile adoption in MHA

	31.12.2021	31.12.2022
Active eFiles	59,158	87994
Total eFiles	74,367	108158
% eFile	29.25%	34.71%

eReceipt adoption in MHA

	2021	2022
eReceipts	158443	250717
% eReceipts	53	64
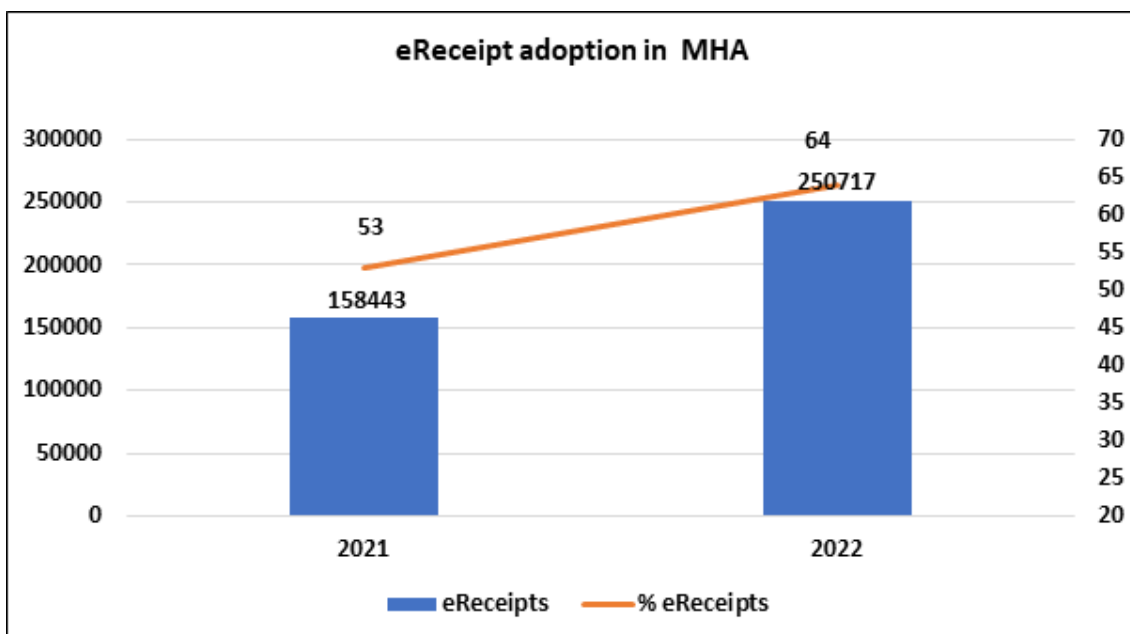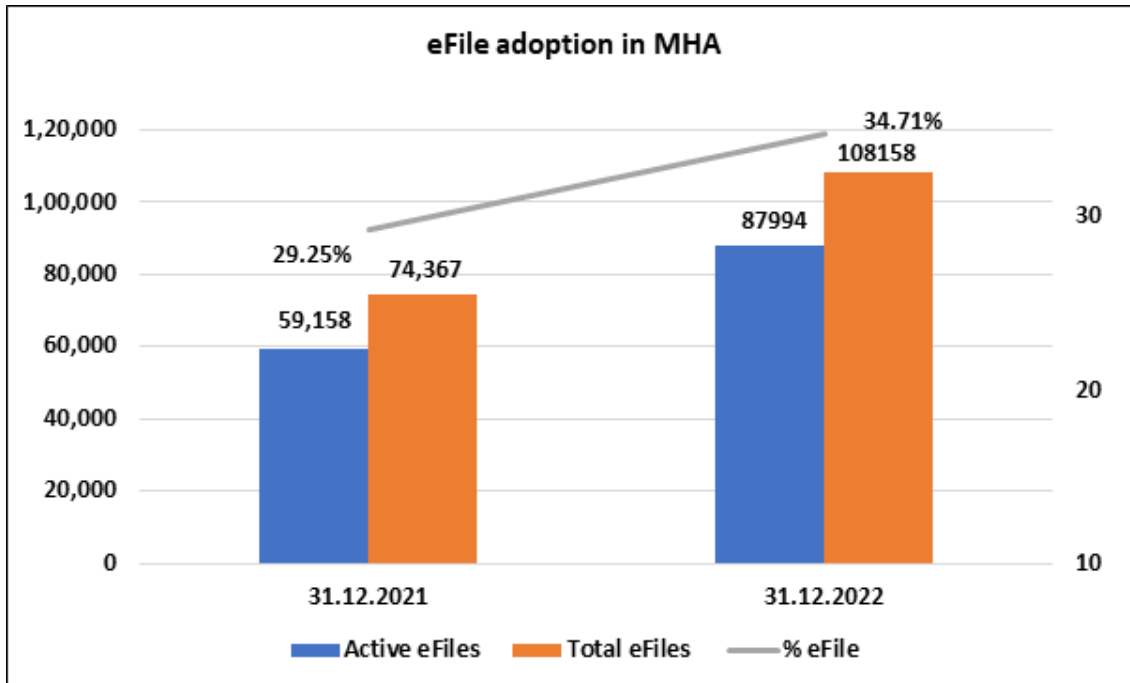
Ministry of Housing and Urban Affairs

Key Highlights:

- Training sessions are being conducted on the iGOT portal. Training sessions have been completed for 2-3 levels. The Ministry has also firmed up a capacity building unit. Mandatory training programs at ISTM are also being conducted and attended by the officers.

- Positive impact of delayering has been experienced wherein file movement is faster. However, the support of sectional staff is still being used for the processing of files. Thus, delayering may not have been implemented in its true sense.

- Delegation and delayering have led to an increase in efficiency.

- Seamless integration of eOffice version 7.2 in the Ministry has helped in increasing the overall efficiency.

- Portal for procurement of stationery has been developed by the Ministry.

Delayering:

- The channel of submission is mostly restricted to 4, but for some subject matters the channel of submission is greater than 4. The levels of ASO and SO are considered to be the same.

- Depending upon the subject matter the channel of submission is also taken as ASO-SO-US. The channel of submission is reviewed every 3 years and the file moves from JS-AS also to the Secretary and the Minister.

- Positive impact of delayering has been experienced wherein file movement is faster. However, the support of sectional staff is still being used for the processing of files. Thus, delayering may not have been implemented in its true sense.

- The review of work allocation is carried out as and when it is required. Generally, the work allocation is reviewed on joining or relieving of new officers.

- The concerned wing heads/JSs also review the internal work allocation amongst their sections to enhance productivity.

Delegation:

- The last review of the financial delegation took place in 2018. The Ministry is not considering a review of financial delegation till now.

- Delegation and delayering will lead to an increase in efficiency.

- Financial powers up to Rs. 1 lac have been delegated to Director, up to Rs. 2 lacs have been delegated to JS and the approval of the Internal Finance Division is required for an amount greater than Rs. 2 lacs.

- Financial powers have been delegated to the US for miscellaneous and sundry amounts.

- Power has been delegated at all levels depending upon the importance of the subject matter, for instance procurement activities are undertaken by the JS, for maintenance of day-to-day matters such as Caretaking of premises, issuance of vehicle passes, building coordination, issuance of temporary passes, power has been delegated to the Under Secretary or the Section Officer levels. Approval of online leaves has been delegated to Section Officer.

Desk Officer System:

- The division/wing reviews the work allocation of Desk Officers. There are 33 Desk Officer managing the overall section.

eFile adoption in MoHUA

eReceipt adoption in MoHUA
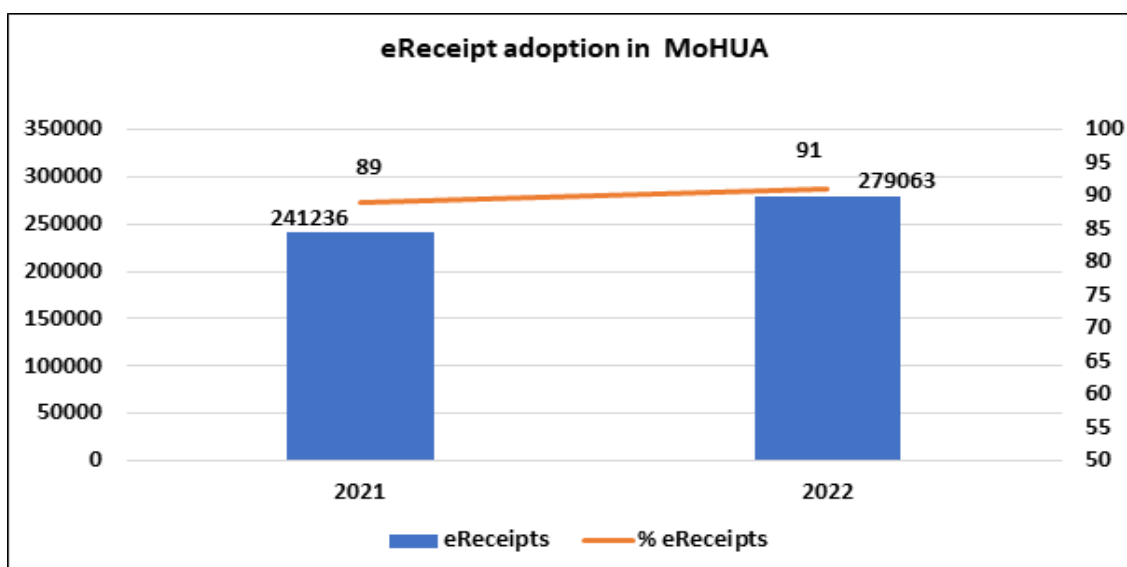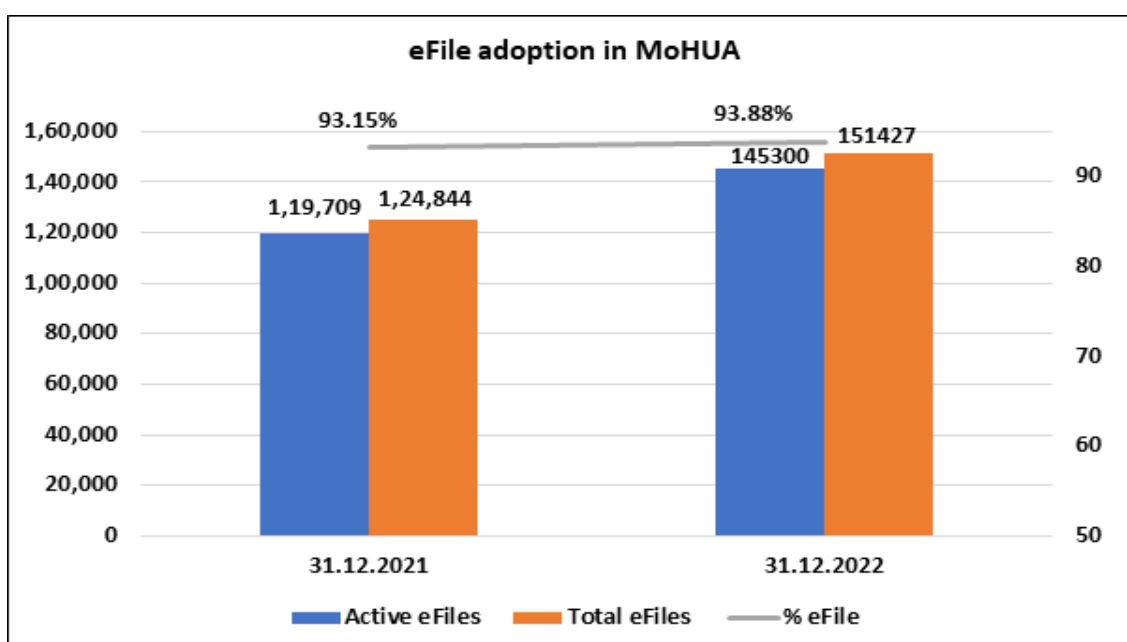
Ministry of Information and Broadcasting

Key Highlights:

- The channels of submission are 4 or below, for matters other than policy, appointment of officers of JS level and above, legislative matters, etc.,

- Delegation of financial powers for contingent/miscellaneous expenditure have been delegated to the HOD. Further, the Under Secretary in charge of administration has been designated HOO and entrusted with financial powers to dispose of matters that do not require approval of higher level

- Several digital initiatives have been undertaken like setting up of Film Facilitation Office (FFO) to promote and facilitate film shootings, Broadcast Seva (BS) Portal to ease making applications for broadcast related activities and Fact Check Unit (FCU) to address the challenge of fake news

- CRU has been partially digitized and has 3 scanners to strengthen its working

Delayering

- The channel of submission is 4 levels or below, for matters other than policy, appointment of officers of JS level and above, legislative matters, etc.

- The channel of submission has been revised and is under advance stage of implementation

Delegation

- Delegation of financial powers revised in 2022 for contingent/misc expenditure have been delegated to HOD. Further, Under Secretary in charge of administration has been designated HOO and entrusted with financial powers to dispose of matters that do not require approval of higher level

- Administrative delegation was already in place in the Ministry before the DARPG mandate

- The power over grants has been delegated to the AS from the Secretary

Desk Officer System

- All sections in the Ministry deal with multiple matters viz vigilance/ disciplinary cases / court cases/ administrative/parliamentary/ financial policy/ cabinet notes/ SFC notes, therefore, there is no Desk Officer System in place

Digitization

Table VIII-14 List of digital initiatives by Ministry of Information and Broadcasting

S. No	Digital Initiatives	Description
1	Film Facilitation Office (FFO)	FFO has been set up in the National Film Development Corporation (NFDC) with a view to promote and facilitate film shootings by foreign filmmakers in India. The services rendered by the FFO have now been extended to Indian filmmakers as well.
2	Fact Check Unit (FCU)	In order to address the challenge of fake news, a Fact Check Unit (FCU) was established in the Press Information Bureau (PIB) in December, 2019. Such FCUs have also been set up in Regional Offices of PIB
3	Social Media	This Ministry is utilizing various mediums of communication especially social media viz. Twitter, Facebook, Instagram, WhatsApp, Telephonic Calls, SMS and Webinars to create awareness among masses
4	Broadcast Seva (BS) Portal	This portal provides a single point facility to various stakeholders and applicants to make their applications for various permission, registrations, licenses, etc. for broadcast related activities. It is an efficient and transparent regime for the growth and management of the broadcast sector.

eFile adoption in MoIB

eReceipt adoption in MoIB
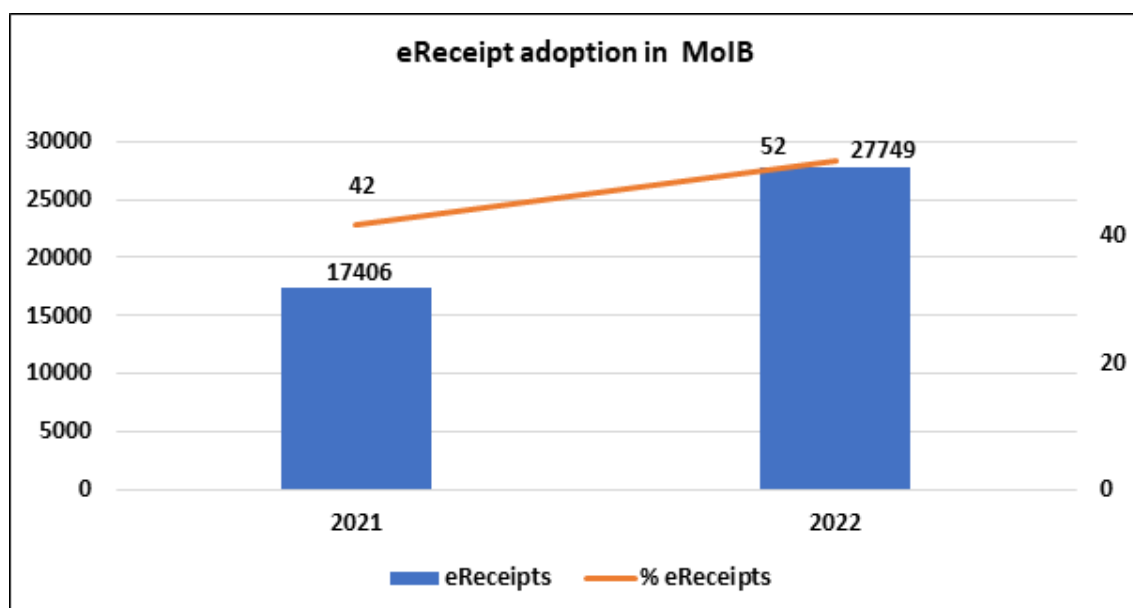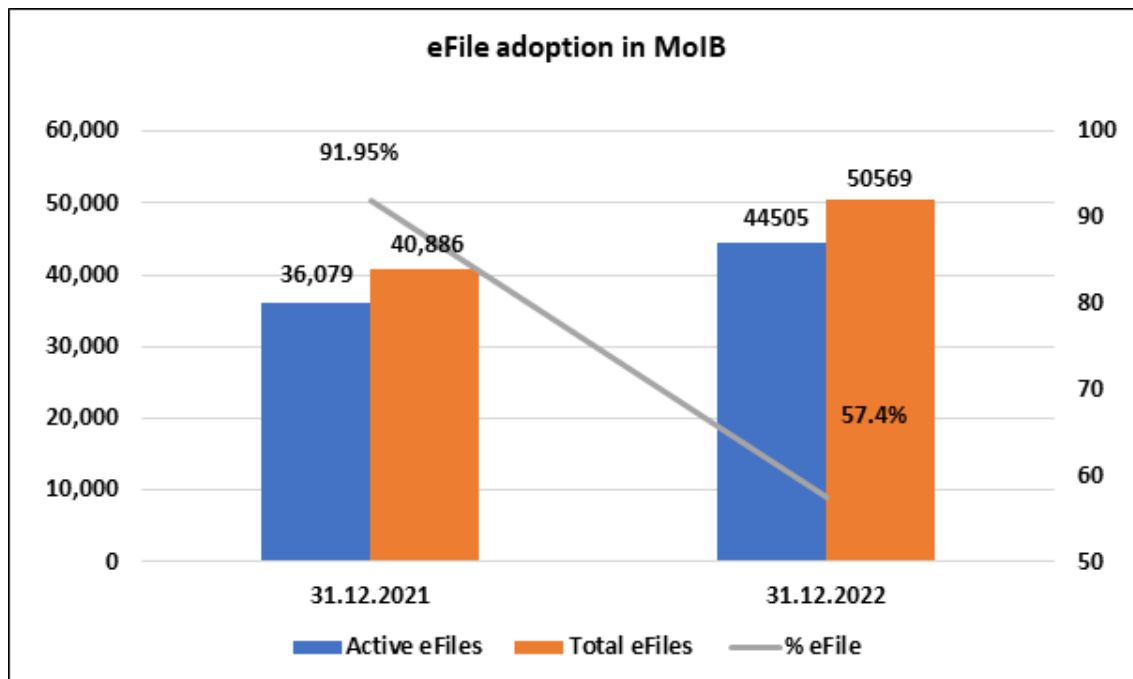
Ministry of Labour and Employment

Key Highlights:

- The Ministry with the help of NIC and an internal IT team has developed a portal for managing tours and travels of officers, settling of bills of officers etc, in 2021, thereby, automating/streamlining functions such as issue and requests of tickets.

- In the Ministry, the average disposal time for VIP cases for the month of January 2023 was 21 days

Delayering:

- The channel of submission is greater than 4 for matters which are of a statutory nature such as framing of recruitment rules, appointment and promotion of officers, policy interventions, parliamentary questions etc.

- Delayering exercise has expedited file movement, streamlined routine matters, and increased the speed of decision making in the Ministry.

- Certain subject matters such as policy making which require deliberation from multiple angles and harmonizing of different point of views would require the addition of a layer/increase in the channel of submission thereby adopting a consultative approach covering multiple points of view.

- The update of work allocation is on a need basis in the Ministry. The work/subject matters to officers are allocated based on work experience of the officers, and by thoroughly interviewing and understanding their capabilities.

- Training and capacity building of officers is undertaken at regional offices of the Ministry and ISTM

Delegation:

- The review of the financial delegation of powers in the Ministry took place in March, 2021. In light of the O.M No. G-17011/01/2020-Fin.II dated 22nd July, 2020 and all the previous orders on the above-mentioned subject, all the Head of Departments functioning in terms of Rule 3(f) of Delegation of Financial Power Rules, 1978 (DFPR 1978).

- The HOD is the competent authority to take decisions and has been empowered with financial powers.

- The delegation of financial powers provides the requisite measures to empower administrative decision making thereby expediting processes.

- A review of financial delegation is under process in the Ministry.

- No capacity building measures post delegation of financial powers have been taken in the Ministry.

Desk Officer System

- Many sections/divisions in the Ministry are functioning with Desk Officers. The US are working as Desk Officers with support from the section staff, with a total of 7 Desk Officers functioning in the Ministry.

- Desk Officers have been set up to facilitate the discussions for the G-20 summit in the ministry.

- For practical purposes and functioning of the Ministry, Desk Officer System is implemented while any official orders for implementation of Desk Officers has not been issued by the Ministry.

- The review of the Desk Officer System in the Ministry will be carried out as per the directions issued by the competent authority.

Digitization

- Onboarded on eOffice version 7.0

- List of portals maintained by the ministry:

  - E-shram portal (https://eshram.gov.in/)

  - Chief Labour Commsioner portal (https://clc.gov.in/clc/min-wages)

  - National Career service Portal (https://www.ncs.gov.in/)

  - Pradhan Mantri Shram Yogi Maandhan (https://maandhan.in/)

  - Shram Suvidha (https://shramsuvidha.gov.in/home)

- The Ministry with help of NIC and the internal IT team has developed a portal for managing tours and travels of officers, settling of bills of officers etc, in 2021, thereby, automating/streamlining functions such as issue and requests of tickets. Portal- www.tour.labour.gov.in

eFile adoption in MoLE

eReceipt adoption in MoLE
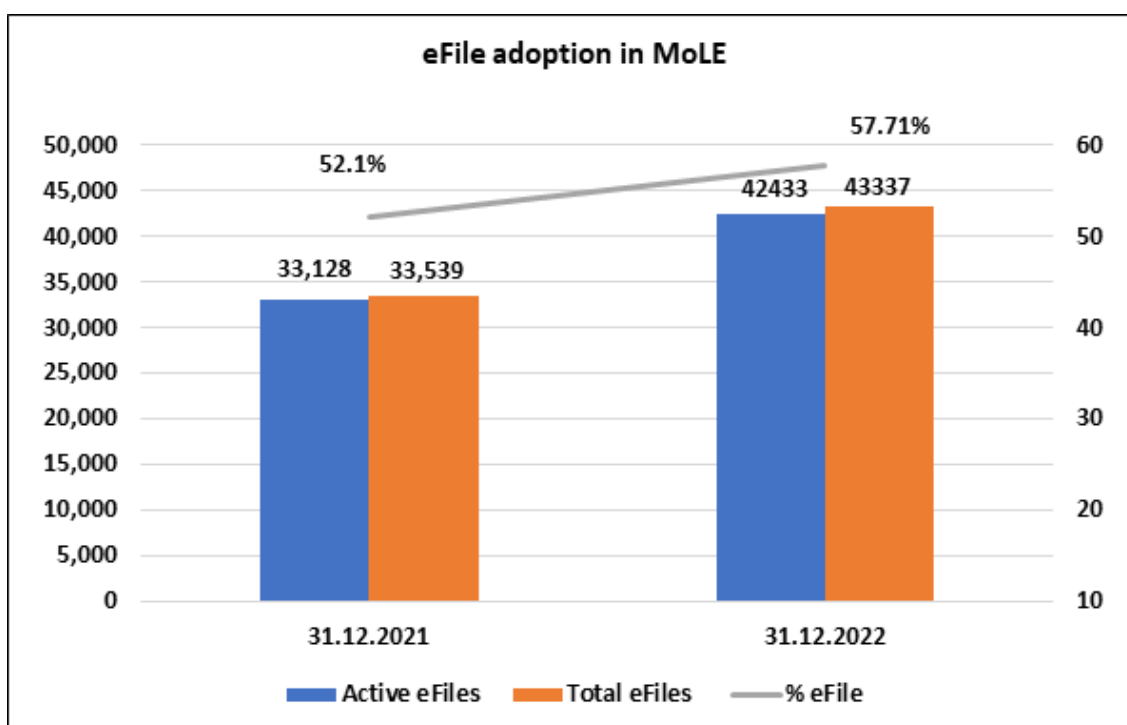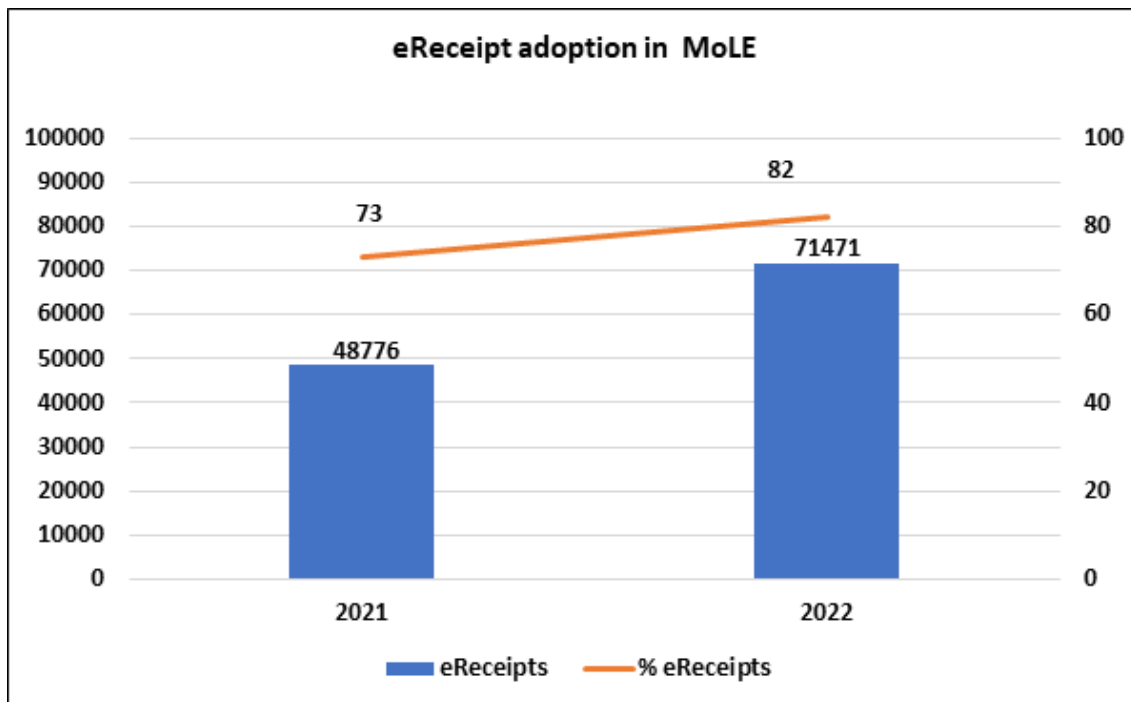
Ministry of Micro Small and Medium Enterprises

Key Highlights:

- Delayering has led to convenience, expedited file movement, and permanent record of files due to the introduction of eOffice.

- There has been an increase in the efficiency in working of the Ministry due to the introduction of eOffice version 7. eOffice facilitates inter-ministerial coordination by referencing files to different Ministries/Departments

Delayering

- All divisions functioning in the Ministry and attached offices of the Ministry have complied with the directions to reduce the channel of submission.

- The technical offices have also tried to reduce the channel of submission. The attached offices under MSME have reduced their channel of submission to 4. However, it is difficult to ascertain whether compliance with the reduction in the channel of submission has trickled down the attached office.

- The reduced levels in the channel of submission are being implemented in letter and spirit. However, in files for Ministers, the channel of submission is sometimes 5 because the files originating at the level of DS/Director due to shortage of staff

- Delayering has led to convenience, expedited file movement, and permanent record of files due to the introduction of eOffice.

- The Secretary/Minister approves the work allocation of all senior officers, further competency mapping of officers is also undertaken in order to ensure equitable and reasonable allocation of subject matters to higher officials.

Delegation

- The primary function of the Ministry is to implement schemes. Financial delegation is under the process of review. The old delegation of financial powers is still being used.

- There is a severe shortage of staff in the Ministry.

- Generally, there has been an increase in the efficiency in working of the Ministry due to the introduction of eOffice version 7. eOffice facilitates inter-ministerial coordination by referencing files to different Ministries/Departments. Thereby smoothening and easing out the process of inter-ministerial coordination. File submission and decision making have become smoother.

Desk Officer System

- The Ministry is forced to adopt the Desk Officer System due to a shortage of staff in some sections. But the Desk Officer is not formally implemented in the Ministry.

Digitization

- Onboarded on eOffice version 7.0

eFile adoption in MSME

eReceipt adoption in MSME
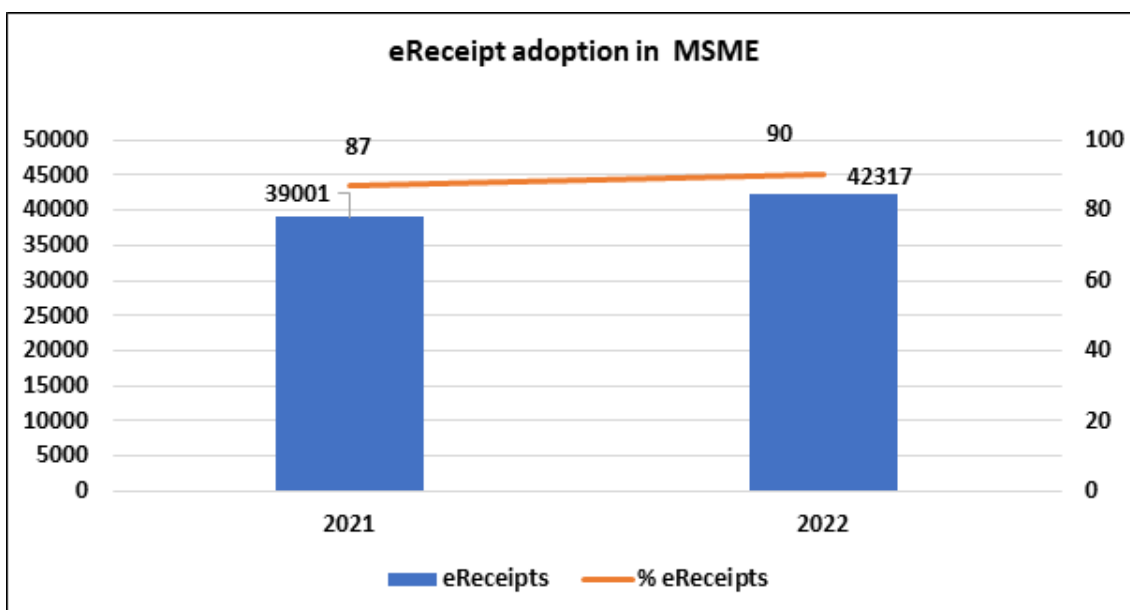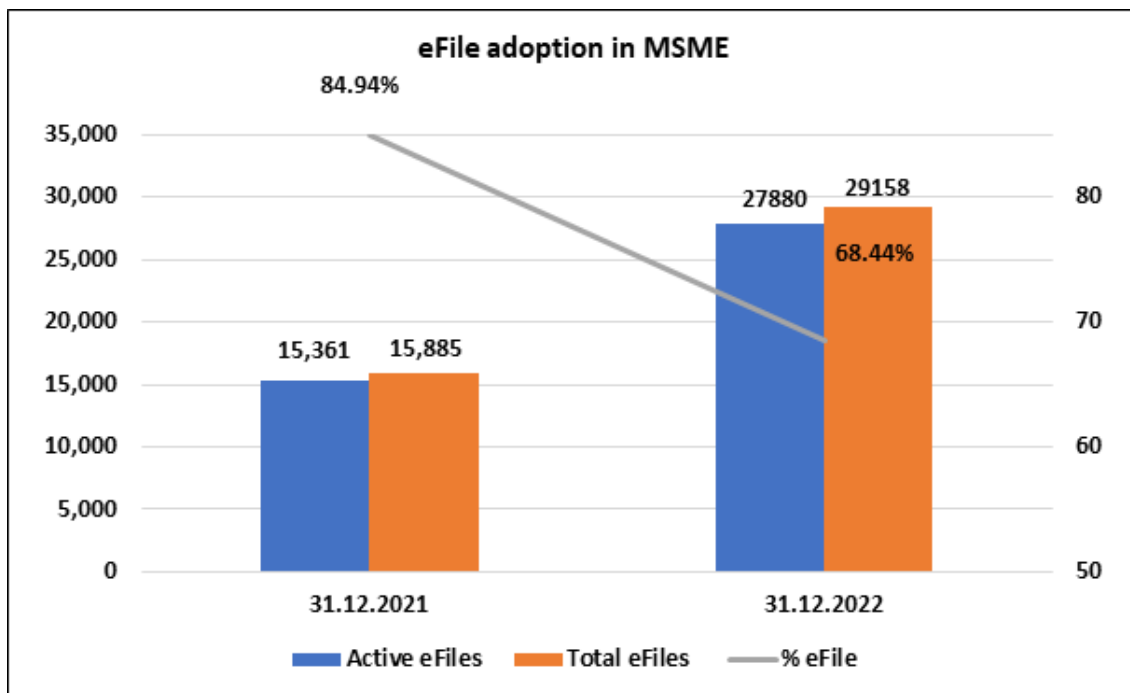
Ministry of Mines

Key Highlights:

- The levels of ASO/SO/US are treated the same for file movement to DS/Director level. File movement starts at ASO/SO/UO and subsequently moves to DS/Director level ensuring the level of submission within 4 for most of the subjects.

- The Ministry has implemented eOffice 7.0 in attached/subordinate bodies resulting in faster movement of files and easy tracking.

Delayering

- Last delayering was conducted in December, 2022. The channel of submission has been reduced to 4 for most of the subjects. Files that are sent to the Hon'ble Minister are in general disposed of at 5 levels.

- For most of the subjects, files are sent to either the JS or AS. In subjects like Act legislation and policy issues, international cooperation, mineral and metal-wise vision' and sand mining and auction monitoring, DMF & PMKKY, RAKIA Arbitration', JS/Equivalent puts up the file to AS/Equivalent.

- In several subjects SO puts up files directly to DS/Equivalent ensuring level jumping.

- The delayering initiative has helped the Ministry in faster file disposal, quick decision making, more responsibility at the lower formulations.

Delegation

- Last comprehensive delegation was reviewed and modified in 2021.

- Joint Secretary (Admn.) has been delegated full power in consultation with AS/JS & FA and Deputy Secretary/Director (Admn.) as Head of Department has been delegated up to Rs. 2 lacs for non-recurring expenses

- The Ministry has issued instructions to revise the delegation of powers in the Attached/Subordinate offices

- Enhanced delegation of financial powers has led to a reduced number of files being sent to IFD and ease of doing business.

Desk Officer System

- The Ministry made a comprehensive review in March 2023 and identified 7 additional subject matters for the inclusion of more Desk Officers.

- The Total number of Desk Officers is 2. 6-7 more desk officers in the following category of work are under consideration: auction of RAKIA, asset monetization; DMF/PMKKKY, PM Gati Shakti, Operationalization of Mines, Court Cases, Policy and Legislation, BSM and Offshore, Investigation (Vigilance), Area Reservation & Relaxation

eFile adoption in Min of Mines

eReceipt adoption in Min of MInes
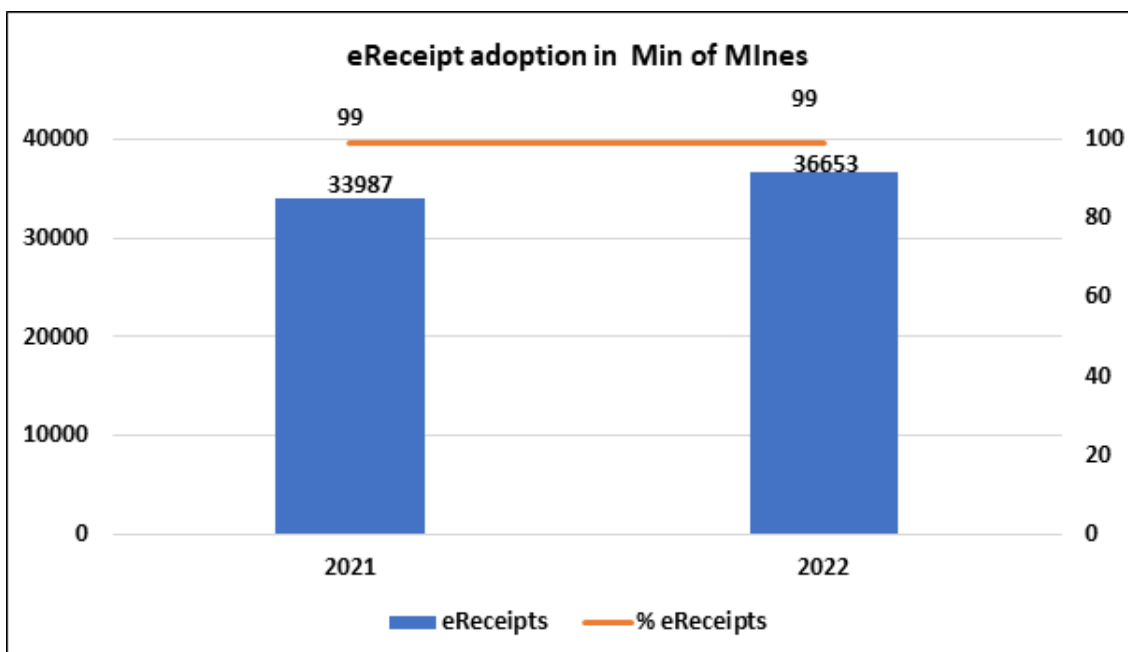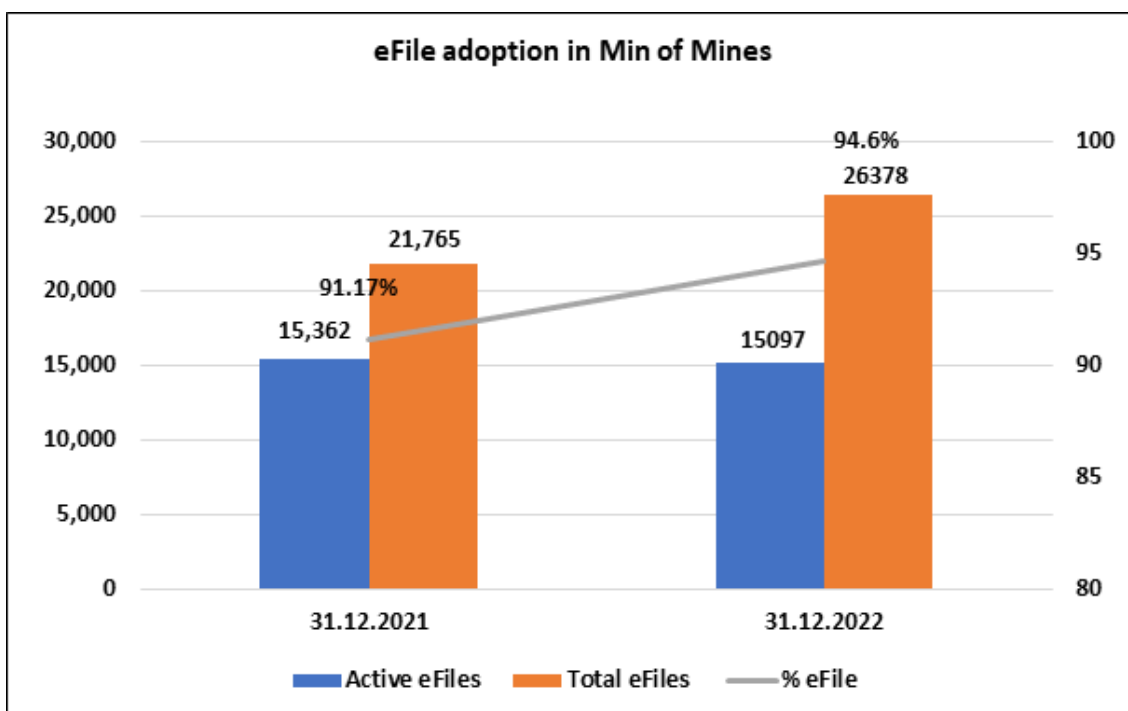
Ministry of Minority Affairs

Key Highlights:

- The channels of submission for the Ministry have been reduced to 5 levels depending on the nature of the file

- The Joint Secretary and the Financial Advisor of the Administration division have the financial powers in the Ministry

- There is no Desk Officer System in the Ministry

- The version of the eOffice used in the Ministry is 7.0 and is accessible to all the employees.

- The CRU is completely digitized in the Ministry, with 2 staff members (Data Entry Operator level) overlooking the functioning of the unit

Delayering

- The channels of submission for the Ministry have been reduced to 5 levels depending on the nature of the file

- The tracking of files is done by the division heads/Under Secretary/Deputy Secretary

- Delayering reforms have been implemented division wise and the process is underway to create a mandate for the same

- The division head usually initiates the file, which gets disposed of at the Joint Secretary level

- The cadre training and review are done by the Institute of Secretariat Training and Management (ISTM) for the Ministry

Delegation

- Review of financial delegation took place in 2022

- PMUs have been set up in the Program division for the following programs, according to the F. No. A. 12032/ 3/ 2019- Estt (OS) - Seekho aur Kamao, USTTAD and Hunar Haat, Coaching and Nai Roshni, Pradhan Mantri Jan Vikash Karyakram (PMJVK), Scholarship

- The Joint Secretary and the Financial Advisor of the Administration division have the financial powers in the Ministry

Desk Officer System

- The Desk Officer System is not followed in the Ministry due to large number of vacant posts of SOs

Digitization

- Onboarded on eOffice version 7.0

Table VIII-15 List of digital initiatives my Ministry of Minority Affairs

S.No	Digital Initiatives	Description
1.	National Scholarship Portal	It is a one-step solution through which various services starting from student application, application receipt, processing, sanction and disbursal of various scholarships to students are enabled. National scholarships Portal is taken as mission Mode Project under National e-governance Plan (NeGP)

eFile adoption in MoMA

eReceipt adoption in MoMA
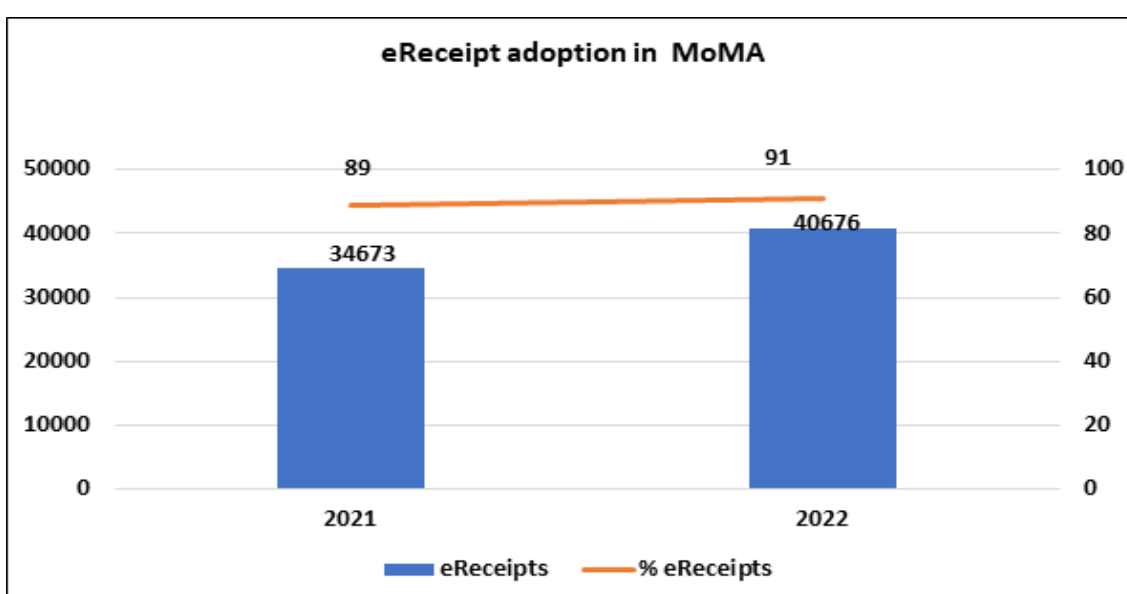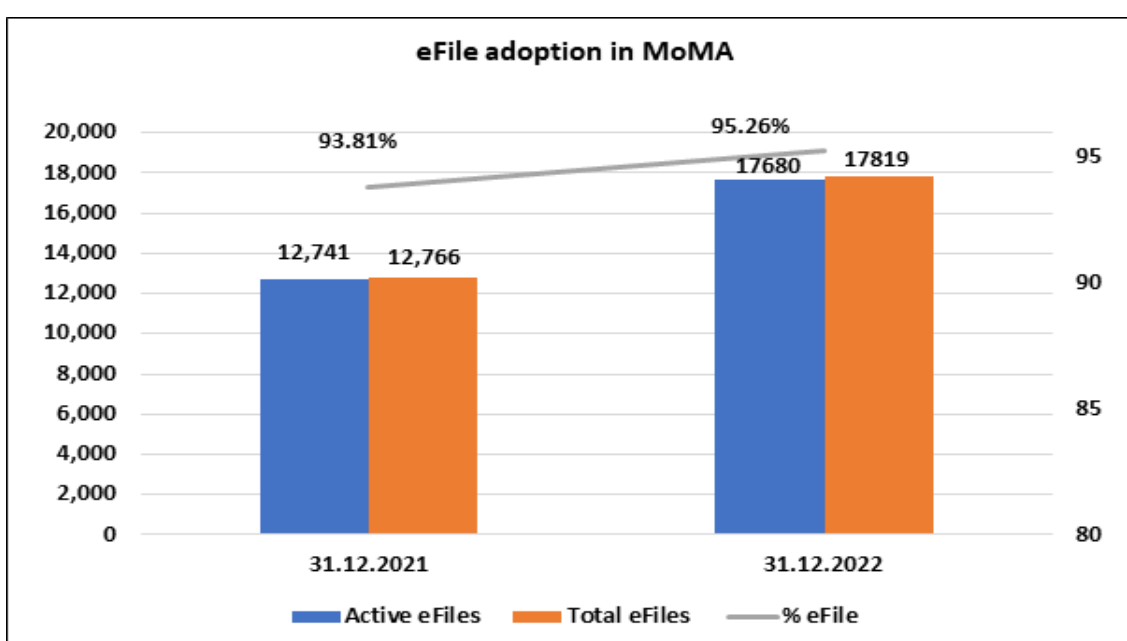
Ministry of New and Renewable Energy

Key Highlights:

- Review of financial delegation took place in March, 2022. Financial delegation has increased efficiency and led to reduction of delay and faster disposal of files.

- Channel of submission has also been reduced to 3 levels in some cases, for instance under the National Solar Mission Policy - channel of submission is US-JS-Secretary or Minister. Similar pattern is followed for Parliament Questions.

- Capacity building initiatives are limited in the Ministry. Induction training is provided to new Scientists joining the Ministry, on CSMOP through ISTM.

- The Ministry is also in the process of onboarding on the iGOT portal. Few Scientists/officers have also completed their certification from the iGOT portal.

- The Ministry has migrated completely to the eOffice and further digitized all files. Retrieval and storage of records has become easier due to the digitisation and eOffice efforts taken in the Ministry.

Delayering:

- The channel of submission is mostly limited to 4. Whereas, for policy and technical matters, the channel of submission is greater than 4. With the delayering exercise, decision making has been expedited.

- Administrative powers have been delegated to the Director/JS for routine and normal matters.

- Files being disposed of by the Minister are initiated at the level of Under Secretary

- Channel of submission has also been reduced to 3 levels in some cases, for instance under the National Solar Mission Policy - channel of submission is US-JS-Secretary or Minister. Similar pattern is followed for Parliament Questions.

- The nature of the work of Ministry is such that there are very few conventional sections, and most sections are of technical nature with group A gazetted officers

- The review of work allocation is a continuous process and takes place as and when required on a need basis when senior officers join the Ministry

- Reduction in the channel of submission is also under the process of review

- Efforts are being made to ensure that administrative and financial powers are distributed within the channel of submission and power is not concentrated amongst the senior officers to ensure equal distribution of work and accountability.

- The Ministry is also in the process of onboarding on the iGOT portal. Few Scientists/officers have also completed their certification from the iGOT portal.

Delegation:

- Review of financial delegation took place in March, 2022. Financial delegation has increased efficiency and led to reduction of delay and faster disposal of files.

- Financial delegation of powers has also led to equal distribution of work amongst officers at all levels of the hierarchy. Senior officers are able to focus on other matters.

- No review of financial delegation is required in the Ministry.

Desk Officer System:

- The number of sections in the Ministry are less due to the technical nature of the Ministry. In many divisions the files are starting from Scientific officers at the group A level.

- Thus, most of the sections in the Ministry being technical and scientific in nature, operate on the Desk Officer System and require only clerical staff/ supporting staff for initiation of files.

- 23 ASO/SO, 22 US and 3 DS and equivalent officers are working as Desk Officers in the Ministry.

Digitization:

- The Ministry has received an e-governance award for eOffice implementation in the year 2017/2018.

- The Ministry has migrated completely to the eOffice and further digitized all files. Retrieval and storage of records has become easier due to the digitisation and eOffice efforts taken in the Ministry.

eReceipt adoption in MNRE
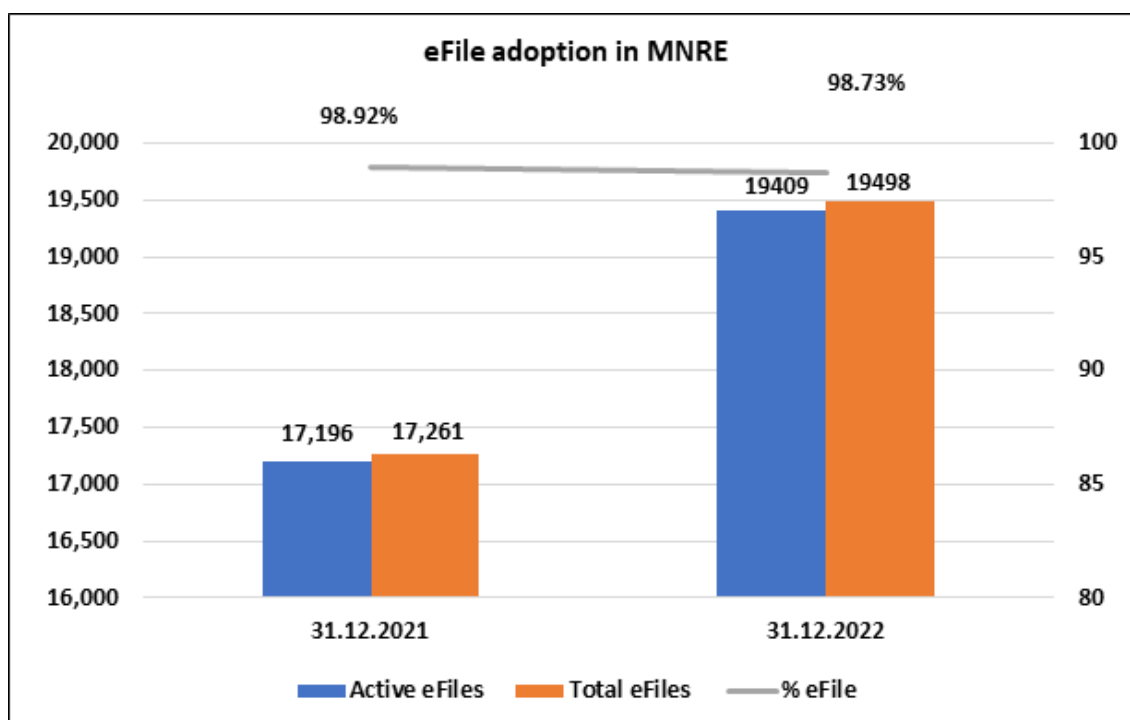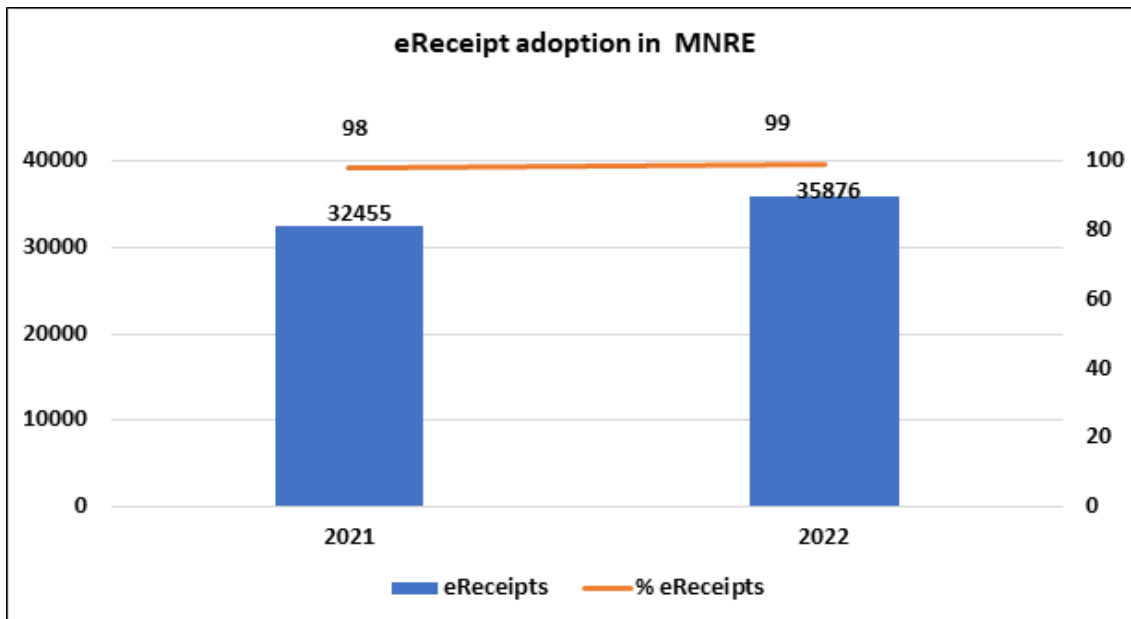
Ministry of Panchayati Raj

Key Highlights:

- The Ministry has been one of the first ones to function in a delayered manner

- As an impact of delayering, the Ministry has observed quicker disposal of matters and considerable reduction in time consumption in its functioning

- Delegation of financial powers has enabled quicker disposal of financial matters in the Ministry

- The Ministry does not have an operational Desk Officer System however working pattern of some officers is same as that of Desk Officers

- The Ministry hires contractual staff due to shortage of human resources, for some tasks, for example: data entry

Delayering

- The Ministry of Panchayati Raj has been reviewing its existing channels of submission. It is in the process of implementing further delayering.

- There are various matters that include the number of channels less than 4. For example, seeking vigilance clearance includes 2 levels of submission

- Cases of auto-delayering are prominent in the Ministry due to shortage of staff. For example, in the matter of Fiscal Devolution Policy, the US reports directly to the JS

- The review of work allocation is undertaken in the Ministry as per requirement, for example, in cases where a new officer joins

- As an impact of delayering, the Ministry has observed quicker disposal of matters and considerable reduction in time consumption in its functioning.

Delegation

- A new order related to financial delegation is scheduled to be brought in place in April, 2023

- The new framework gives powers of spending up to Rs. 1 lac to the HODs, Rs. 2- 5 lacs to JS level and above Rs. 5 lacs to the AS and so on

- Delegation of financial powers has enabled quicker disposal of financial matters in the Ministry

Desk Officer System

- The Ministry does not have an operational Desk Officer System. However, the working pattern of some officers is the same as that of Desk Officers. The matters handled by such officers are related to establishment, general administration, cash etc.

Digitization

- Onboarded on eOffice version 7.2.5

eFile adoption in MoPR

eReceipt adoption in MoPR
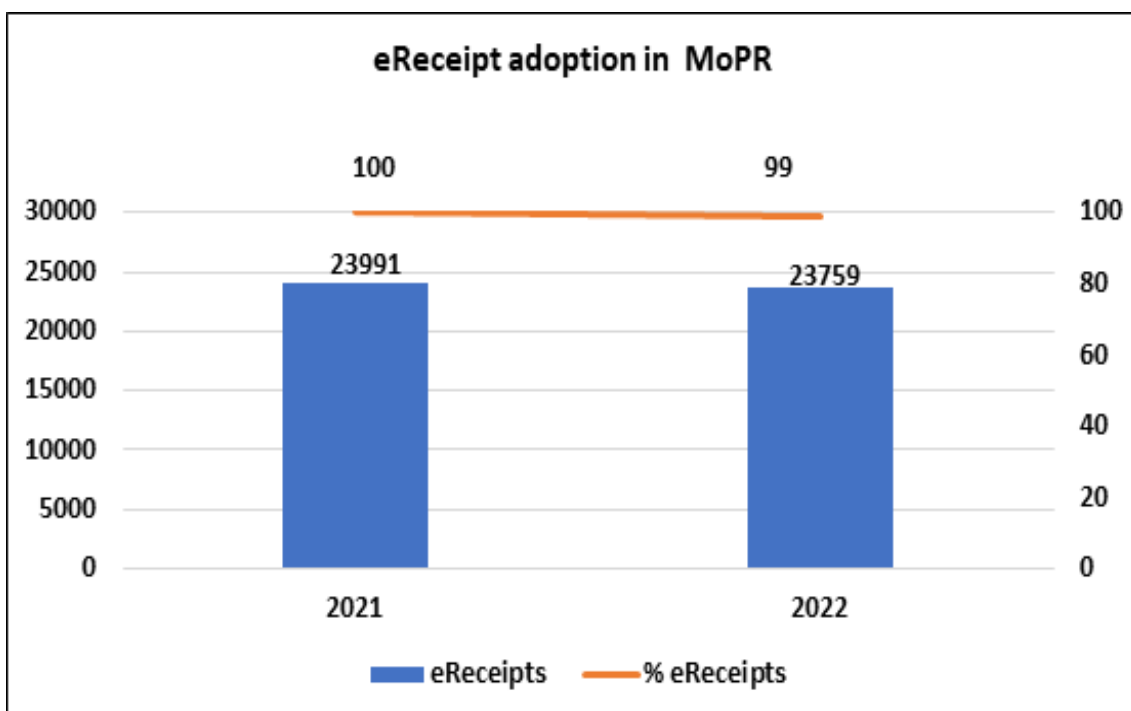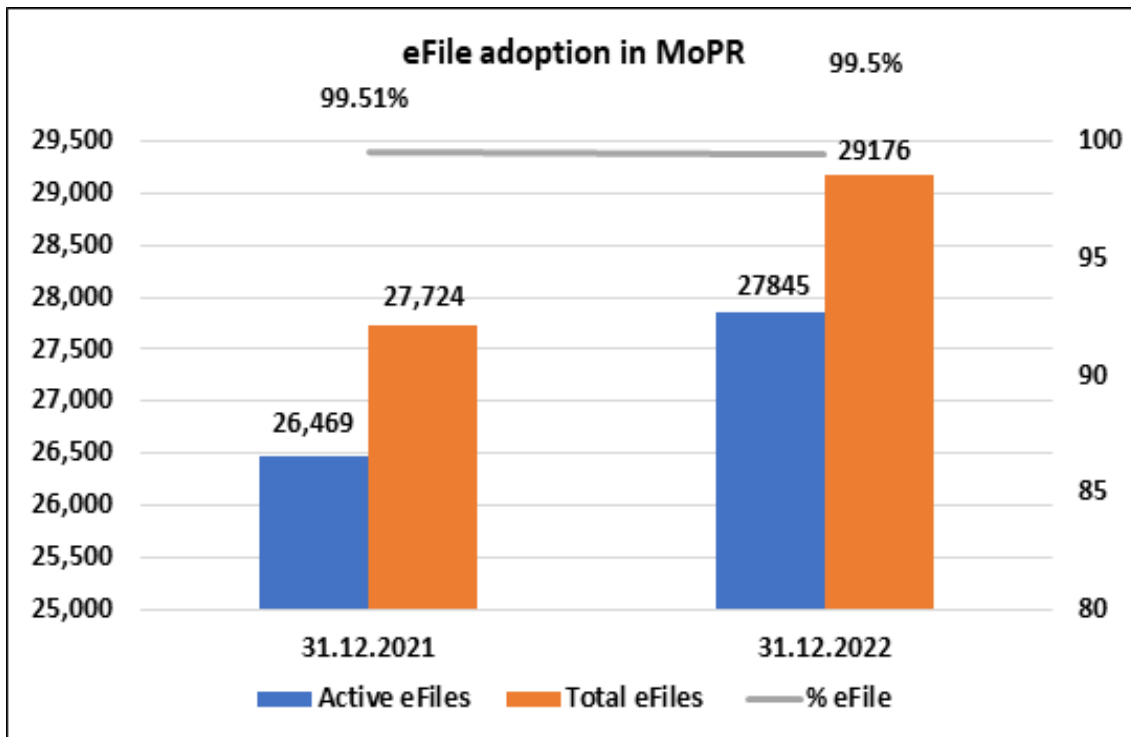
Ministry of Parliamentary Affairs

Key Highlights:

- The Ministry conducts general training through CBC, ISTM and is also involved with Mission Karmayogi through iGOT portal.

- Induction training is conducted for new recruits and material is prepared division/wing-wise.

- With the emergence of the eOffice in the Ministry most of the file processing has become efficient. This has greatly sped up the working speed of the officials and officials at the senior level have been able to work on other important matters.

- Impact from delayering is faster movement of file, quick disposal of matters. Since it's a small Ministry the delay is minimal and the process are efficient

- All decisions have been made according to the GFRs.

Delayering:

- The channel of submission is 4 for all matters except for a few crucial subject matters that are dealt within the Ministry.

- Due to lack of staff majorly, 4 or less channels of submission exist. There is a shortage of SOs and USs in the Ministry.

- With the emergence of the eOffice in the Ministry most of the file processing has become efficient. This has greatly sped up the working speed of the officials and officials at the senior level have been able to work on other important things.

- The review of work allocation is reviewed and updated whenever the need arises. The sanctioned strength is 127 and working strength is 93.

- Induction training is conducted for new recruits and material is prepared division/wing-wise.

Delegation:

- All decisions have been made according to the GFRs.

Desk Officer System:

- Desk Officer System has been implemented in the Ministry on a need basis. Some files are initiated at DS level

Digitization:

- The details of digital portals/practices for improving administrative efficiency are as follows:

  - eOffice 7.2.5

- eHRMS portal

- Consultative Committee Management System portal

- Portal for Claims and Inventory Management System, National Youth Parliament Scheme

- NeVA Application: National eVidhan Application (NeVA) is an online application that aspires to make all legislatures digital with the help of Information & Communication Technologies (ICT)

- OAMS portal; Ministry of Parliamentary Affairs provides the Online Assurances Monitoring System (OAMS); to enable implementation of assurances given by Ministers in Parliament during the course of answers to Questions or during debates; respective Ministry officials may log in to upload Implementation Reports (IR), seek extensions, transfers, or dropping of assurances as applicable

- The Ministry has focused upon digitization factor:

  - A separate portal has been introduced for Parliamentary Assurances

  - Yoga day workshops are organized for officials

  - For organising of Youth Parliament (NYPS) a portal has been developed

  - Since it's a small Ministry the delay is minimal and the process are efficient

  - Latest version of eOffice implemented and 100% usage of eOffice

  - PGs are disposed of quickly to maintain GRI Ranking

  - RTIs are also disposed of within 7 days.

  - VIP references are disposed of in 5 days.

  - The NIC team and Ministry are efficiently disposing of matters.

eFile adoption in Min of Parliamentary Affairs

eReceipt adoption in Min of Parliamentary Affairs

Bar chart showing eReceipt adoption in Min of Parliamentary Affairs for 2021 and 2022. 2021: eReceipts 6052, % eReceipts 99. 2022: eReceipts 6054, % eReceipts 99.
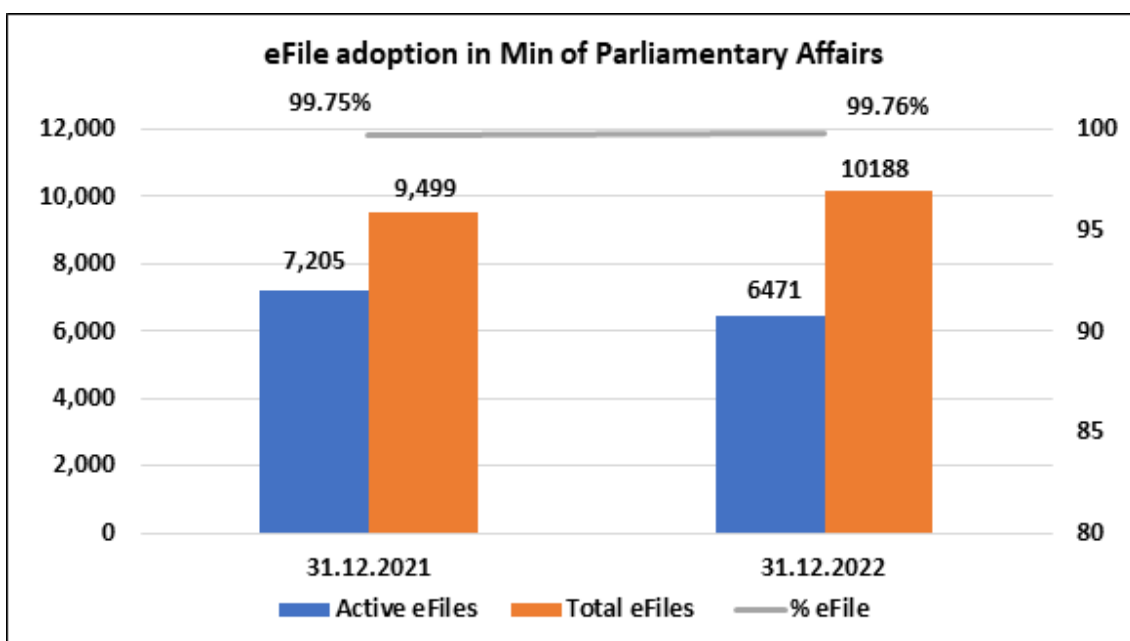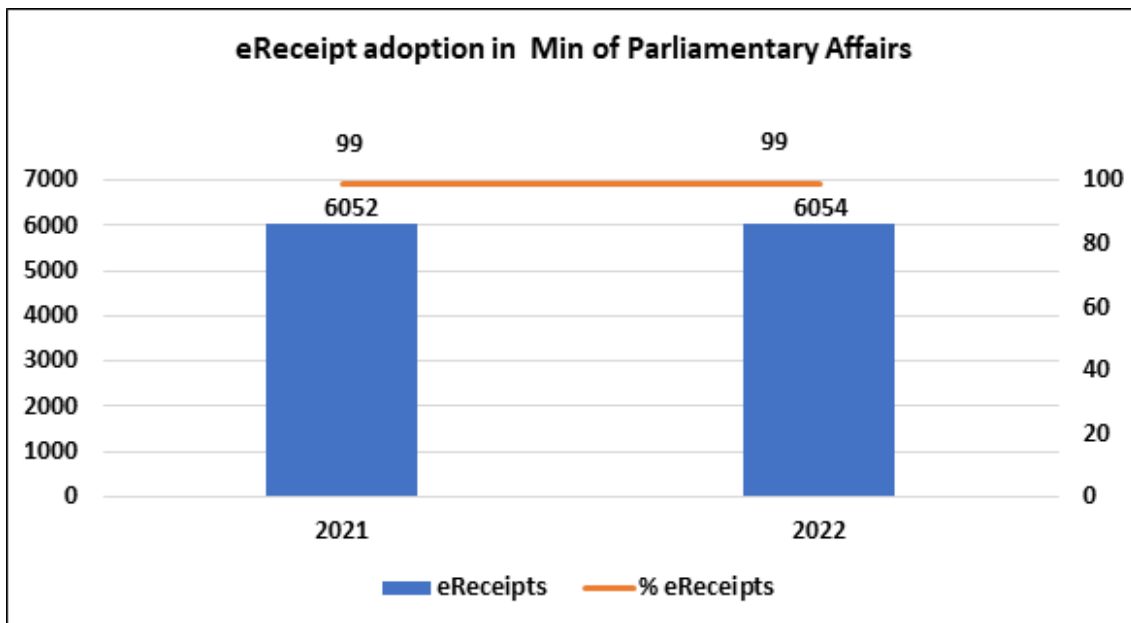
Ministry of Ports, Shipping & Waterways

Key Highlights:

- Delayering was implemented in 2021, which made possible files in establishment, RTI section, Parliament and cash section to dispose of in 4 levels

- Delegation of financial power for medical reimbursement was reviewed and modified in February, 2023

- Ministry has one ASO working as a departmental records officer for overall records management

- Ministry also follows categorization of physical files both for permanent preservation of administrative purposes and files of historic importance

Delayering

- Delayering was last revised in August 2021; no changes have been made after that

- Files in establishment, RTI section, Parliament and cash section are disposed of in 4 levels

- Files from Shipping & Logistic sections are disposed of in 5 levels as Minister is the decision-making level

- Review of work was done and speedy disposal of files was seen, especially related to routine matters

Delegation

- In administration division, delegation of financial power for medical reimbursement was reviewed and modified in February, 2023

- Financial powers of Rs. 50,000 delegated to Director in r/o routine medical reimbursement

- Financial delegation is currently under consideration for all divisions and officers of the department

Desk Officer System

- Ministry has 1 SO and 1 US working as Desk Officers

Digitization

- Onboarded on eOffice version 7.0

eFile adoption in MoPSW

eReceipt adoption in MoPSW
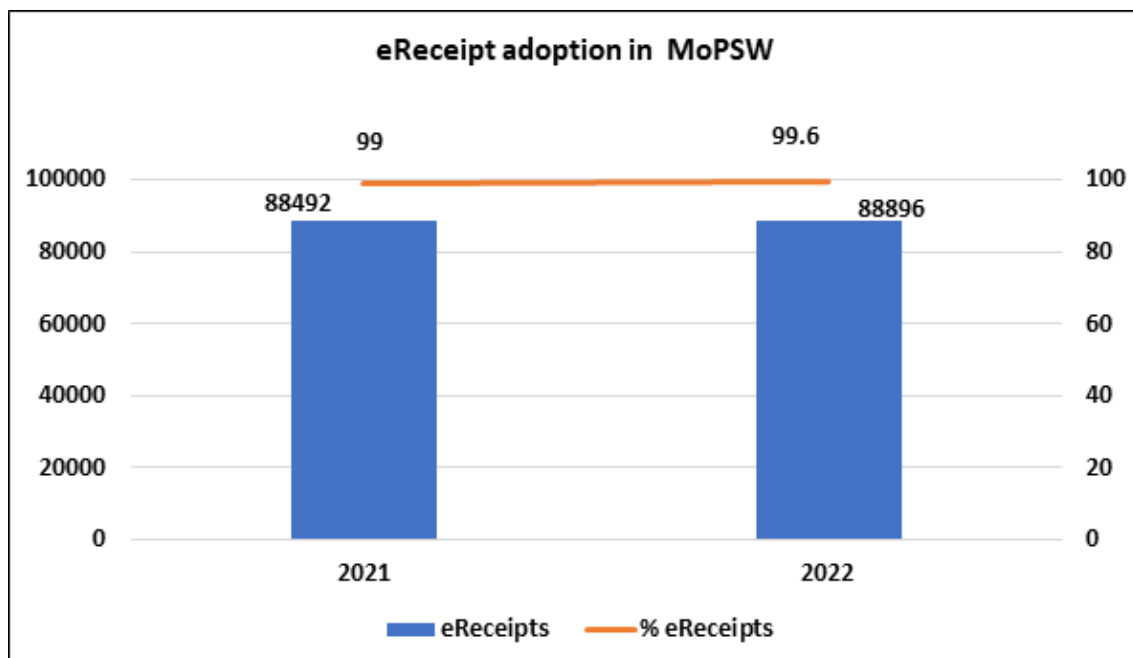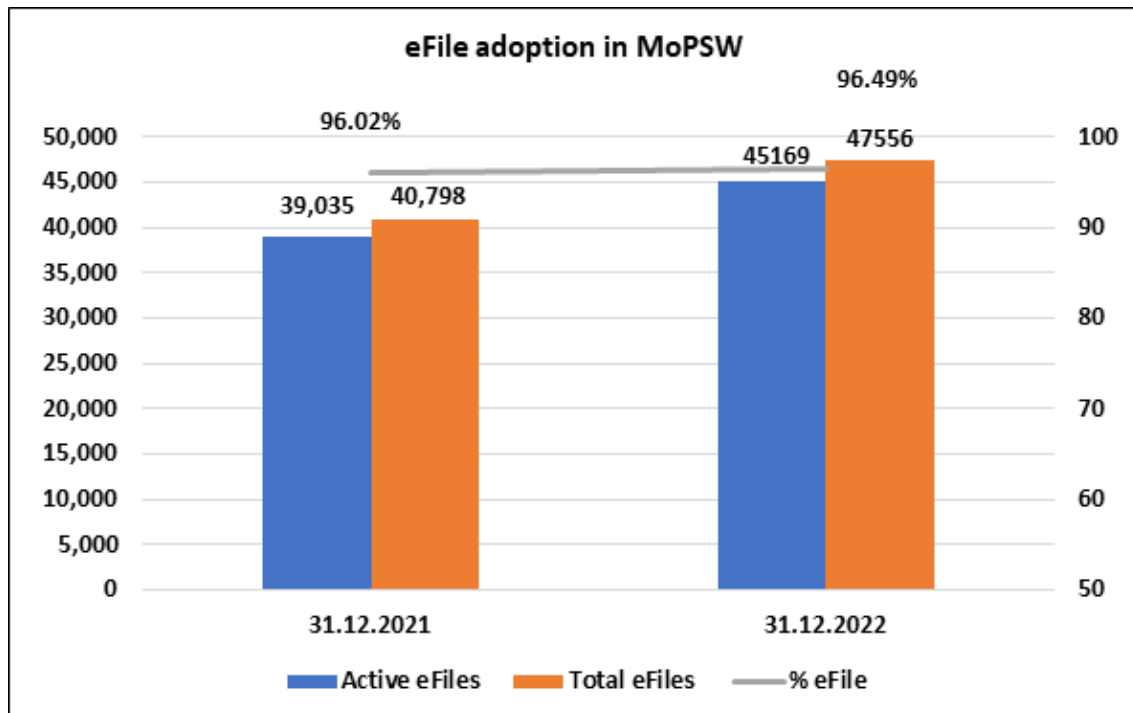
Ministry of Power

Key Highlights:

- Delayering orders were last issued in the Ministry in the year 2020. The subjects involving more than 4 levels of submission include matters like policy

- As an impact of enhanced delegation, the work-related burden of section is observed to be eased. It has also enabled prompt administrative decisions and helped in avoiding procedural delays

- The Ministry has converted 7 sections into desk systems, like Admin (Portal) Desk, Grievance & RTI Desk etc.

- In order to support the digitization initiative, Urja Darpan Portal is being used in the Ministry for effective internal monitoring

- The usage of eOffice has contributed towards speedy disposal of files in the Ministry

Delayering

- Delayering orders were last issued in the Ministry in the year 2020

- The subjects involving more than 4 levels of submission include matters like policy

- Delayering is also said to be associated with the nature, urgency and priority of the matters

Delegation

- Delegation of financial powers was last carried out in December 2021. Powers for procurement of laptops were delegated to CEA in consultation with the Department of Expenditure. The Ministry undertakes review of delegation as per requirements.

- As an impact of enhanced delegation, the work-related burden of section is observed to be eased. It has also enabled prompt administrative decisions and helped in avoiding procedural delays.

Desk Officer System

- As per the order issues in August 2021, the Ministry has converted 8 sections with 16 Desk officers into desk namely: Admin (Portal), Grievance & RTI, Reservation, International Cooperation, Policy and Planning, BBMB, IT & Security with a total of 16 desk officers.

Digitization

- Onboarded on eOffice version 7.0

- In order to support the digitization initiative, Urja Darpan Portal is being used in the Ministry that provides the real time data with regard to the status of decisions taken and other relevant data in the Ministry. The internal monitoring and efficiency in work has been observed to be improved within the Ministry.

- Usage of eOffice has contributed towards speedy disposal of files in the Ministry.

eFile adoption in Min of Power

eReceipt adoption in Min of Power
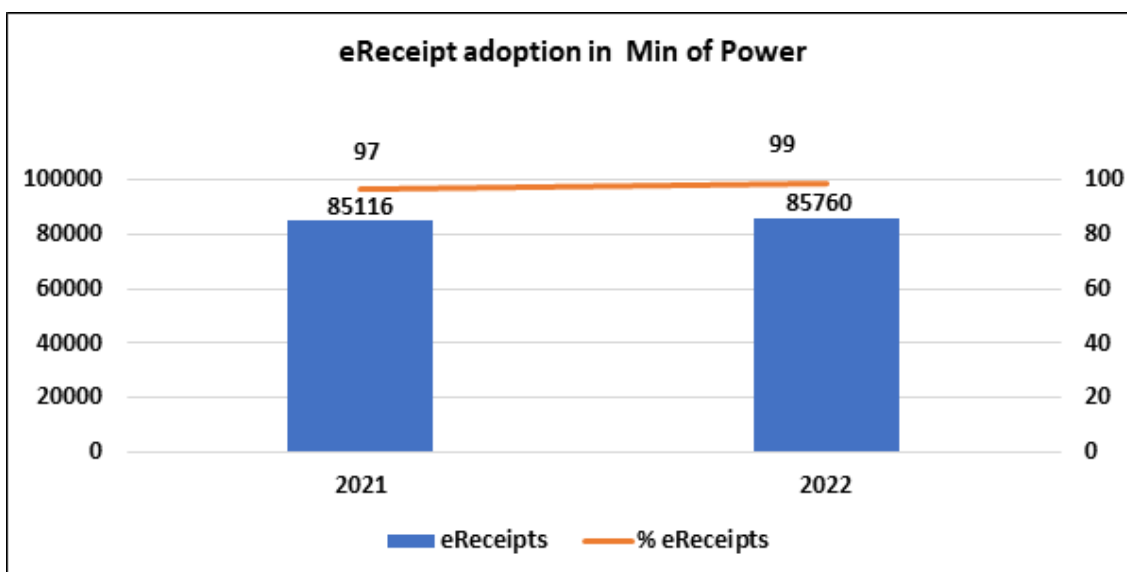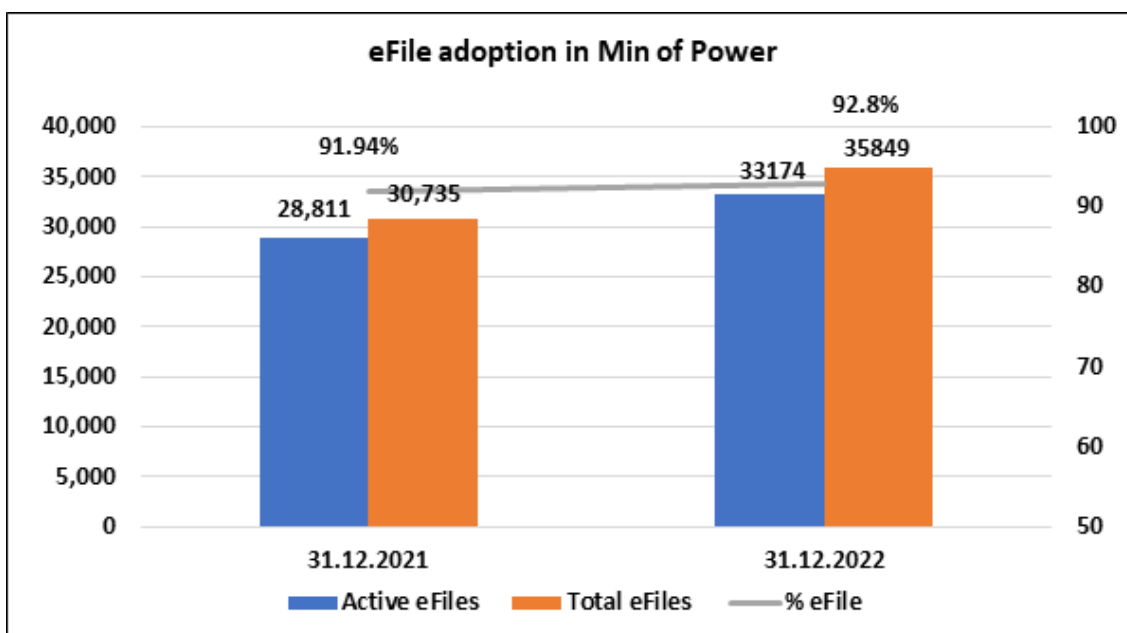
Ministry of Road Transport and Highways

Key Highlights:

- The capacity building initiatives for CSS cadre are as per the DoPT mandate.
- Ministry is also part of the Mission Karmayogi and iGOT portal. Training is provided on CVC matters, RTI matters, Establishment matters and subjects specific to the Ministry such as transport training, e-vehicle trainings.
- The mandatory promotional trainings are also conducted.
- Delayering has ensured expeditious file movement and faster decision making.
- Review of financial delegation takes place on a timely basis.
- The average number of levels in the channel of submission is 3.66.

Delayering:

- Delayering has ensured expeditious file movement and faster decision making. The last review of the delayering exercise took place on 21st July 2021.
- The delayering reforms, have also been undertaken by attached offices of the Ministry namely, NHAI and NHIDCL
- The ASOs are putting up files to JSs.
- The average number of levels in the channel of submission is 3.66.
- The channel of submission is reviewed every 3 years as per DARPG Guidelines.
- The work allocation is revised on a need basis as and when required

Delegation:

- There is duplication of work by the finance wing and administrative wing even though the budgetary allocation is provided to the administrative sections
- At times there is duplication of effort within the scope of work of IFD and general administrative wing.
- Review of financial delegation takes place on a timely basis.
- Financial Delegation has been provided to the Head of Departments, Director (Finance), DS (general) for miscellaneous procurement.

Desk Officer System:

- 3 Desk Officers are operating in the Ministry. Few sections only have ASOs therefore the officers are at times working as Desk Officers.

Digitization:

- eHRMS, SPARROW and CSCMS have been introduced in the Ministry to increase administrative efficiency.
- VIP reference Monitoring System- A Portal has been made for registering of VIP references registered at the minister's office.

- There is 100% implementation of eOffice even for voluminous projects.

- Daks are distributed only after 100% scanning as per DARPG's guidelines.
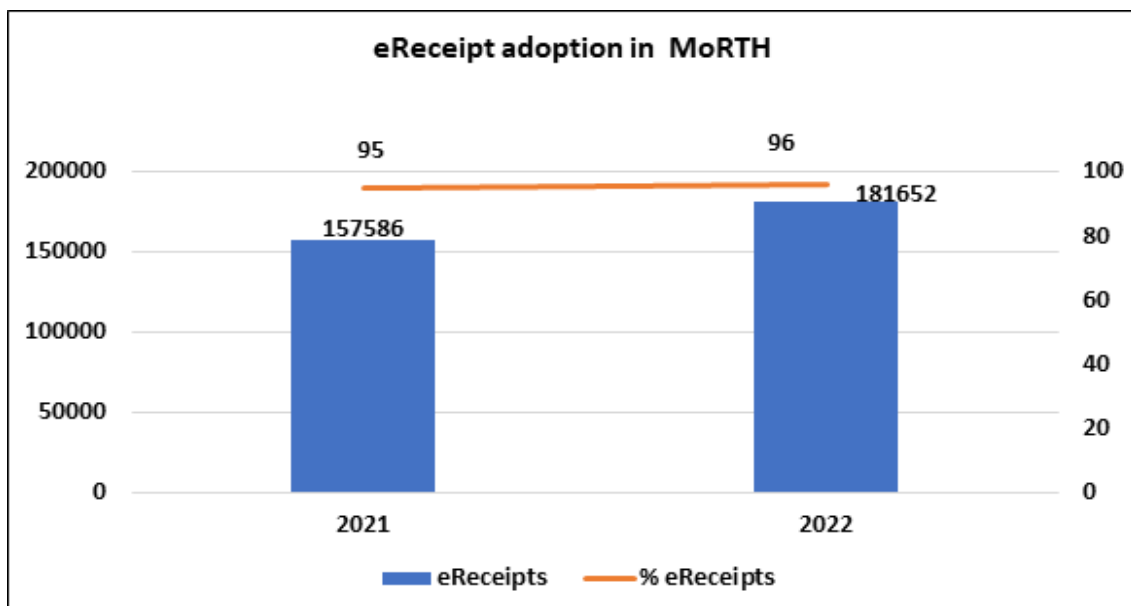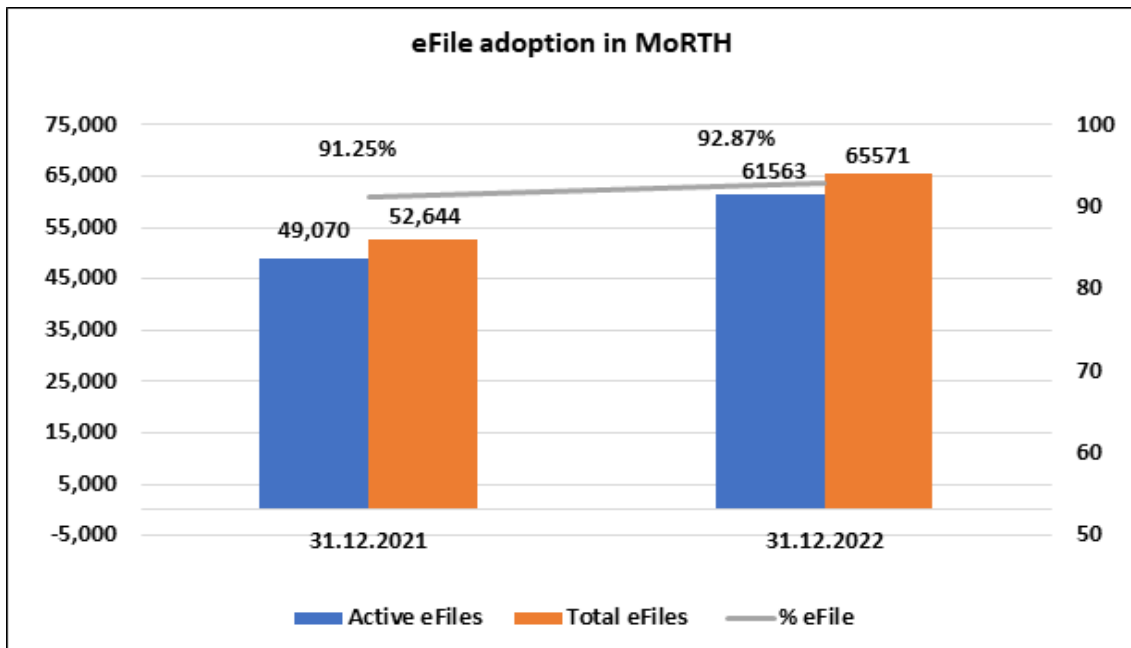
Ministry of Skill Development and Entrepreneurship

Key Highlights:

- In all the subject matters, the maximum levels of channel of submission are 4 and the delayering initiative has majorly led to expeditious disposal of matters

- As a result of delegation of financial powers, lesser files are going to the Secretary and more powers lie with the HODs, hence it has led to expeditious file disposal

- The Ministry does not have a functional Desk Officer System in place however it is in the process of taking steps towards the same

- Ministry uses eOffice, CSCMS, Sparrow, AVMS, EHRMS, PMSAS, Bhavishya Portal etc. for support the digitisation initiative

Delayering

- The Delayering initiative was last revised on 01st February 2023 in respect of work related to the Cash Division.

- In all the subject matters, the maximum levels of channel of submission are 4. Some of the matters with 4 levels include Promotion Gr.A (above DS and Dir.), Salary matters (YP and Consultant) etc.

- Matters with 3 levels of submission include RTI, Pension cases, fixation of pay etc.

- Subjects with less than 3 levels of submission include matters like Annual Increment etc.

- Most of the files submitted to the minister level are initiated at DS/Director level ensuring maximum 4 levels of submission.

- Delayering initiative has majorly led to expeditious disposal of matters.

- There are a few subject matters for which the file moves within the same level, like Miscellaneous matters, coordination matters seeking inputs, reminders etc.

- Delayering has also been conducted in the Subordinate/Attached Offices/PSUs associated with the Ministry like Indian Institute of Entrepreneurship, DGT etc.

- The review of allocation of work is undertaken on a monthly basis in the Senior Management Group Meetings.

- Several capacity building initiatives are undertaken for the Ministry officials in association with different institutions like Indian School of Business, Capacity Building Commission, ISTM etc. for different topics like Microsoft office, data analysis, design thinking etc. which have resulted in improvement of caliber of the officials.

Delegation

- The financial order for Delegation of Financial powers to HOD in the Ministry was revised in March 2023. Due to delegation of powers to HOD, lesser number of files would be required to be sent to Secretary, MSDE for approval

- The last review for delegation of powers was undertaken in February 2023 in NIMI.

- As a result of delegation of financial powers, lesser files are going to the Secretary and more powers lie with the HODs, hence it has led to expeditious file disposal.

Desk Officer System

- The Ministry does not have a functional Desk Officer System in place.

- It is in the process of taking steps towards establishing this system. Identification of tasks has been initiated and in process. A proposal for the same is in process.

Digitization

- Onboarded on eOffice version 7.0

- The Ministry has one Central Registry Unit section to support the digitization initiative.

- Usage of eOffice, CSCMS, Sparrow, AVMS, EHRMS, PMSAS, Bhavishya Portal etc. are some of the platforms being used by the Mthat has reduced the excessive paperwork.

eFile adoption in MSDE

eReceipt adoption in MSDE
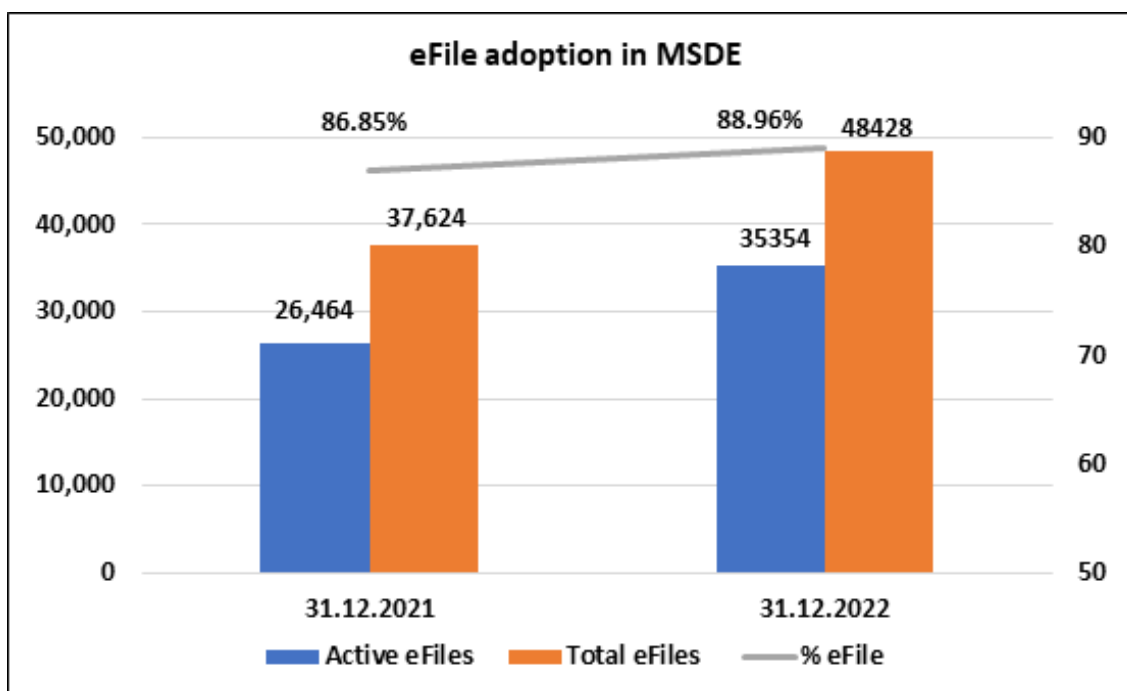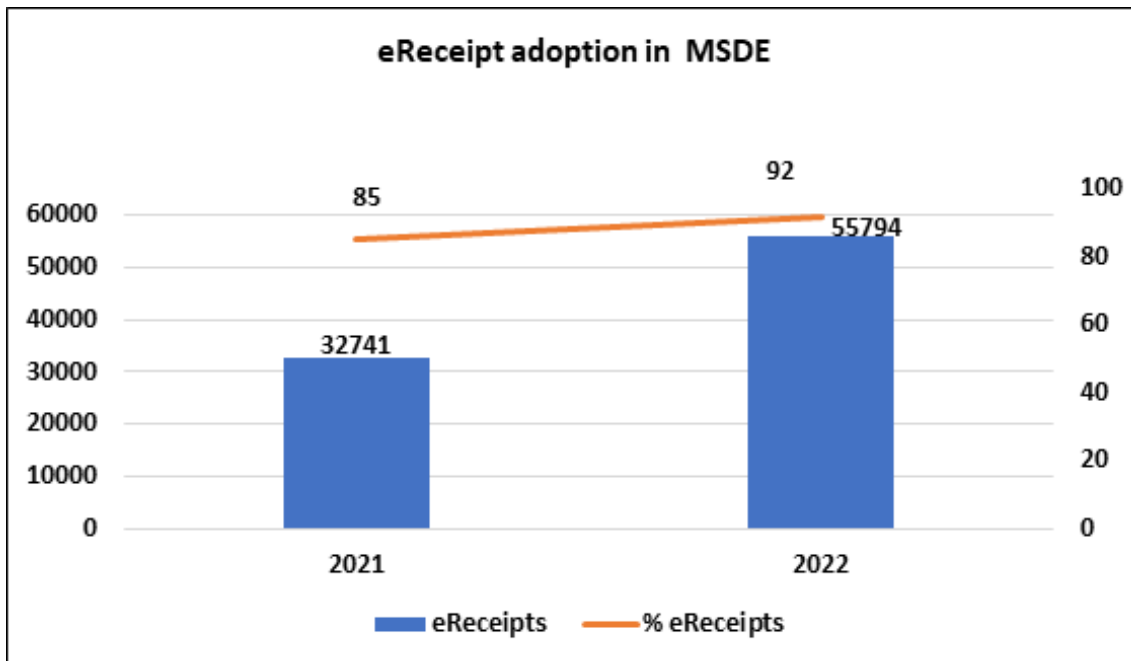
Ministry of Statistics and Programme Implementation

Key Highlights:

- Around 80% of all matters (mostly routine matters) are associated with up to 4 levels of submission as per the current delayering framework

- Subjects where more than 4 levels are involved are disciplinary cases, data related matters, technical matters, Consumer Price Index related matters etc.

- The Ministry has its own training academy, National Statistical Systems Training Academy, in Greater Noida where training programs for officers are conducted

- As an impact of delegation of financial powers, the processes have become simplified and quicker in terms of disposal

- The Ministry does not have an operational Desk Officer System due to its technical nature of work

- Ministry has 100% implementation of eOffice and it uses other digital portals like e-SIGMA for improving administrative efficiency

Delayering

- Delayering was last implemented in the Ministry in July, 2021.

- Around 80% of all matters (mostly routine matters) are associated with up to 4 levels of submission as per the current delayering framework.

- Some important matters of the Ministry include more than 4 levels. For example, the channel followed for Parliamentary questions is: JSO →AD →Director →DDG →ADG →DG →Secretary. →Minister.

- Other subjects where more than 4 levels are involved are disciplinary cases, data related matters, technical matters, Consumer Price Index related matters etc.

- Subjects where lesser than 4 levels of submission are followed include matters like monthly reports, RTI matters etc.

- The Ministry has its own training academy, National Statistical Systems Training Academy, in Greater Noida where training programs like refresher training for officers and subject specific training are conducted.

- As a result of implementation of delayering, files have been observed to move faster in the Ministry.

Delegation

- Delegation of financial powers was last conducted in December, 2020 in the Ministry.

- The powers for grant issuance to ISI was earlier with the Secretary while post delegation the powers have been delegated to the concerned AS level officer.

- Earlier the financial powers related to procurement of all kinds of manpower services like housekeeping staff / security / driver / IT manpower, etc. was with the Secretary, which have been delegated to the Director General level.

- A further review related to financial delegation is in process in the Ministry's Field Officer (FO) division.

- As an impact of delegation of financial powers, it has been observed that the processes have become simplified and quicker in terms of disposal.

Desk Officer System

- MoSPI is a technical Ministry where more than half of the work is technical in nature while a lesser proportion of work is administrative in nature. Hence, the Ministry does not have an operational Desk Officer System due to its nature of work.

- The Ministry believes that working in a team is necessary as a vast technical area of statistics as a subject is involved.

Digitization

- Onboarded on eOffice version 7.0

- The Ministry has 100% implementation of eOffice.

- An ASI web portal has been developed under e-SIGMA project which has automated most of the survey processes including preparation and updation of sampling frame, sample selection, data capture, scrutiny, validations and generation of role based MIS reports required for efficient survey management at various levels.

eFile adoption in MoSPI
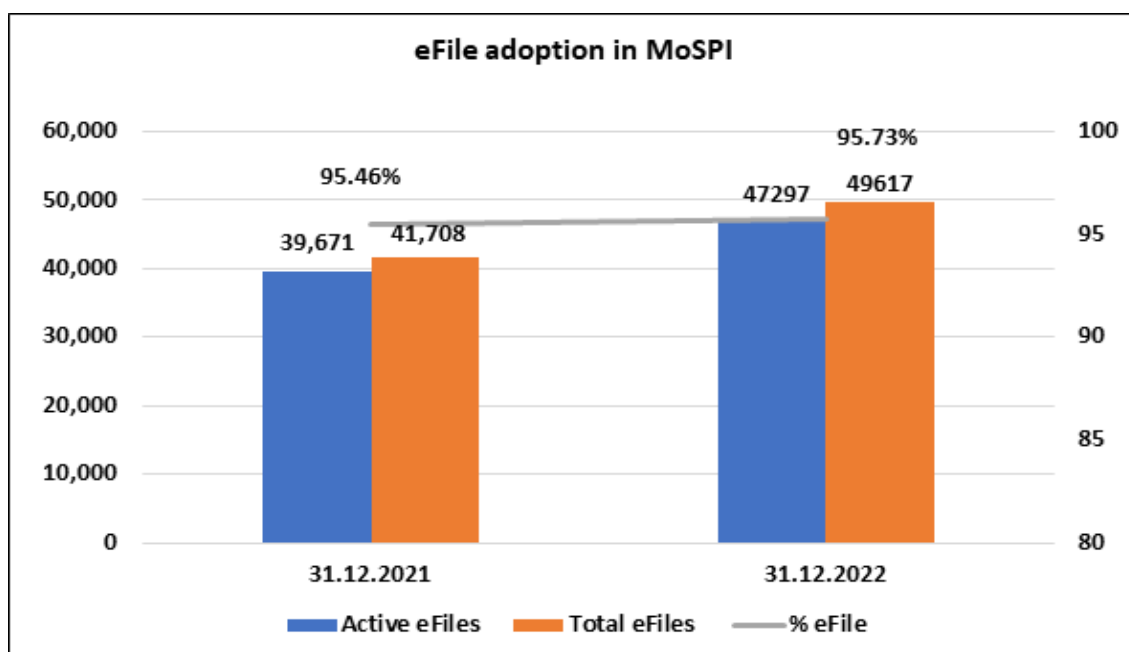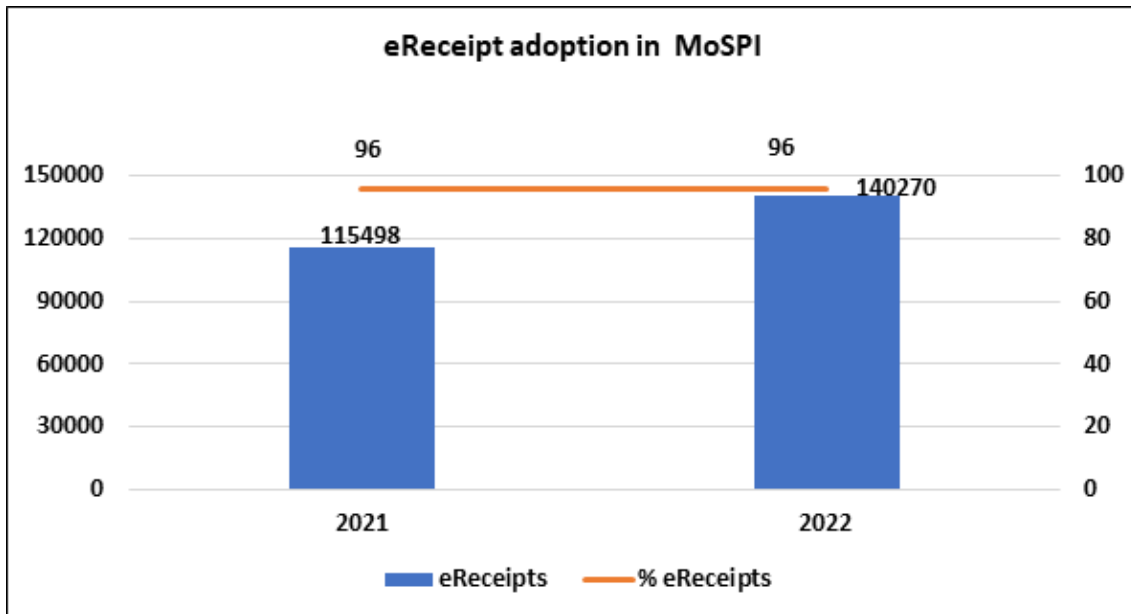
Ministry of Steel

Key Highlights:

- Faster disposal of files has been reported in the Ministry of Steel after implementation of delayering reforms in March, 2021.

- The Ministry updates work allocation for equitable roles and responsibility amongst themselves.

- The capacity building programs have been helpful for all officials in understanding technicalities of the functioning of the Ministry. However, new field/technology specific capacity building programs are in the pipeline.

- One to one interaction within the Ministry amongst all officials eases out the functioning of all matters. The specialized nature of the Ministry and limited staff strength of 180 employees has ensured that the Ministry officials work in tandem with each other and silos are not created while working/functioning.

Delayering

- The channel of submission for all divisions is within 4 levels.

- The levels of ASO/SO; US/DS/Director are treated as the same. In several subjects, files are directly put up by the JS to the Secretary; Minister-level files are generated at the level of US, indicating that level jumping is in practice. Hierarchy of file disposal for minister - US-JS-Secretary-Minister.

- The reduction of the channel of submission along with level jumping has enhanced the share of responsibility in officials of lower formations and also keeps a check on quality.

- Most of the subjects under general administration, RTI, trade and taxation have 2-3 levels of disposal.

- Reduction in the channel of submission has led to timely submission/disposal of files. The average disposal of files is 5 or 6 days.

- Work allocation is revised as per the joining and relieving of senior officers and the same is available on their website.

- Officers are allocated work/subject matters as per their competency, educational background, and work experience. Competency mapping of officers takes place at all levels.

Delegation

- The orders for review of the financial delegation are in the pipeline.

- Enhanced financial delegation has led to faster decision making.

Desk Officer System

- Desk Officer System cannot be implemented in the Ministry due to a lack of staff and non-filling of vacancies in other sections. However, it has been implemented in the Vigilance section.

- Traditional sections primarily deal with administrative matters, thus in such sections, the Desk Officer System may not be implemented.

Digitization

- Onboarded on eOffice version 7.0

- GeM portal is being fully utilised for the procurement of goods and services.

- For migration to the PFMS portal, experts are required in order to fully understand the functionalities

- New officers are introduced in the system with the help of internal induction material, interactive sessions with officers situated or placed at similar levels

- The Annual Capacity Building Plan is in progress in the Ministry. The constant usage of eOffice has led to officers being well-versed and efficient in its functionalities

eFile adoption in Min of Steel

eReceipt adoption in Min of Steel
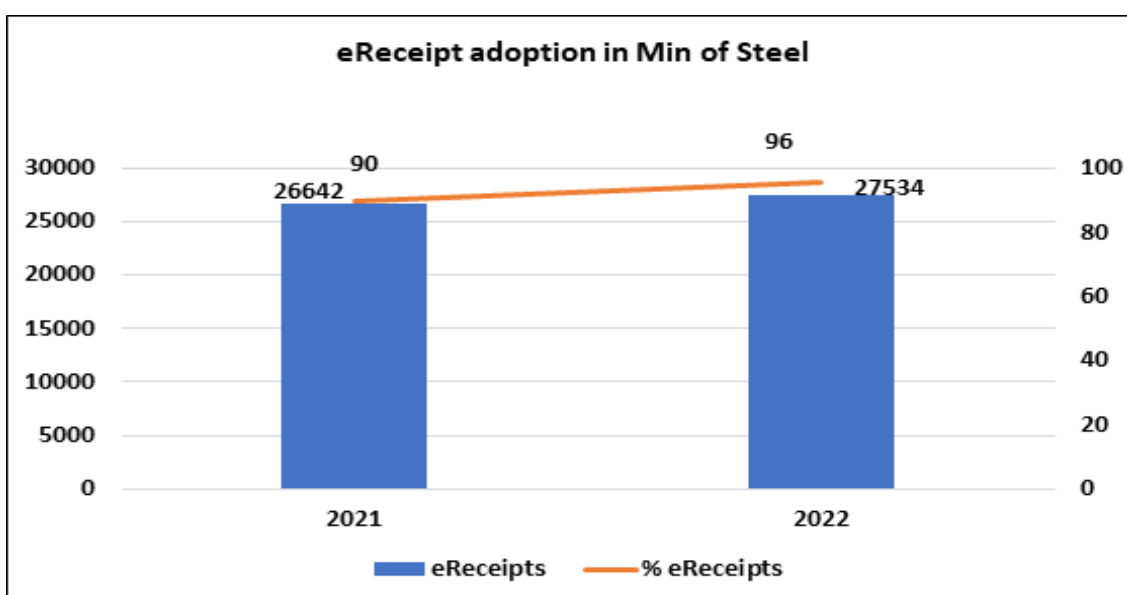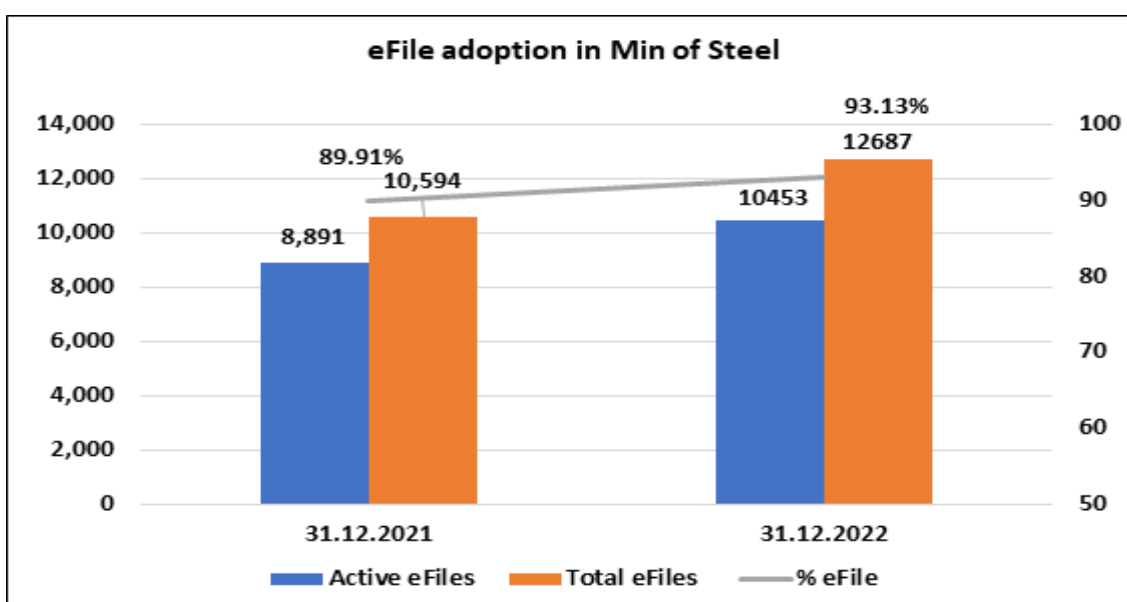
Ministry of Textiles

Key Highlights:

- The Ministry has been following delayering exercises since 2014-2015. The overall impact of delayering has been positive, delayering has reduced processing time for files.

- The complete implementation of eOffice has led to increase in efficiency and transparency.

- Physical training at ISTM is encouraged by the Ministry, the officers are granted leaves to attend training easily.

- Digitisation has increased transparency in the Ministry and delayering has helped in saving time and reducing administrative delays.

Delayering:

- The channel of submission has been limited to 4 or less than 4, including for files that are disposed of at the level of the Minister.

- The Ministry has taken conscious efforts to ensure that the channel of submission is within 4 for most subject matters.

- The Ministry has been following delayering exercises since 2014-2015. The overall impact of delayering has been positive, delayering has reduced processing time for files.

- Delayering exercise has helped in saving time and reducing administrative delays.

- Work allocation is revised on a need basis on the transfer and retirement of officials. The Secretary's directions are also followed for deciding the work allocation of higher-level officials.

- Rotational Transfer Policy as developed by CVC for sensitive posts is also followed in the Ministry.

- The Ministry has developed an Annual Capacity Building which has been finalized and approved under the guidance of the Capacity Building Commission.

- The Ministry is a part of Mission Karamyogi and has also onboarded its officials on the iGOT portal. The online training on the portal is also being supplemented by offline training. The training has been completed by all Assistant Section Officers/Section Officers in the Ministry.

- The Ministry has made a dedicated cell for capacity building called the Capacity Building Cell. It is in the process of finalizing the video capsules for new officers.

- The sanctioned strength of the Ministry is 190 and the actual strength is 150. A deficit of staff is being observed at all levels in the Ministry, specifically at the level of LDCs and UDCs. The work of LDCs and UDCs has been outsourced to data entry operators.

Delegation:

- A review of the delegation of financial powers was undertaken in 2016-2017 by the Internal Finance Wing. Financial powers of the level of Secretary have been delegated to the JS.

- The financial delegation has saved time and reduced the various hurdles associated with different administrative procedures and processes and provided greater flexibility.

- There are no challenges associated with greater financial delegation. Most of the GFR provisions are followed and procurement through GeM is undertaken.

Desk Officer System

- The nature of work in the Ministry is such that the Desk Officer System can not be implemented in the ministry. Higher deliberation and scrutiny for files are required. Since the number of receipts in the Ministry is high it is difficult to establish a Desk Officer System.

- Although, the Ministry is working on a similar pattern due to the limited availability of officers in the Ministry.

- The Internal Finance Wing which provides financial approval for all acts/schemes is working on a Desk Officer pattern. There are 2 Desk Officers present along with 2 Under Secretaries.

Digitization

- The full implementation of the eOffice has ensured the confidentiality of matters and increased efficiency and transparency.

- Digitisation has increased transparency in the Ministry and delayering has helped in saving time and reducing administrative delays.

- Digital portals/practices for improving administrative efficiency used in the Ministry are as follows:

  - eOffice (Electronic movement of Files and Receipts)

  - EHRMS (Leave, Service Book, etc)

  - CSCMS (Cadre Management)

  - Sparrow (APAR)

  - E-forms (Email, Complaints, Wi-Fi, VPN, etc)

  - PFMS (Pay slip/ Income tax, etc)

  - E-Sampada (Housing)

  - Bhavishya (Pension)

eFile adoption in Min of Textiles

eReceipt adoption in Min of Textiles
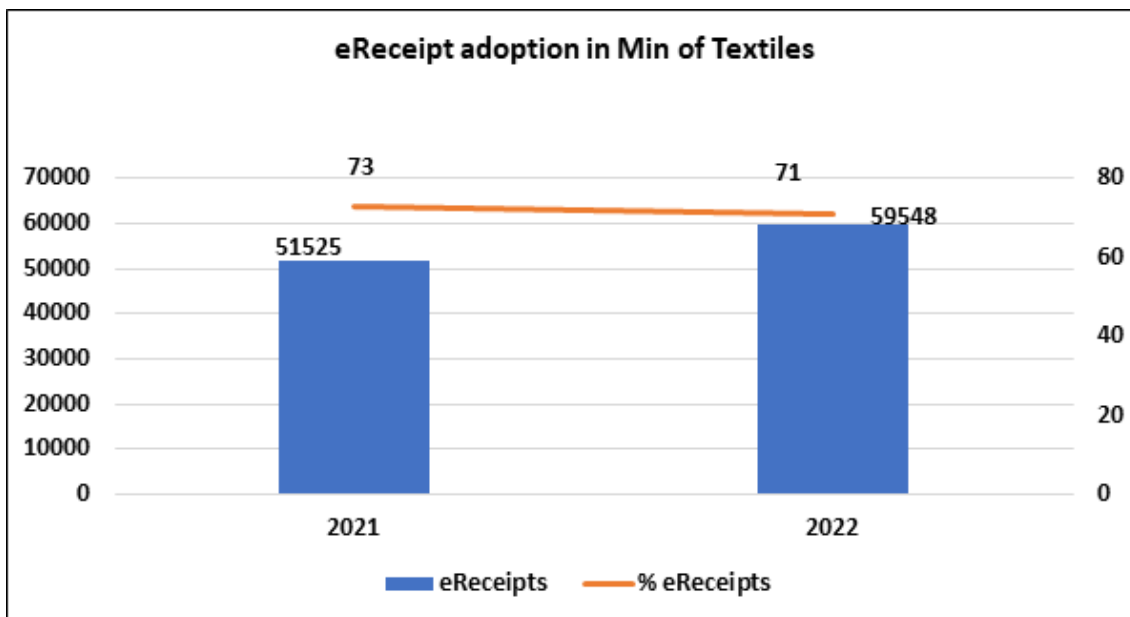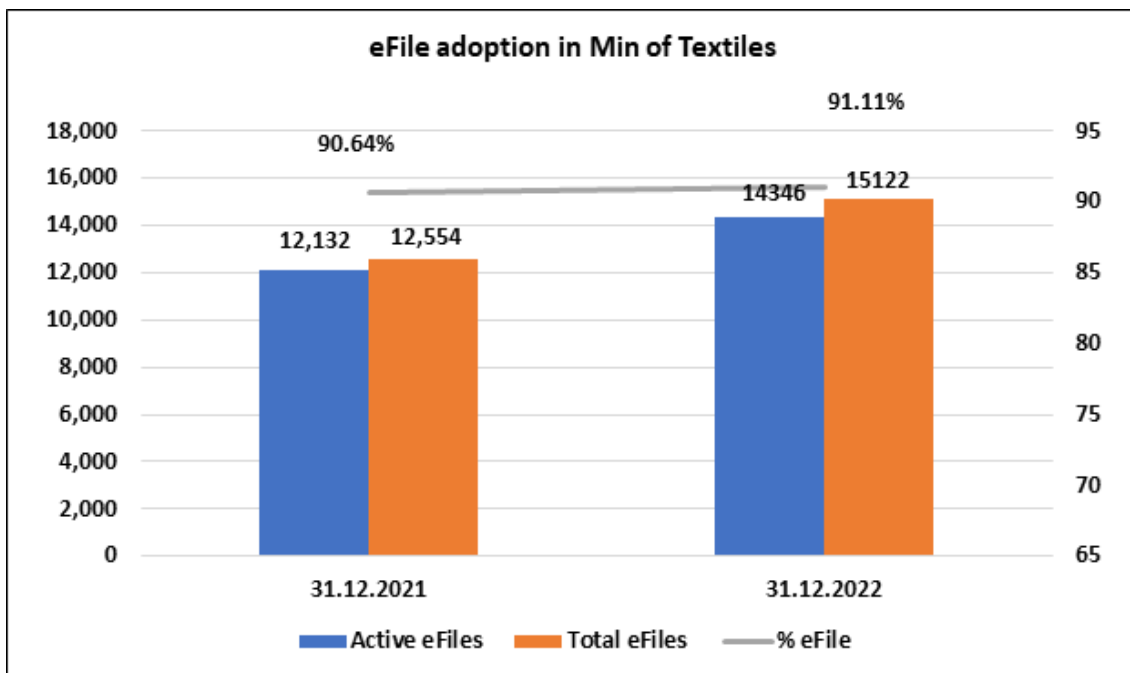
Ministry of Tribal Affairs

Key Highlights:

- In the Ministry of Tribal Affairs, delayering was implemented in June, 2021, limiting channels of submission to 4 in most matters, except those related to financials, policy making etc., where approval from the Secretary/Minister level is mandatory. As per the officials, delayering has significantly improved the efficiency in decision making within the Ministry

- Routine matters such as circulation of important information notice/circular / sending reminders, verification and maintenance of service book, parliament work: distribution of questions, RTI matters etc. are closed within 2 levels, paving the way for faster disposal of files in day-to-day matters

- Financial powers were delegated to the Head of Office in 2018. As per orders, Head of Office has financial powers of up to Rs. 2000/- per month in recurring expenses and up to Rs. 5000/- in non-recurring expenses

- Another round of delegation was conducted in 2019, as per which full financial powers were delegated to the Head of Department for recurring contingent expenditure for Secretariat purposes, with some financial limitations in matters relating to purchase of new equipment, legal charges, awards, rewards, fees, bonus etc.

- 9 Desk Officers are in place within the Ministry, with 7 of them being at ASO/SO level while the remaining at US level

Delayering:

- In the Ministry of Tribal Affairs, delayering was implemented in June, 2021, limiting channels of submission to 4 in most matters, except those related to financials, policy making etc., where approval from the Secretary/Minister level is mandatory

- Routine matters such as circulation of important information notice/circular / sending reminders, verification and maintenance of service book, parliament work: distribution of questions, RTI matters etc. are closed within 2 levels, paving the way for faster disposal of files in day-to-day matters

- As per the officials, delayering has enhanced administrative capacity of the Ministry and has expedited movement and disposal of files

- Work allocation to officers is being reviewed in the Ministry from time to time on the basis of staff strength and capability of the officers. The Ministry also ensures that equal distribution of work is made across all hierarchies so as to achieve distributed work culture

Delegation:

- As per order of delegation of 2018, financial powers were delegated to Head of Office of up to Rs. 2000/- per month in recurring expenses and up to Rs. 5000/- each case in non-recurring expenses. Another round of

delegation was conducted in 2019, as per which full financial powers were delegated to the Head of Department for recurring contingent expenditure for Secretariat purposes, with some financial limitations in matters relating to purchase of new equipment, legal charges, awards, rewards, fees, bonus etc.

- As per the recent orders of delegation, a review in January, 2022 all HODs of the rank of JS or above were authorized to make releases, with concurrence of IFD, in respect of Schemes/Programmes under the administration.

- As per the Ministry officials, financial delegation has significantly improved administrative capacity of the Ministry and disposal time of the files related to the financial matters

Desk Officer System:

- 8 Desk Officers are in place within the Ministry, with 7 of them being at ASO/SO level while the remaining at US level

- As per the officials, due to the Ministry's small size in terms of sanctioned manpower and shortage of staff specially at US/SO/ASO levels, further scope for increasing the number of Desk Officers does not seem feasible

Digitization:

Table VIII-16 List of digital initiatives by Ministry of Tribal Affairs

S.No	Digital Initiatives	Description
1.	National Migration Support Portal	https://shramshakti.tribal.gov.in/ The portal is a digital data solution used for capturing information regarding migrant workers and promoting livelihood in tribal families. The migration data will be electronically available and visible via dashboards at Village-Block-District-State and National level for different tiers of government authorities. The portal has also been integrated with a mobile app which helps to capture village level out-migration data.
2.	Adi Prashikshan portal	https://adiprashikshan.tribal.gov.in/ The portal has been developed which will provide a central database for all training programs conducted by the Ministry of Tribal Affairs and the State Tribal Development/ Welfare Department as well other nodal agencies responsible for tribal development. The portal enables to bring together information on various training programs being held across the country on the flagship programs of tribal development.
3.	National Tribal Research Portal	https://tritribal.gov.in The portal facilitates Submission of pending Utilization Certificates (UCs) and Physical Progress Reports (PPRs) and other relevant information related to functioning of TRIs.

eFile adoption in MoTA

eReceipt adoption in MoTA
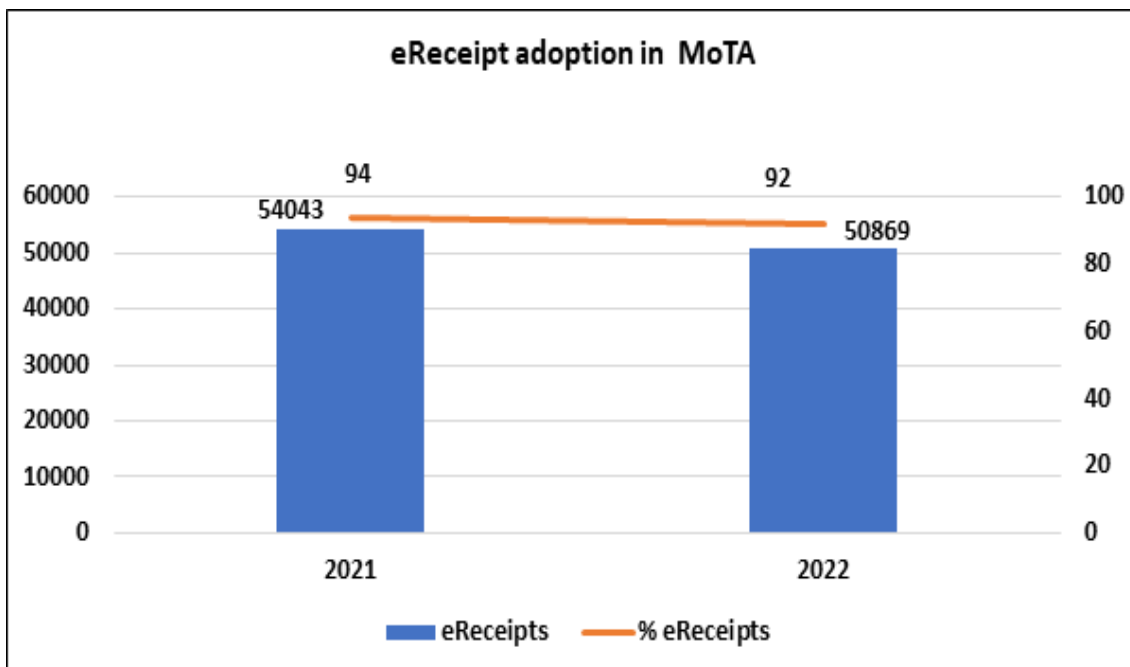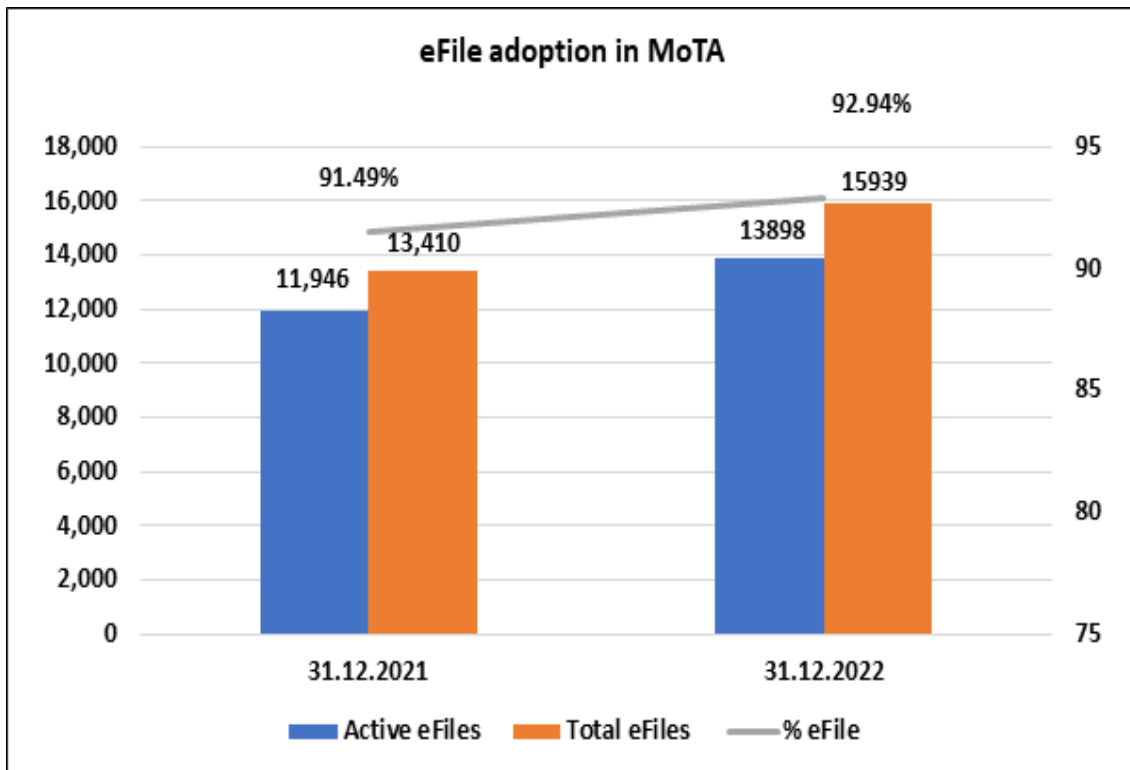
Ministry of Women and Child Development

Key Highlights:

- In the Vigilance section and eSamikSha, the US reports to JS ensuring level jumping

- Financial delegation was last reviewed and modified in February, 2021

- The Ministry has implemented eOffice 7.0 in its attached (FNB) , subordinate (CSW) and statutory bodies (NCW, NCPCR and CARA)

- 2 US level officers are working as Desk Officers in the Ministry

Delayering

- The Ministry has made a comprehensive review of the channel of submission in June, 2022. The final level of disposal for most of the subjects is within 4 levels. In subjects such as nomination to executive committee, annual report for in Lok/Rajya Sabha, files to be disposed at MOS Level the final level of submission may become 5.

- Policy and Cabinet Note are initiated at US/DS level.

- In the Vigilance section and eSamikSha, the US reports to JS ensuring level jumping.

- Delayering has resulted in quick decision making and a greater sense of responsibility in lower formulations.

Delegation

- Financial delegation was last reviewed and modified in February, 2021.

- The Ministry has issued orders (OM dated 15.02.2021) for enhanced delegation of financial powers in favour of Head of Department and JS

Desk Officer System

- Department regularly reviews the need for a Desk Officer System.

- 2 US level officers are working as Desk Officers in the Ministry. Desk officers will be further enhanced on a need basis.

Digitization

- Onboarded on eOffice version 7.0.

- The Ministry has implemented eOffice 7.0 in its attached (FNB) and Subordinate (CSW) and statutory bodies (NCW, NCPCR and CARA)

- In-house training to employees on eOffice 7.0 is conducted.

- **PMMVY** portal developed for cash incentives directly into the account of beneficiaries

eFile adoption in MoWCD

100%   100%

93,383   96,244   104386

                61957

Active eFiles   Total eFiles   % eFile

31.12.2021   31.12.2022

eReceipt adoption in MoWCD

99   99

187514   193457

eReceipts   % eReceipts

2021   2022
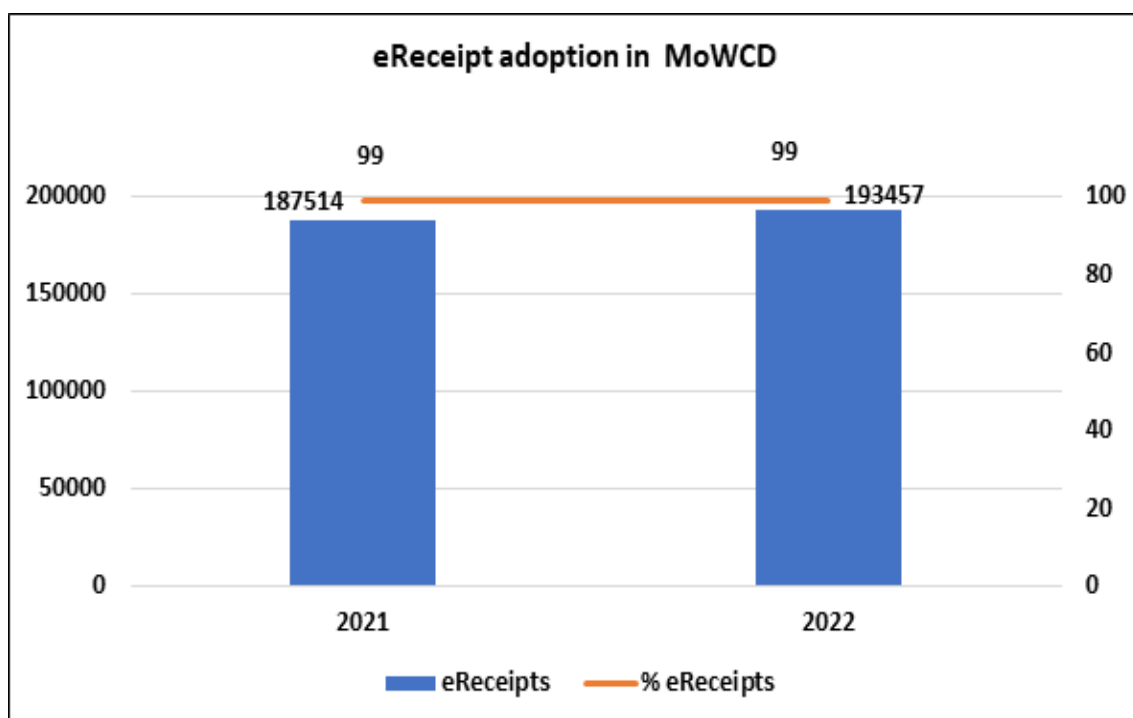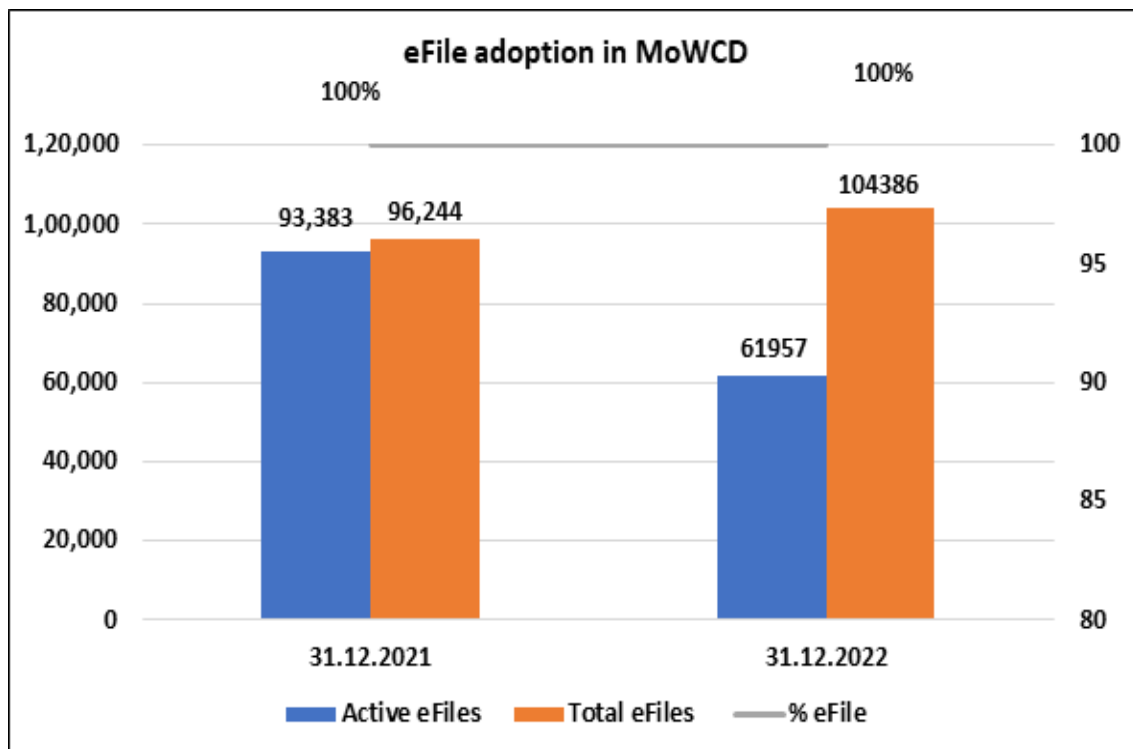
MINISTRY OF YOUTH AFFAIRS AND SPORTS

Department of Sports

Key Highlights:

- Implementation and review of delayering in the Department of Sports reported in March 2022.

- The Department is functioning on 99% e-files

Delayering

- The channel of submission currently is 5-6. The Ministry is under the process of Delayering.

- The levels of ASO/SO; US/DS/Director are treated as the same. In several subjects' files are directly put up by the DS to the Secretary (SP-V division); Minister-level files are generated at the level of US, indicating that level jumping is in practice. Hierarchy of file disposal for minister - US-JS-Secretary-Minister.

- The Department aims to reduce the number of levels in the channel of submission to enhance share of responsibility in officials of lower formations and also keep a check on quality.

- The average disposal of time for files is 30 days, because of the shared administrative staff with the Department of Youth Affairs.

Delegation

- Financial Delegation is in the pipeline, the role of Financial Advisor in every approval is slowing down the process of decision making.

Desk Officer System

- Desk Officer System cannot be implemented in the Department due to a lack of staff and non-filling of vacancies in other sections.

Digitization

- On board on eOffice version 7.0

Department of Youth Affairs

Key Highlights:

- The Department updates work allocation for equitable roles and responsibility amongst themselves.

- Case to case basis capacity building programs take place for all officials in understanding the functioning of the Department. Capacity programs for iGOT, ISTM, cybersecurity are in routine for all officials.

Delayering

- The levels of ASO/SO; US/DS-Director are treated as the same. In several subject files are directly put up by the JS to the Secretary; Minister level files are generated at the level of US, indicating that level jumping is in practice. Hierarchy of file disposal for minister - US-JS-Secretary-Minister.

- The reduction in the channel of submission along with level jumping has enhanced the share of responsibility in officials of lower formations and also kept a check on quality.

- Most of the subjects under General Administration, RTI, Trade and taxation have 2-3 levels of disposal, however the Ministry is still under process of delayering.

- Reduction in the channel of submission has led to timely submission/disposal of files. The average disposal of files is 2-3 days.

- Work allocation is revised as per the joining and relieving of senior officers the same is available on the website. However, the office is currently functioning on a strength less than sanctioned.

- Officers are allocated work/subject matters as per their competency, educational background, and work experience. Competency mapping of officers takes place at all levels.

Delegation

- Financial delegation and reduced channel of submission has led to efficiency and a review to modify the need for financial delegation is in the pipeline.

- Implementation of a CRU is in progress.

Desk Officer System

- The Desk Officer System cannot be implemented in the Department due to a lack of staff and non-filling of vacancies in other sections

- Traditional channels of functioning are in progress with 16 US. However, US job roles can be streamlined with subject expertise in turn enabling implementation of Desk Officer System.

Digitization

- On board on to eOffice version 7.0

- Portals available such as- dbtyas.youth.gov.in; dbtyas.sports.gov.in

- Onboarded on eOffice version 7.0

eReceipt adoption in MoYAS

eFile adoption in MoYAS
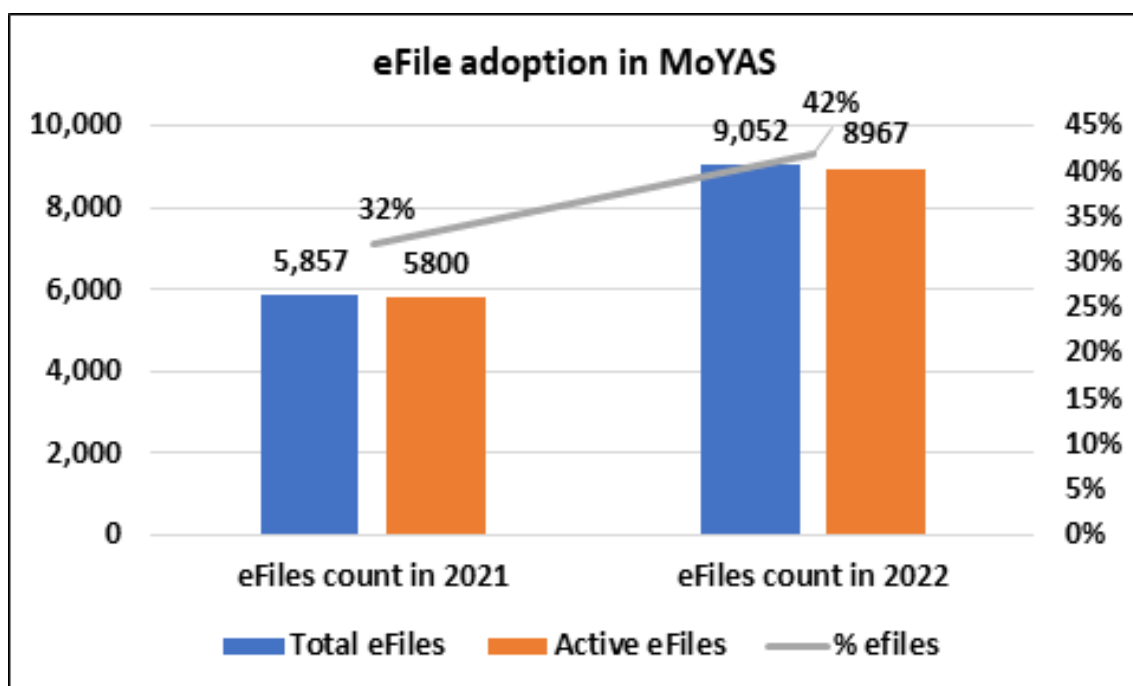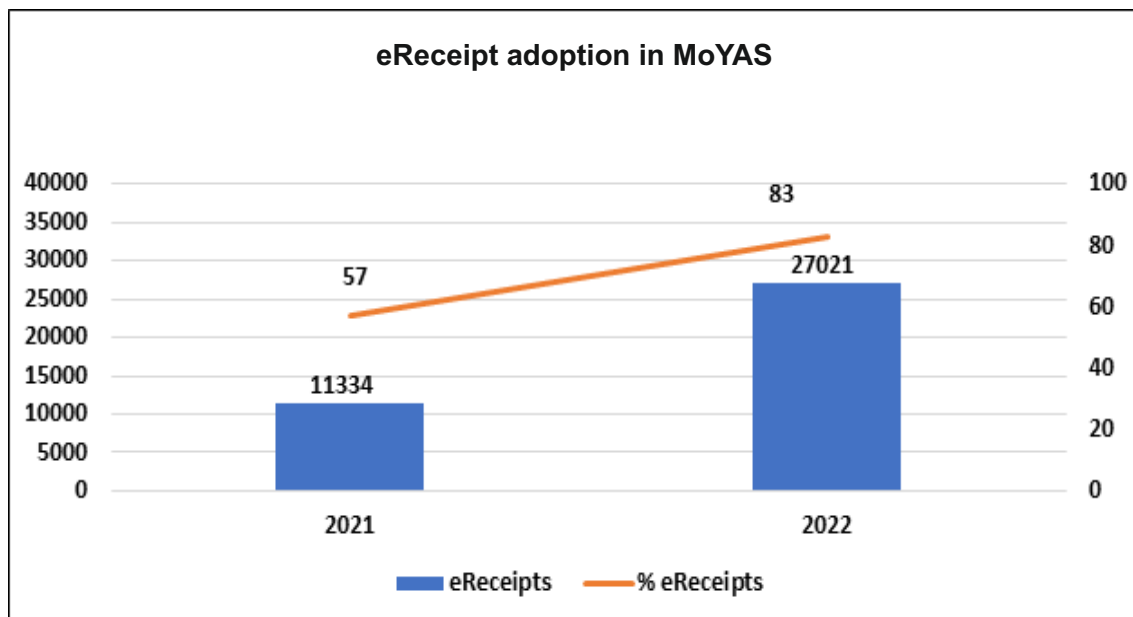
IX. ANNEXURES

1. Annexure- 1 13th Report of 2nd ARC

The 13th report of the Second Administrative Reforms Commission (ARC) focused on recommendations pertaining to the reforms in the structure of the Government of India by developing a pro-active, efficient and flexible organisational framework. The ARC noted that the present organisational structure of the Government of India was more suited to command-and-control functions and less so for developmental, promotional and facilitative functions of the government. In their report, the ARC was also of the view that India's low performance on various developmental and economic parameters being well below the desired levels was also a reflection of the structure and functioning of the government. The Commission was of the view that these structures need to be redesigned in order to make our governance apparatus an instrument of service to the people as well as a tool to achieve national objectives in the fields of social and economic development. In this context, research studies conducted by Keefer and Knack (1995) and Daniel Kauffmann with his colleagues from the World Bank indicated that a strong, efficient, growth-oriented bureaucracy could contribute substantially to a country's growth rate.

The 13th ARC report analysed various international experiences of reorganizing governments with the help of 3 models of public administration reforms, namely, a) Reinventing Government (innovation, entrepreneurship, control from bureaucracy to the community); b) Re-engineering or BPR (radical redesign with focus on cost, quality, service and speed); c) New Public Management (focuses on performance, control, flexibilities, optimizing IT, etc,). After an extensive study of various secondary literature and the structures of the Government of India, the ARC had submitted various recommendations.

While recommending the reforms to the existing structure of Government of India, the 13th ARC report had also reiterated the recommendations of the Fifth Central Pay Commission and the Expenditure Reforms Commission with regard to confining focus of the Union Government on its core functions. The commission recommends that each Department/Ministry shall also conduct a detailed analysis of their functions and activities, followed by restructuring that may include decentralization/delegation. Further, the commission noted that the need to provide the ministers with high quality policy advice requires that secretaries to Government and their supporting staff in the Secretariat with policy advisory responsibilities are not diverted by the demands of managing routine administrative and operational responsibilities.

Following are the key recommendations made by the ARC:

- Each Department should lay down a detailed scheme of delegation at all levels so that the decision making takes place at the most appropriate level. It should be laid down in the Manual of Office Procedure that every

Ministry should prescribe a detailed scheme of delegation for its officers. This delegation should be arrived at on the basis of an analysis of the activities and functions of the Ministry/Department and the type of decisions these entail which should be dovetailed with the decision-making units identified in that Department.

- The scheme of delegation should be updated periodically and should also be 'audited' at regular intervals. The audit should ensure that the delegated authority is actually exercised by the delegate. The scheme of delegation should be placed in the public domain.

- The number of levels through which a file passes for a decision should not exceed three.

- In cases where the minister's approval is required, the file should be initiated by the Deputy Secretary/Director concerned and should be moved through the Joint Secretary (or Additional Secretary/Special Secretary) and the Secretary (or Special Secretary) to the Minister

- Cases requiring approval of the Secretary should go through just two levels (e.g. either US and Director, US and JS or Director and JS)

- Cases requiring approval of the JS/Director/DS should come through just one level. The exact combination of levels should be spelt out in the scheme of delegation for each Ministry/Department whereas the number of levels as suggested above should be prescribed in the Manual of Office Procedure

- The Department dealing with administrative reforms in the Union Government should be entrusted with the task of ensuring compliance with this stipulation

- For addressing cross cutting issues, the Secretary of the concerned Department should have the flexibility to create inter-disciplinary teams

- The Manual of Office Procedure should be recast based on the principles stated in paragraph 5.9 of the 13th ARC report

- The Departments should build an electronic database of decisions that are likely to be used as precedents. Thereafter, such database should be periodically reviewed and where necessary, changes in rules should be introduced in order to codify them. There may also be precedents that may be the result of wrong or arbitrary decision making which the Department would prefer not to rely on for the future. In such cases the Department would have to appropriately change its policy/guidelines and if required even the rules, to ensure that these precedents are not wrongly used.

2. Annexure-2 Assessment Report 2022: Key Findings

The reforms of delayering, delegation, digitization and Desk Officer System have led to defined work allocation, reduced channels of submission and timely decision-making, embodying the principle of "Minimum Government, Maximum Governance".

Channels of submission have been revised in 76 Ministries/Departments and restricted to 4 or below. The successful implementation of delayering has resulted in a flatter and more agile organizational structure of the Ministries/Departments by reducing the channels of submission.

Generally, the channels for subjects like policy matters, parliament questions and foreign deputations go up to 5-6 where the final level is the concerned Minister.

Files are initiated at SO/US level for the majority of the subjects and disposed of within 3-4 levels.

72 Ministries/Departments have delegated financial as well as administrative (disposal) powers to the heads of the divisions and subordinate officers for routine and petty transactions. The financial powers vested in the Ministry/Department have been delegated to the Head of Department (JS level) and Head of Office (US Level) for incurring contingency and miscellaneous expenditures.

Desk Officer System has been operational in 28 Ministries/Departments expediting the movement and disposal of files. The Desk Officer System has streamlined the functioning under clear work allocation in the Ministries/Departments

By the inherent virtue of its nature, Desk Officers often work as repositories for reference and knowledge management for their allocated subject(s)

The latest version of eOffice, i.e., version 7.1 has been adopted in 27 Ministries/Departments whereas, 48 Ministries/Departments are using eOffice version 6.0

Central Registry Unit has been digitised in 70 Ministries/Departments. The CRU has been modernized by introducing new scanners and integrating them with the eOffice system by having the dak number automatically on every dak facilitating easy tracking.

3. Annexure-3 OMs issued by Ministries/Departments

No.A-22012/2/2020-Estt
Ministry of Mines
Establishment Section
****

Shastri Bhawan, New Delhi
Dated the 28th March, 2023

OFFICE ORDER(Part-I)No. 13 /2023

Pursuant to DARPG's instructions (issued vide OM dated 12.03.2021) for Effective Use of Desk Officer System as envisaged in CSMOP, 2019 with regards *to identify the work which could be handled in a more effective and efficient manner by creating Desk* and with reference to this Ministry's Circular No.A-50/8/2021-Estt.Part (1) dated 01.02.2023, following Section/part of Section, shall hereby operate under DESK System and will be referred as under:

Name of Section	DESK(S) Created	Name of DESK	Broad indication of the work to be handled by DESK
Mines-IV	DESK(I)	**Auction**	• Auction, RAKIA, Asset Monetization
	DESK(II)	**DMF**	• DMF/PMKKKY, PM Gati Shakti, 5(1) approvals
	DESK(III)	**Operationalization**	• Operationalization of mines, Court Cases, Sector Review
	All other matters which are not assigned to any of the above Desk, shall be handled by the Section in the supervision of Section Officer.		
Mines-VI	DESK (I)	**Policy and Legislation**	• Work related to amendment to the MMDR Act 1957 and framing of Rules/ subordinate legislations under MMDR Act • Clarification/interpretation of the various provisions of MMDR Act and Rules framed there under • Issuance of directions under Section 20A under MMDR Act, 1957 • Work related to various Committees constituted under the Ministry of Mines. • Preparing replies to List of Points/Prepared materials for Parliamentary Standing Committee's • Parliament Questions and other policy related issues • Misc. work (through Section Officer) • Inputs will be given by the respective Desk in respect of respective Court Cases (through Section Officer)
	DESK (II)	**Area Reservation & Relaxation**	• Work related to reservation of area under Section 17A of the MMDR Act (including Parliament Questions) • Work related to relaxation of area limit under section 6(1) of the MMDR Act, 1957 (including Parliament Questions) • Professional bills received from Government Counsels/ Law Officers for defending the interest of UOI before various High Courts • Notification of Government/ Private entities for the purposes of second proviso to section 4(1) of MMDR Act • Laying of Notifications on the table of Houses under MMDR Act, 1957 • Monitoring & Coordination of Court Cases pertaining to Mines VI (through Section Officer) • Misc. work (through Section Officer)

- Page 1 of 2 -

Admn-A-36013/1/2019-ADMIN
Government of India/भारतसरकार
Ministry of Coal/कोयलामंत्रालय

Shastri Bhawan,
New Delhi, the 6th December 2022

ORDER

In supersession of this Ministry's Office Order No.A-12012/02/2006. dated 03.10.2008 and in consonance of O.M. No. 1/7/F.II(A)/2008 dated the 30th May, 2008, issued by Ministry of Finance, Department of Expenditure, the sanction of the President is hereby conveyed for the delegation of financial powers to the Joint Secretary (Administration) and Director/Deputy Secretary (Administration) under this Ministry for incurring contingent and miscellaneous expenditure in accordance with schedule-V and VI of DFPR, 1978 as amended from time to time as under :-

S.No.	Financial Authority	Financial Limit (in Rs.)	
		Recurring	Non-recurring
1.	Joint Secretary (Administration)	Full Power in consultation with AS/JS&FA	Full Power in consultation with AS/JS&FA
2.	Director/ Deputy Secretary (Administration) as Head of Department (HoD)	Upto Rs. 50,000/- in each case	Upto Rs. 1.20,000/- in each case

2.   The exercise of the abovesaid powers will be subject to rules and financial limits being in accordance with provisions of GFRs, DFPRs, general and/or special orders/instructions issued by Government of India from time to time and economy instructions issued by Ministry of Finance from time to time, fiscal codes and procedures and limit being within budgetary allocation for each financial year.

3.   This issues with the approval of Secretary (Coal) and concurrence of Joint Secretary & Financial Advisor, Ministry of Coal.

(Kishore Kumar)
Under Secretary to the Govt. of India

To
All officers and Sections in Ministry of Coal (through e-office)

Copy to:

1. Joint Secretary (Admn.)/ JS & FA
2. DS (Admn.)/ DS (IFD)
3. Pay and Accounts Officer, Ministry of Coal
4. DDO (Cash)/ Section Officer (Admn.)/ Section Officer (IFD)

No. G-17017/1/2013-Admn.
Government of India
Ministry of Rural Development
Department of Land Resources

NBO Building, Nirman Bhawan
New Delhi, Dated the 12ᵗʰ August, 2021

OFFICE MEMORANDUM

Subject: Designating Section Officers of the Department as Desk Officers.

The undersigned is directed to say that as a part of Government measures for Increasing Efficiency in Decision Making in the Government, the competent authority has decided to designate some regular Section Officers as Desk Officers. Accordingly, it is proposed that the following Section Officers will be designated as Desk Officers:-

i) Shri Vivek Sabharwal, Section Officer
ii) Shri Nand Kishor, Section Officer
iii) Shri A.K. Verma, Section Officer

2. The Section Offiers designated as Desk Officers will be eligible to draw a Special Allowance of Rs. 300/- per month w.e.f. the date of resuming their duties on the post.

3. The above Section Officers may convey their willingness or objection, if any, with the valid reasons to the undersigned by 16.8.2021. In case no informtion is received, it will be persumed that they have no objection to accept the duties of Desk Officers.

(Th. Lianboi)
Under Secretary (Admn.)
Tel: 23044635

i) Shri Vivek Sabharwal, Section Officer
ii) Shri Nand Kishor, Section Officer
iii) Shri A.K. Verma, Section Officer

Copy to:

1. PSO to Secretary(LR)
2. Sr.PPS to DDG(A&C)

ELECTRONICS CORPORATION OF INDIA LIMITED

FINANCE AND ACCOUNTS GROUP

Office of General Manager (Finance)

ECIL: FAG:GM(F):1   Date: 24.09.2022

Sub: Delegation of powers by the Board of Directors and Sub-Delegation by CMD specific to procurement of Goods & Services for manufacture of EVM's and VVPAT's production.

1. Delegation of Powers by the Board:

    A. As per the Resolution passed by the Board of Directors in its 275th Board Meeting held on 17.01.2018, the Board had approved the following Delegation to the Committee of Functional Directors and Board Sub-Committee on Contract Negotiation to negotiate and approve the purchase of materials/services in relation to EVMs and VVPATs (per purchase order) as follows:

S.No.	Competent Authority	Pre-Revised as on 17.01.2018	Revised in 275th Board Meeting w.e.f 18.01.2018
(a)	CoFD	>5 Crores <=20 Crores	>5 Crores <=50 Crores
(b)	Board Sub-Committee	>20 Crores <=Rs.150 Crores	>Rs.50 Crores <=Rs.150 Crores

However, the powers of C&MD remained unchanged i.e., upto Rs.5 Crores.

    B. The Board of Directors in its 299th Meeting held on 15.07.2022, enhanced the Delegated limits for "Negotiation and approval of Purchase Contracts for procurement of materials/services (both competitive and non-competitive) (per purchase order) in relation to EVMs/VVPATs as under:

S.No.	Competent Authority	Pre-Revised as on 15.07.2022	Revised w.e.f.16.07.2022
(a)	C&MD	Upto Rs. 5 Crores	Upto Rs. 10 Crores
(a)	CoFD	>Rs.5 Crores <=Rs.50 Crores	>Rs.10 Crores <=Rs.75 Crores
(b)	Board Sub-Committee	>Rs.50 Crores <=Rs.150 Crores	>Rs.75 Crores <=Rs.200 Crores

4. Annexure- 4 Questionnaire for 2023 Assessment

Objective Part

'Initiative for Increasing Efficiency in Decision-making in the Central Secretariat'(IEDM)

Name (Designation) & Contact Details of Nodal Officer 1 (Contact Number & Email)	
Name (Designation) & Contact Details of Nodal Officer 2 (Contact Number & Email), if any	

DELAYERING

1. Mention the subject wise channel of Submission and related details in the Performa mentioned below	Refer below format

Category of Work (include all categories) below examples are not exhaustive	Subjects	Channel of Submission						Last Delayering (Date) – 'Category of work' wise
		1	2	3	4	5	6 & above	
(E.g.- Policy, Admin, Legislation, Establishment, RTI etc.)	S1							
	S2							

Reference
- *2(A), OM dated 12.03.2021 on "Increasing Efficiency in Decision Making in Government" and '3' - Record of Proceedings of the workshop held on 26.03.2021 on "Increasing Efficiency in Decision Making in Government".*

2. Are Files Submitted to Minister level initiated at DS/Director and Equivalent level?	• Y • N	(Remarks)

Reference
- *7.6 (ii) CSMOP 2022*

3. Mention Constitution of levels in Channels of Submission (Division wise or for whole Ministry/Department)	Example: level IV– Secretary level III – JS/AS level II – Dir/DD/DS/US level I – SO/ASO (Modify above accordingly, ideal case scenario is mentioned)
3.1 List of Subjects where movement of files taking place within same level (as mentioned above in 3).	Give Details

Reference
- *Record of Proceedings of the workshop held on 26.03.2021 on "Increasing Efficiency in Decision Making in Government*

4. Details of Delayering conducted in Subordinate/Attached Offices/PSUs (Notification/OMs/Meetings/Workshops)			
Name of Office	Office Type	Date of Delayering	Details

'Initiative for Increasing Efficiency in Decision-making in the Central Secretariat'(IEDM)

DELEGATION

1. **Financial Delegation (2022 & 2023)**

Financial Delegation (2022 & 2023)			
Subjects/Division	Details of Delegation	Review Month	Remarks (If any)

2. **Details of Financial Delegation (Review) to Regional/Attached/Subordinate Offices (2022 & 2023) and its impact.**

'Initiative for Increasing Efficiency in Decision-making in the Central Secretariat'(IEDM)

DESK OFFICER SYSTEM & DIGITIZATION

1. Total Number of (ASO or SO)/(US)/(DS) and equivalent working as Desk Officers in the Department/Ministry

   (ASO or SO) -
   US -
   DS -

2. Mention the Number of Digital CRU sections in the Department/Ministry
   -

3. Details of Digital portals/practices for improving administrative efficiency
   -

'Initiative for Increasing Efficiency in Decision-making in the Central Secretariat'(IEDM)

RECORDS MANAGEMENT

1. Does the Ministry/Department have a Departmental Records Officer for overall records management? Provide details. (Ref - CSMOP 2022 10.1 – (2))
   -

2. Does the Ministry/Department follow categorization of E-Files (Category – 'A' & 'C')?
   -

3. Does the Ministry/Department maintain index of files/list of recorded files at the time of their recording (Category 'A' & 'B')?
   -

4. Does the Ministry/Department follow categorization of physical files under category 'A' (permanent preservation for administrative purposes) and 'B'(files of historic importance) (Ref - 10.4 CSMOP)?
   -

KNOWLEDGE MANAGEMENT AND TIMELY DISPOSAL

1. Is the knowledge Management Dashboard updated on e-office? (Ref - CSMOP Chapter 11)
   -

2. Average disposal time for VIP cases for January 2023
   -

Subjective Part (Discussed with Nodal Officers of Ministries/Departments)

'Initiative for Increasing Efficiency in Decision-Making in the Central Secretariat (Form - Only for QCI Team)

Date of conducting the evaluation:	
Name of the Ministry:	
Location:	
Name of the Nodal Officer:	
Name of the officer in charge:	

A. DELAYERING

1. Remarks for channel of Submission greater than 4 levels (To be filled by Nodal Officer)	Refer to Question 1 on Delayering

2. Impact of Delayering Reforms in the Ministry/Department	

3. Details of review of work allocation and its subsequent revision across all hierarchies to achieve distributed work culture

4. Details of capacity building initiatives for officials with increased delegation of work post delayering

B. DELEGATION

1. **Financial Delegation (2022 & 2023)**

    1.1 Mention the impact of enhanced delegation (2022 & 2023)

    1.2 What are the challenges associated with financial delegation?

    1.3 Any Capacity building program for personnel with increased delegation? Mention details

    1.4 Is there a need for further review of financial Delegation? (Yes/No)

C. DESK OFFICER SYSTEM & DIGITIZATION

1. Mention the scope of further review in existing work allocation to identify work which could be handled in a more effective and efficient manner by Desk Officers? Give details.
   -

2. Details of such review already made post IEDM reforms.
   -

D. Is there a need for further reforms apart from Digitization, Desk Officer System, Delegation, and Delayering? Mention (Detailed Paragraph)

5.   Annexure- 5

Table IX-1 List of Ministries with varying degree of Delayering

S.No	Min/Dept	Subjects with channel of submission >4
1.	Department of Agriculture Research and Education	Parliament Questions, International Conferences, New Breeds by ICAR, BIMSTEC & ASEAN
2.	Department of Agriculture, Cooperation and Farmers Welfare	Administrative matters for JS and above officers, Appointment of consultants/Agricultural Commissioner
3.	Department of Atomic Energy	Policy & Parliamentary Matters (5 levels as file is disposed at the Secretary level)
4.	Department of Biotechnology	Complaint Cases in which report is to be sent to CVC/ Cabinet Secretariat/ DoPTI PMO
5.	Department of Commerce	Cadre Division Appointment, Vigilance, VIP References, Appointment/Transfers, delegation abroad, foreign trade policy
6.	Department of Defence Production	Starred question in legislation
7.	Department of Expenditure	Expenditure Finance Commission, Screening Committee
8.	Department of Fertilizers	VIP References addressed to Cabinet Minister; VIP reference addressed to Hon'ble MOS
9.	Department of Fisheries	Foreign Visits
10.	Department of Health & Family Welfare	Creation of posts, parliament questions, cabinet notes, amendment of rules/regulations etc.
11.	Department of Health Research	Administration - ICMR matters, Court cases, Parliament Matters - Parliament & Coordination's etc.
12.	Department of Justice	1. Parliamentary matters 2. Creation of posts SLSAs/SCLSC 3. Cabinet Note, EFC approval, Parliament Questions, VIP References, Special Mention cases, Assurance and other policy matters, Preparation and laying in both the houses of Parliament the Annual Report of National Judicial Academy

S.No	Min/Dept	Subjects with channel of submission >4
13.	Department of Land Resources	Land governance and assessment framework (LGAF), National Land Use Policy, Land use planning, National Reforms Policy including land leasing laws, VIP references addressed to MOS and MoRD etc.
14.	Department of Legal Affairs	Parliament questions and VIP references
15.	Department of Official Language	Matters related to organize National Level Function on the Hindi Divas on 14th September every year, matters relating to Town Official Language Implementation committees, implementation of Official Language Policy in Ministries/ dept. etc.
16.	Department of Personnel and Training	Files submitted to Minister (Policy matters)
17.	Department of Revenue	Recruitment Rules, Parliament Questions, VIP / PMO References, Designation of Special Courts, PMLA etc.
18.	Department of Rural Development	Transfer/Posting Group A officers, Framing of Recruitment Rules, Financial Agreements (MOUs), PMO/NITI/Cabinet Matters, Parliamentary Business
19.	Department of Science and Technology	Establishment-related subjects (issuing of joining orders, promotional orders, application for deputation), VRS
20.	Department of Scientific & Industrial Research	Recruitment/Promotional Matters/Foreign Tours
21.	Department of Social Justice and Empowerment	SCD-V(NOS) SCD-V
22.	Department of Telecommunication	Policy Matters (Spectrum Management), Parliament Questions, Court matters, Spectrum Allocation)
23.	Legislative Department	Parliament Matters VIP References
24.	Ministry of Civil Aviation	Parliamentary Matters, Establishment matters of Representation of India in Council of International Civil Aviation Organization (ICAO), Foreign Deputations, Airport Development Section, General and Finance Section (some subjects), Vigilance Section
25.	Ministry of Coal	Amendment in CMPF Act

S.No	Min/Dept	Subjects with channel of submission >4
26.	Ministry of Corporate Affairs	Technical/Policy or Law/Rule making matters or Inquiry/inspection, /investigation or matters requiring in-depth examination
27.	Ministry of Drinking Water and Sanitation	Parliamentary matters, Disciplinary and Vigilance Matters for Group A officers, financial Proposals and Policy inputs in JJM and SBM, examination of Private member bills
28.	Ministry of Earth Sciences	Establishments Procurement Policy/Legislation
29.	Ministry of Electronics & Information Technology	Release of funds up to 2 crores and above (Technical), Creation of posts in MEITY, Personnel Policies of all societies, foreign deputation proposal of Chief Executive of all societies etc.
30.	Ministry of Environment, Forest and Climate Change	Matters related to Parliament Standing Committee, Parliament Accounts Committee, etc., Policy issues, Selection of Centres of Excellence, Steering Committee/Monitoring Committee/Expert Committee Meetings & Minutes
31.	Ministry of Food Processing Industries	Fully Delayered (status updated to fully delayered)
32.	Ministry of Heavy Industry	1. Preparation and review of Strategic Plan Document, Result Framework Document (RFD) 2. Finalization of Internal Resources; Extra budgetary resources of all CPSEs/ Institutes for financing plan outlay 3. Outcome Budget, DHI 4. Proposals of opening of new heads of account 5. Review of Citizen's Charter/ Client's Charter – Sevottam Compliance in DHI 6. Review of final level of disposal and channel of submission of cases in DHI
33.	Ministry of Labour and Employment	Certain subject matters in admin section like appointment, resignation, framing of recruitment rules, parliament question.
34.	Ministry of Mines	Important Policy matters (Files sent to Minister)

S.No	Min/Dept	Subjects with channel of submission >4
35.	Ministry of Minority Affairs	1. Establishment (19), 2. Vigilance (1), 3. General Administration (8), 4. Pradhan Mantri Jan Vikas Karyakram(PMJVK) (6), 5. Skill Development Initiatives (2), 6. Scholarship (7), 7. HAJ Division (7), 8. Matters related to Madarasa(1), 9. Research/Studies, Dissemination, Monitoring and Evaluation of Development Schemes including Publicity (1), 10. Scheme for containing population decline of small minority community (Jiyo Parsi)(1) 11. RTI (1) 12. Public Grievances (1) 13. Official Language (1) 14. Annual Report (1) 15. E-office and IT(1)
36.	Ministry of New and Renewable Energy	Fully Delayered (status updated to fully delayered)
37.	Ministry of Power	Files sent to Minister level
38.	Ministry of Road Transport and Highways	certain subject matters in admin section like appointment, resignation, framing of recruitment rules, parliament question.
39	Ministry of Statistics and Programme Implementation	Matters related to NPOS, proposals received from State DES, LS/RS Matters, collection of statistics acts, Policy related matters, National Statistics Commission

S.No	Min/Dept	Subjects with channel of submission >4
40	Ministry of Water Resources, River Development & Ganga Rejuvenation/ Ministry of Jal Shakti	1. All policies, technical and legislative matters of the Ministry and its Organisations 2. All Proposal related with Projects 3. All Inter-State and International/ Foreign Policy issues including related with projects, training, tribunals, disputes, treaties, etc 4. Formation of any Inter-Ministerial Committee/Working Groups under Centrally Sponsored Schemes and for any other purpose 5. Transfer /posting of officers in MoWR, RD & GR of the rank of JS and above 6. Proposals being referred to ACC (Group 'A' and above) 7. Matters relating to disciplinary cases in respect of Group 'A' posts 8. Board level appointments in PSUs 9. Appointment /VRS of officers holding Group 'A' posts carrying grade pay of Rs. 5400/- (PB-3) and above 10. (i) Fulfilment of Parliament Assurances arising out of — (a) Starred Questions 11. Notes for Cabinet or Committees of Cabinet and Draft Cabinet Notes received from other Ministries for Comments 12. Proposals required to be referred to CoS, Note/Report/Information to PMO/Cab. Sectt /State Govts. or other Central Ministries involving policy issues
41	Ministry of Women and Child Development	1. Any nomination to executive committee 2. Appointment of Chairperson NCPCR/NCW 3. Pradhan Mantri Rashtriya Bal Puraskar 4. appointment of CEO, CARA and Secretary CARA 5. Laying of Annual report of NCW in Lok Sabha/Rajya 6. Conferment of Nari Shakti Puraskar 7. Framing of recruitment rules
42	Department of Economic Affairs ACC Division	Subject wise data not available

S.No	Min/Dept	Subjects with channel of submission >4
43	Department of Higher Education	Subject wise data not available
44	Department of Military Affairs	Subject-wise data not available
45	Department of Pension & Pensioners' Welfare	Subject wise data not available
46	Department of Posts	Subject wise data not available
47	Ministry of External Affairs	Subject wise data not available
48	Ministry of Home Affairs	Subject wise data not available
49	Ministry of Housing and Urban Affairs	Subject wise data not available
50	Ministry of Information and Broadcasting	Subject wise data not available
51	Ministry of Micro Small and Medium Enterprises	Subject wise data not available
52	Ministry of PNG	Subject wise data not available
53	Ministry of Tourism	Subject wise data not available

Table IX 2 List of Ministries/Department in process of Delayering

S.No	Min/Dept
1.	Ministry of Youth Affairs
2.	Department of Sports
3.	Ministry of Panchayati Raj

Table IX-3 List of Min/Dept with Delayering in Attached/Subordinate office

S.No	Min/Dept
1.	Department for Promotion of Industry and Internal Trade
2.	Department of Agriculture Research and Education
3.	Department of Atomic Energy
4.	Department of Commerce
5.	Department of Defence
6.	Department of Expenditure
7.	Department of Financial Services (Banking Division)
8.	Department of Legal Affairs
9.	Department of Official Language
10.	Department of Pharmaceutical
11.	Department of Posts
12.	Department of School Education and Literacy
13.	Department of Science and Technology
14.	Department of Scientific & Industrial Research
15.	Department of Social Justice and Empowerment
16.	Department of Telecommunication
17.	Ministry of Corporate Affairs
18.	Ministry of Culture
19.	Ministry of Drinking Water and Sanitation
20.	Ministry of Housing and Urban Affairs
21.	Ministry of Mines
22.	Ministry of Skill Development and Entrepreneurship
23.	Ministry of Water Resources, River Development & Ganga Rejuvenation/ Ministry of Jal Shakti

6.   Annexure- 6

Table IX-4 List of Min/Dept where Financial Powers are delegated to field offices

Department of Telecommunications	Department of Commerce
Department of Atomic Energy	Department of Defence
Ministry of Road Transport and Highways	Ministry of Skill Development and Entrepreneurship
Department of Space	Department of Health Research
Department of Posts	Ministry of Corporate Affairs
DPIIT (Instructions Issued)	Ministry Mines

Table IX-5 List of Min/Depts with detailed extent of Financial Delegation

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
1.	Department of Administrative Reforms and Public Grievances	2020	The Department has enhanced the financial powers of the Head of Department (HOD) for incurring contingent (3 lakhs to 5 lakhs for non-recurring expenditures) and miscellaneous expenditures (2 lakhs to 5 lakhs for non-recurring expenditures)
2.	Department of Atomic Energy	2020	Financial powers have been delegated to various research facilities like BARC for R&D work, procurement of research materials through imports and repair/maintenance of Plant equipment and machinery.
3.	Department of Rural Development	2020	Financial powers have been delegated to the Head of Department by IFD (from Rs. 1 lac to Rs. 5 lacs) for routine matters such as conveyance hire, fixtures and furniture purchase, legal payments, motor vehicles, medical payments, employee benefits etc.
4.	Department of Scientific & Industrial Research	2020	27 items of expenditure have been amended for HoD

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
5.	Ministry of Environment, Forest and Climate Change	2020	Earlier, the approval was required for financial matters above the value of Rs. 1 crore, now matters above the value of Rs. 3 crore go to the Secretary for approval. Earlier, the approval was required for financial matters above the value of Rs. 1 crore, now matters above the value of Rs. 3 crore go to the Secretary for approval.
6.	Ministry of Statistics and Programme Implementation	2020	The powers for grant issuance to ISI was earlier with the Secretary while post delegation the powers have been delegated to the concerned AS level officer. Earlier the financial powers related to procurement of all kinds of manpower services like housekeeping staff/security / driver / IT manpower, etc. was with the Secretary, which have been delegated to the Director General level.
7.	Department of Commerce	2021	The financial powers for approval of claims for medical reimbursement up to Rs. 50,000/- were delegated to DS/Director dealing with the matter which earlier required JS level approval
8.	Ministry of Earth Sciences	2021	Financial Powers have been delegated to autonomous institutes of MoES viz NIOT, NCPOR, IITM, INCOIT and NCESS.
9.	Department of Justice	2021	All personal claims and advances, excluding HBA and advance for purchase of Motor car are sanctioned by HoD {DS(Admn.)}
10.	Department of Science and Technology	2021	Financial powers of HoD were further delegated to US/ DS/ Director level officers for certain subjects in October, 2019 and February, 2021. Keeping in view the directions of DARPG & necessity of the Department, a proposal to enhance the financial powers is under consideration.
11.	Ministry of AYUSH	2021	Financial powers vested in Ministry of AYUSH have been delegated to Head of Department and Head of Office for incurring contingency and miscellaneous expenditures under Schedule V and VI of DFPRs

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
12.	Ministry of Drinking Water and Sanitation	2021	JS level - Medical Bill- upto Rs 5 lakh DS/Director level- Medical bill- upto Rs 20,000 US level- Medical bill- upto 5,000
13.	Ministry of Labour and Employment	2021	All the Head of Departments functioning in terms of Rule 3(f) of Delegation of Financial Power Rules, 1978 (DFPR 1978).
14.	Ministry of Mines	2021	Joint Secretary (Admn.) has been delegated full power in consultation with AS/JS & FA and Deputy Secretary/Director (Admn.) as Head of Department has been delegated up to Rs. 2 lacs for non-recurring expenses
15.	Department of Agriculture Research and Education (newly added)	2022	Passing and countersigning of TA Director/CoEIDSIUS for 13.09.2022 -- bills/Honorarium of Officials and Non- respective committee(s) which Officials where TA is payable by, they are coordinating IASRB for advisors/experts
16.	Department of Agriculture, Cooperation and Farmers Welfare	2022	Reduction in proposals being submitted to IFD for concurrence and in particular from the Attached/Subordinate office. As per the revised delegation of financial powers, General Admn. Division(s) is able to procure IT equipment's, desktop, computers, all in-one etc. timely as per the requirement of the Department/office without referring the matters to IFD which save a lot time
17.	Department of Animal Husbandry, Dairying	2022	-Fixtures & Furniture, purchase and repair- Upto Rs. 1 lakh on each occasion subject to maximum of Rs.5 lakh/annum(HOO), Full Powers -HOD - Hire of offce furniture. Electric Fans, heater, coolers, clock & Cell bells- upto Rs.50,000/-per case subiect to Rs.2 lakh per annum.(HOO)
18.	Department of Fisheries	2022	Full powers have been delegated to HOD of field offices (FSI, CIFNET,CICEF, NIFPHATT) for several items of expenditure i.e. execution of work through CPWD/PWD, publications, Repairs/removal of machinery, stores etc. In items like organizing workshops (upto 10 lakhs per event subject to 30 lakh per annum)

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
19.	Department of Consumer Affairs	2022	JS Level less than Rs 50 lac in public campaigns, Rs 50,000 for office admin
20.	Department of Defence	2022	Proposals from general admin upto 1 lac each, US- Rs 2000 each
21.	Department of Empowerment of Persons with Disabilities	2022	Financial Powers for contingent expenditures delegated to HOD(Director/DS Admin) upto 1 lakhs (unspecified items recurring, without consultation with Financial Advisor) and upto 2 lakhs (in consultation with Financial Advisor) and to full powers to Joint Secretary Admin
22.	Department of Fertilizers	2022	DS/Director (Budget)- Rs 15 Crore DS/Director (Admin)- Rs 3 lac, non- recurring 5 lac recurring Director/JD Admin- Rs 5 lac, non- recurring Rs 30,000
23.	Department of Space	2022	Financial powers have been delegated to the Secretary with the concurrence of the Member for Finance in various subjects like Enhancement of expenditure on major works (Beyond 15% of the sanctioned amount), re-appropriation for a major work not provided for in the budget (beyond 50 Rs. lakhs and upto Rs. 2.5 crores)
24.	Department of Land Resources	2022	DS/Director Rs 1 lac in each case
25.	Ministry of Electronics & Information Technology	2022	The financial powers related to Grant-in-Aid were delegated from the Secretary to Joint Secretary, and the amount was raised from Rs. 1 crore to 2 crores
26.	Legislative Department	2022	Financial Delegation for procurement of Goods and Services to HoD
27.	Ministry of Coal	2022	Financial limit of HoDs has been amended up tp Rs 1,20,000
28.	Ministry of External Affairs	2022	Rs 60 lac delegated to Dean (SSIFS) for hiring vehicles Rs 14 lac delegated to Dean (SSIFS) for purchasing computer and related peripherals

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
29.	Ministry of Food Processing Industries	2022	1. Estb/General Admin- The powers has been delegated to HoD with enhanced sanctioning authorities in this level, which has streamlined the functioning and resulted into enhanced decision making process and faster approvals with less pendency in this Ministry. 2. PMFME Div- The powers has been delegated to HoD with enhanced sanctioning authorities in this level, which has streamlined the functioning and resulted into enhanced decision making process and faster approvals with less pendency in this Ministry.
30.	Ministry of Heavy Industry	2022	Process, disbursement of subsidy to STUs/CTUs/PSUs/Municipal or Govt Corporation for e-Buses, EV chargers, EVCS under FAME scheme
31.	Ministry of Minority Affairs (new addition)	2022	Delegation of contingent and miscellaneous expenditure upto an amount of Rs.50,000 Delegated by HoD, i.e., JS (Admin.) to Director/DS (Admin.)
32.	Ministry of Tribal Affairs	2022	all Heads of Divisions of the rank of Joint Secretary or above are now authorised to make releases with concurrence of IFD, in respect of all Schemes/ Programmes under their administration.
33.	Ministry of Information and Broadcasting	2022	Vide OM No. 3/4/2022- Fin-II dated 10.08.2022 the declaration as Head of Department as well as Head of Office and delegation of enhanced financial powers in Ministry and subordinate offices.
33.	Department of Posts	2023	Purchase of store- IFA consultation required beyond Rs 60,000
34.	Department of Telecommunication	2023	Financial powers delegated to NCCS & RLO
35.	Ministry of Skill Development and Entrepreneurship	2023	Delegation of Financial Power to HoD for incurring contingent and other expenditure under schedule V of DFPR
36.	Ministry of Ports, Shipping & Waterways	2023	Financial powers of Rs 50,000 delegated to Director (admin) r/o routine medical reimbursement case
37.	Department of Expenditure	2021	Relevant data and OM not found

S.NO	Min/Dept	Year of Delegation	Extent of Financial Delegation
38	Department of Food and Public Distribution	2021	Relevant data and OM not found
39.	Ministry of Civil Aviation	2021	Relevant data and OM not found
40.	Ministry of Development of North Eastern Region	2021	Relevant data and OM not found
41.	Ministry of Women and Child Development	2021	Relevant data and OM not found
42.	Ministry of Panchayati Raj	2023	Relevant data and OM not found

7.   Annexure- 7

Table IX-6 List of Min/Dept with% share of eFiles as of December 2022

S. No	Ministry/Department	% share of eFiles as on 31-12-2022
1	Department of Scientific and Industrial Research (DSIR)	100%
2	Ministry of Women and Child Development (MoWCD)	100%
3	Department of Biotechnology (DBT)	99.99%
4	Department of Drinking Water and Sanitation (DDWS)	99.95%
5	Ministry of Coal	99.94%
6	Ministry of Development of North Eastern Region (MDONER)	99.91%
7	Department of Social Justice and Empowerment (DoSJE)	99.89%
8	Ministry of Parliamentary Affairs (MPA)	99.76%
9	Ministry of Earth Sciences (MoES)	99.68%
10	Ministry of Panchayati Raj (MoPR)	99.50%
11	Department of Pensions & Pensioners' Welfare (PPW)	99.42%
12	Department of Chemicals and Petrochemicals(CPC)	98.75%
13	Ministry of New and Renewable Energy(MNRE)	98.73%
14	Department of Pharmaceuticals	98.67%
15	Ministry of Heavy Industry (DHI)	98.47%
16	Niti Aayog	98.35%
17	Ministry of Corporate Affairs(MCA)	98.13%
18	Department of Justice (DoJ)	97.96%
19	Department of Public Enterprises (DPE)	97.74%

S. No	Ministry/Department	% share of eFiles as on 31-12-2022
20	Department for Promotion of Industry and Internal Trade (DPIIT)	97.18%
21	Department of Fertilizers (DoF)	96.89%
22	Department of Land Resources (DoLR)	96.74%
23	Department of Science and Technology (DST)	96.55%
24	Ministry of Ports, Shipping and Waterways (MoPSW)	96.49%
25	Department of Legal Affairs (DoLA)	96.41%
26	Ministry of Tourism	96.32%
27	Department of Food & Public Distribution(DFPD)	96.28%
28	Ministry of External Affairs (MEA)	96.20%
29	Department of Administrative Reforms & Public Grievances (DARPG)	95.74%
30	Ministry of Statistics and Programme Implementation (MoSPI)	95.73%
31	Ministry of Minority Affairs (MMA)	95.26%
32	Department of Posts (DoP)	94.70%
33	Department of Agricultural Research and Education(DARE)	94.62%
34	Ministry of Mines	94.60%
35	Department of Health and Family Welfare (DoHFW)- MoHFW	93.96%
36	Ministry of Housing and Urban Affairs (MoHUA)	93.88%
37	Ministry of Food Processing Industries (MoFPI)	93.72%
38	Ministry of Steel	93.13%
39	Ministry of Electronics & Information Technology (MeitY)	92.95%
40	Ministry of Tribal Affairs (MoTA)	92.94%

S. No	Ministry/Department	% share of eFiles as on 31-12-2022
41	Ministry of Road Transport & Highways (MoRTH)	92.87%
42	Ministry of Power	92.80%
43	Ministry of Textiles (MoT)	91.11%
44	Department of Commerce (DoC)	89.73%
45	Department of Consumer Affairs (DCA)	89.72%
46	Department of Rural Development (DoRD)	89.39%
47	Ministry of Petroleum and Natural Gas (MPNG)	89.20%
48	Department of Water Resources, River Development & Ganga Rejuvenation (DoWR, RD & GR)	88.96%
49	Ministry of Skill Development and Entrepreneurship (MSDE)	88.96%
50	Department of Empowerment of Persons with Disabilities (DEPwD)	87.92%
51	Department of Animal Husbandry, Dairying & Fisheries (DADF)	87.68%
52	Department of Telecommunication (DOT)	87.67%
53	Ministry of Culture (MoC)	87.27%
54	Department of Fisheries	86.64%
55	Department of Economic Affairs (DEA) - MoF	85.03%
56	Ministry of Co-operation (MCOOP)	80.97%
57	Ministry of Civil Aviation (MoCA)	80.02%
58	Department of Health Research (DHR)- MoHFW	78.38%
59	Department of Financial Services (DFS) - MoF	78.15%
60	Ministry of Education (MoE) - [Representing 2 departments]	77.08%
61	Ministry of Environment, Forest and Climate Change (MoEFCC)	76.28%

S. No	Ministry/Department	% share of eFiles as on 31-12-2022
62	Department of Investment and Public Asset Management (DIPAM) - MOF	76%
63	Department of Expenditure (DoE) - MoF	75.90%
64	Ministry of Micro Small and Medium Enterprises (MSME)	68.44%
65	Department of Agriculture, Cooperation & Farmers Welfare (DAC&FW)	61.34%
66	Ministry of Labour And Employment (MoLE)	57.71%
67	Ministry of Information & Broadcasting (MIB)	57.40%
68	Department of Revenue (DoR) - MoF	48.47%
69	Ministry of Youth Affairs & Sports (MoYAS) - [Representing 2 departments]	45.08%
70	Ministry of AYUSH(MOA)	40.36%
71	Ministry of Home Affairs (MHA) - [Representing 5 departments]	34.71%
72	Department of Personnel and Training (DoPT)	26.77%
73	Department of Official Language (DOL)	23.25%
74	Legislative Department	2.20%

8.   Annexure- 8

Table IX-7 List of Min/Dept with Desk Officers in March 2022& March 2023

S. No	Ministries/Departments	No of Desk Officer (March 2023)	No of Desk Officer (March 2022)
1.	Ministry of External Affairs	223	264
2.	Ministry of Housing and Urban Affairs	33	68
3.	Ministry of New and Renewable Energy	48	41
4.	Department of Commerce	28	30
5.	Ministry of Environment, Forest & Climate Change	18	18
6.	Department of Revenue	12	13
7.	Department of Defence Production	7	12
8.	Department of Defence	12	12
9.	Department of Investment and Public Asset Management	9	11
10.	Department of Telecommunications	11	11
11.	Department of Agriculture, Cooperation and Farmers Welfare	4	7
12.	Department of Heavy Industry	3	7
13.	Department of Chemicals and Petrochemicals	5	6
14.	Department of Food and Public Distribution	7	6
15.	Department of Pension & Pensioners' Welfare	6	6
16.	Ministry of Tribal Affairs	8	6

S. No	Ministries/Departments	No of Desk Officer (March 2023)	No of Desk Officer (March 2022)
17.	Ministry of Power	16	6
18.	Department of Expenditure	8	5
19.	Ministry of Food Processing Industries	11	5
20.	Department of Science and Technology	5	4
21.	Department of Posts	7	4
22.	Department of Consumer Affairs	3	3
23.	Department of Public Enterprises	4	3
24.	Department of Rural Development	8	3
25.	Department of Land Resources	2	2
26.	Ministry of Women and Child Development	2	2
27.	Ministry of Textiles	2	2
28.	Ministry of Steel	1	1
29	Department of Administrative Reforms and Public Grievances	21	-
30	Department of Animal Husbandry, Dairying	13	-
31	Department of Ex Servicemen Welfare	1	-
32	Department of Justice	3	-
33	Department of Legal Affairs	27	-
34	Department of Pharmaceutical	27	-
35	Department of Scientific & Industrial Research	6	-
36	Ministry of Development of North Eastern Region	10	-

S. No	Ministries/Departments	No of Desk Officer (March 2023)	No of Desk Officer (March 2022)
37	Ministry of Earth Sciences	1	-
38	Ministry of Labour and Employment	7	-
39	Ministry of Mines	2	-
40	Ministry of Ports, Shipping & Waterways	2	-
	Total Desk Officers	623	558

9.   Annexure- 9

LIST OF TABLES