



# IMPACT ANALYSIS REPORT OF INITIATIVE FOR INCREASING EFFICIENCY IN DECISION MAKING IN THE CENTRAL SECRETARIAT



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## **Mandate**

1. The mandate of initiative is to “Increase Efficiency in Decision Making in the Central Secretariat.”.
2. The DARPG is the nodal Department for the initiative.

## **Objective**

3. There is a need to adopt flatter organizational structures and put in place appropriate delegation at various levels. For this purpose, current practices and procedural frameworks, levels of disposal, channels of submission and existing delegation are to be reviewed.
4. Cabinet Secretary in his letter dated March 15, 2021 to Secretaries to the Government of India said that improvement in efficiency in decision making in the central secretariat is a felt need. There exist several recommendations of the Second Administrative Reforms Commission and DARPG has issued a number of circulars on the subject. With adoption of technology, there exists further scope of improvement.

## **Activities**

5. Under this initiative, a Group of Secretaries comprising Secretary Department of School Education, Secretary, Ministry of Petroleum and Natural Gas, Secretary Ministry of Surface Transport and Roads, Secretary Ministry of Rural Development with Secretary DARPG as convener formulated a roadmap for the steps to be taken for “Increasing Efficiency in Decision Making in the Central Secretariat”.
6. The following 4-pronged approach was identified.
  - **Delaying** : Review of levels of disposal and channels of submission to ensure that levels in channel of submission do not exceed four.

- **Delegation** : Delegation of powers in Ministries/Departments as well as attached/subordinate offices and autonomous/statutory bodies and Central Public Sector for expeditious decision making.
- **Desk Officer System** : operationalization of Desk Officer System.
- **Digitization** : Digitization of Central Registration Units and Adoption of e-office version 7.0.

7. A National Workshop for all Ministries/ Departments was convened by DARPG under the chairmanship of Cabinet Secretary on March 26, 2021.
8. In pursuance of the deliberations in the National Workshop, Secretary DARPG issued follow-up letters to all Ministries 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.

### **Collection of Data**

9. 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 the 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 e-Office version 7.0 and strengthening of central registration unit were reiterated for time bound compliance.
10. DARPG has laid down the format in which Ministries/ Departments will submit the impact analysis on increasing efficiency in decision making.

11. Action Taken Reports have been received from 70 Ministries/ Departments based on which the impact analysis report has been collated.

### **Key Highlights in Responses Received from Ministries/ Departments**

Action Taken Reports were received in each of the targeted areas. The key highlights are as follows:

#### **Key Highlights**

- (i) *Channel of Submission and Levels of Disposal have been reviewed by 70 Ministries/ Departments. In these Ministries, the channel of submission has been reduced to 4, 3 and 2 levels as per the new delegation. Prominent Ministries/ Departments that have reviewed and adopted the Channel of Submission and Levels of Disposal include Ministry of Railways, Ministry of Petroleum and Natural Gas, Ministry of Road Transport and Highways, Ministry of External Affairs, Department of Commerce, Ministry of Rural Development and Ministry of Health & Family Welfare.*
- (ii) *Financial delegation for Miscellaneous and Contingent Expenditure has been made to DS/ Director levels. Closure of vigilance cases for below Board level officials of CPSU's has been delegated to DS/Directors. Group B appointments and its related matters have been delegated to JS level officers. (**initiative of Ministry of Coal**)*
- (iii) *Delaying by reducing the number of levels, level jumping has been adopted amongst all officers and staff, with the guideline that no officer falling in a particular category will put up files to another officer in the same category, which means they work in parallel, horizontal organizational structure. (**initiative of Ministry of Petroleum & Natural Gas**)*
- (iv) **Channel of Submission in Ministry of Road Transport and**

**Highways** the MoRTH has issued an office memorandum indicating 4 levels / categories for the channel of submission. Additional Secretary / Joint Secretary have been placed in category II and Deputy Secretary/ Under Secretary have been placed in Category III. **(initiative of Ministry of Road Transport and Highways).**

- (v) **Review of Channel of Submission resulted in identification of significant surplus manpower:** The comprehensive review of channels of submission in Department of Posts has resulted in a surplus of 50 Under Secretaries who can be redeployed to other Ministries. It has also resulted revised financial delegation. The Department of Posts issued revised financial delegation orders on 30.7.2021, the last revision took place in 2008. **(initiative of Department of Posts)**
- (vi) **New Digital Platforms – SATYABHAMA** (Science & Technology Yojana for Aatmanirbhar Bharat in Mining Advancement Portal) and COWAA (computerized working in administrative areas)/ COINS (COWAA web interface system) have been introduced. **(initiative of Ministry of Mines and Department of Space respectively).**
- (vii) **Digitization of CRU** has been adopted in 70 Ministries/ Departments and Use of heavy duty scanners in Central Registration Units was widely seen. Ministry of Home Affairs has indicated that the Central Registration Unit has been provided with high speed scanners and the unit is creation 100 percent e-receipts. Over 95 percent of the fresh receipts have been replied to in digital form. Under this initiative 33 lac physical letters of acknowledgement to citizens filing Public Grievances have been translated to digital responses. **(initiative of DARPG).**
- (viii) **Migration to e-Office version 7.0** - All the Ministries have upgraded from e-Office version 5.6 to version 6.0. e-Office version 7.0 has been adopted in many Ministries and a roll-out plan has been formulated by NIC.MeITY, DARPG, Telecom, Posts are amongst the Ministries who

*have migrated to e-Office version 7.0. (initiative of DARPG/ NIC)*

- (ix) **Reduction of Paper consumption in Ministry of Railways** after migration to e-Office version 7.0 – Ministry of Railways has reported that consumption of paper has reduced to 10,272 reams in 2021 as compared to 22,685 reams in 2018. The expenditure on cartridges is expected to reduce by Rs. 50 lacs by March 2022 as compared Rs. 1.3 crores in 2019-20. **(initiative of Ministry of Railways)**
- (x) **Desk officer system** has been operationalized in all Ministries/ Departments where it was feasible. The **Ministry of External Affairs** is operating 264 desk officers assigned certain countries and deal with all the bilateral and multilateral work associated with these countries. Department of Posts and Department of Telecom indicated that Desk Officer system was adopted under this initiative in several sections such as information technology, project management, international relations, network technology, task force cell, building planning, vigilance, investigation, RTI etc.

### **C. Compliance Status of the Initiative in Departments/ Ministries:**

The Government's campaign for "Increasing Efficiency in Decision Making" was adopted in all the Ministries/ Departments of the Central Secretariat. A silent transformation is underway in the context of Increasing Efficiency in Decision Making in Government through these measures. On completion, the initiative is expected to lead to a significant adoption of new technology, transform work culture, reduce hierarchies and result in more efficient system.

## 1. Impact Analysis in Ministry of External Affairs:

In the Ministry of External Affairs, the core and sensitive functions of the Ministry related to Foreign Policy, Postings of Manpower to Missions abroad, creation of posts, international conferences, international round table meetings, final decision on vigilance cases, cabinet notes, visit of Heads of State/ Heads of Government, political clearance of Ministers, passport policy are handled in 4 & above levels. Subjects pertaining to financial propriety like Bill Payments, sanctions, ex-India leave applications are handled in 4 levels. Subjects pertaining to implementation of pay, leave, compensatory allowances and other rules are handled in 3 levels. Routine administrative matters like GPF withdrawal, leave applications, medical claims are handled in 2 levels. Financial and administrative powers have been delegated at Additional Secretary, Joint Secretary and Director levels as per provisions under fundamental rules, supplementary rules, central services (medical attendance) rules, CCS (leave) rules. In addition, final clearance powers are vested with various Director level officers in the subject matters like GPF advance, placing officer on temporary duty, fixation of foreign allowance & representation grant rates, empanelment of hotels abroad, training, deputation and extension of India based officers to foreign governments. Similar delegation has been made under the financial rules.

Director Finance as Head of Division has been delegated powers upto Rs. 10 lac for recurring and non-recurring expenditures subject to provisions of General Finance Rules. Director Administration as Head of Office to exercise full powers to grant prior permission for all the cases for undertaking medical treatment from CGHS recognized private hospitals. Head of Offices of Regional Passport Offices have been delegated financial powers upto Rs. 10 lac per annum in accordance to GFR.

Legalization of documents, attestation and verification, LTC advance, pay fixation, recruitment/ promotion of class IV posts, settlement of TA bills, pay and allowances, deployment of staff, arrest of foreign nationals, visa authorization,



translation of official documents into Hindi etc. has been delegated to Under Secretary/ Deputy Secretary level officers. Similarly Under Secretary (administration) has been delegated powers upto Rs. 1000/- on cancellation of tickets. Under Secretary (finance) delegated powers upto Rs. 5000/- for settlement of storage/ demurrage charges. Under Secretary (external publicity) delegated powers upto Rs. 4000/- for subscription to news agencies.

The Ministry of External Affairs has been following the desk officer system for decades, wherein a US/ DS is assigned certain countries and all the bilateral and multilateral work associated with these countries are dealt by these designated desk officers. The system has evolved in a robust form that even if a desk officer is on leave, his work is easily handled by another desk officer. This desk officer system has streamlined the functioning and efficiency of the work pattern and has delivered timely results. Currently MEA has 264 desk officers in place.

The Ministry of External Affairs has 52 divisions, each of which has its own CRU and manage correspondences with other Departments/ Ministries and Foreign Missions.

The Ministry of External Affairs handles files of classified nature and hence e-files are created only in the administration division. The Ministry will shift from e-office version 6.0 to version 7.0 expeditiously. In addition, the Ministry of External Affairs has launched the MEADOWS (Ministry of External Affairs Digital Online Working System) for personnel administration.

## **2. Impact Analysis in Ministry of Electronics and Information Technology**

In the Ministry of Electronics and Information Technology, the channel of submission has been rationalized in accordance with delegation of financial powers. A circular to this effect has been issued on 23/7/2021. Under this order, 142 subjects are handled in less than 3 levels, 126 subjects are handled in 3 levels, 57 subjects are handled in 4 levels and 36 subjects are handled in more than 4 levels.

On operationalization of the desk officer system, MeITY is a scientific department, and in majority of the cases, proposals are generated by an officer of

the level of Scientist B/ Scientist C/ Scientist D. Therefore though not specifically declared, the desk officer system is already operational in MeITY.

MeITY has adopted e-Office version 7.0 on 10<sup>th</sup> August 2020.

### **3. Impact Analysis in Ministry of Petroleum and Natural Gas**

In the Ministry of Petroleum and Natural Gas, the order regarding channel of submission was issued on February 18, 2021. The Ministry endeavored to create a horizontal organization structure to increase efficiency in decision making and quick disposal of cases. Delaying by way of reducing the number of levels and level jumping was adopted. The Ministry of Petroleum & Natural Gas has said that the new channel of submission has enhanced accountability at all levels, besides reducing the time that a file takes in getting cleared. Skipping levels has made each level in the hierarchy more alert and vigilant with the work at hand. To be more specific, the reform has reduced the quantum of work at each level, thereby allowing the officer/ official working on a particular file focus more on quality than quantity and also giving more time to him/ her to juggle with new ideas and objectives of a particular policy matter. Responsibility/ ownership of noting, communications to be issued, recommendations made a particular level has also improved the accountability while decision making.

e-Office has enabled regular tracking of files and receipts. The pen and paper mode has its leakages such as misplacement of files and receipts, difficulty in fixing accountability over loss of a file/ receipt, inability to track a file/ receipt, which have been effectively plugged by adoption of e-Office. The Ministry has adopted e-Office version 6.0 on June 22, 2021 and is ready for shifting to e-Office version 7.0.

Ministry of Petroleum and Natural Gas has issued guidelines on March 19, 2021, adopting the desk officer system. Correspondence which does not involve decision making should be dealt at single level without putting up the file for approval. This includes reminders, letters asking for information, providing routine information, acknowledgement etc. For this purpose, Under Secretary/ Deputy Secretary/ Director will pull up the files and send the communication directly on the

desk pattern. AS/JS level officers may also directly reply to DO letters addressed to them without asking for files to be put up.

Digitization of the CRU has been adopted and a number of digital receipts have been processed.

#### **4. Impact Analysis in the Ministry of Environment & Forests**

Ministry of Environment & Forests has adopted a single window integrated environmental management system named PARIVESH (Proactive and Responsive Facilitation by Interactive, Virtuous and Environmental Single Window Hub) has been developed by the NIC. The PARIVESH platform was launched by the Hon'ble Prime Minister on August 10, 2018. PARIVESH is a work flow-based application which has been rolled out for online submission, monitoring and management of proposals submitted by project proponents to the Ministry as well as to the State level environmental impact assessment authorities to seek various types of clearances and registration of exotic species. It automates the entire process of submitting the application and tracking the status of such proposals at each stage of the processing. The web-based application is unique amongst all such portals of regulatory agencies. This initiative has brought the Ministry closer to the industry and citizens alike. After the introduction of e-communication in the 1<sup>st</sup> phase, this is the 2<sup>nd</sup> phase of reforms towards e-governance in its real spirit. The launch of PARIVESH is a great propeller and revolutionary step for ease of doing business with responsibilities by bringing in utmost transparency and accountability. It will also enhance efficiency, transparency and accountability in the environment, forest, wildlife and CRZ clearance processes. The online portal will help in sound and informed decision making, and enhanced responsiveness through work flow automation and provide real time information about the status of applications with alerts at each of the stages through SMS and e-mails.

The channel of submission for the Ministry of Environment and Forest has been approved and uploaded on the Ministry website on July 27<sup>th</sup>, 2021. Under the revised channel of submission, less than 3 levels have been adopted for routine matters – public grievances, RTI, Miscellaneous receipts regarding information being compiled/ sent; 3 levels have been adopted for subjects in which decisions are taken

by Division Heads (Joint Secretary/ Equivalent rank) 4 levels have been adopted for subjects relating to policy matters/ legal matters requiring approval of Secretary. More than 4 levels have been adopted for Parliament matters where approval of Minister/ Minister of State is required. The Ministry of Environment & Forest is currently functioning on e-Office version 5.6 has faced technical issues due to which (Parichay) has been discontinued in e-Office. The Ministry is observing the functioning of e-Office for further upgradation to e-Office version 7.0. The Ministry of Environment & Forest has said that of the 39 divisions, 22 divisions are functioning with a desk officer system. The remaining 17 divisions work on conventional system. Further Scientists in the Ministry work as Desk Officers without support of usual section level structure supported by technical staff/ consultants and are directly putting up files to next higher level.

#### **5. Impact Analysis in the Department of Social Justice and Empowerment**

In the Department of Social Justice and Empowerment, the channel of submission has been revised on June 28, 2021, following which subject wise delegation has been made at various levels of officers. The Department of Social Justice and Empowerment adopted full digitization of the CRU and all fresh receipts are being handled as digital receipts. For optimizing e-Office usage, virtual private network facility has been delegated to all officials of the Department which has enabled creation of substantial number of e-files.

#### **6. Impact Analysis in the Ministry of Steel**

In the Ministry of Steel following a review of the channel of submission, the Joint Secretary Administration has been delegated the powers of Head of Department for contingent expenditure and miscellaneous expenditure. The Director / Deputy Secretary administration has been delegated full powers in respect of postage and electricity and miscellaneous expenditure up to Rs. 40,000/-. The Under Secretary administration has been made the Head of Office for contingent expenditure with a limit of Rs.5000 for non- recurring cases and Rs. 2000 for recurring cases.

#### **7. Impact Analysis in Department of Space**

In the Department of Space, branch secretariat is located in Bangalore with cadre strength of 156 officials and at present in position strength is 78. Department of Space has issued orders rationalizing the channel of submission for speedy disposal of official work. Further Department of Space has said that it is in a phase of reorganization and will consider the desk officer system after the regular system is stabilized.

The Department of Space has adopted technology for optimizing the e-Office platform. E-Office lite version has been installed and is being used in ISRO also. Further the Department has adopted COINS/COWAA framework (computerized working in administrative areas) is a web-based framework developed in-house. COINS is an end to end software solution encompassing all functionalities related to administration, accounts, finance, etc.

The ISRO has developed an e-procurement software system developed in-house, which is an end to end solution for all procurement activities within ISRO, an online platform for the procurement process from indenter to vendor and all approving committees in-between. ISRO has also introduced a budget management software which takes care of upstream activities related to budget, planning, data management etc.

## **8. Impact Analysis in Ministry of Civil Aviation**

The Ministry of Civil Aviation has implemented the revised channel of submission in July 2021. Under the new channel of submission, all routine cases like RTI matters, maintenance of records, issuance of identity cards/ vehicle passes are being handled in less than 3 levels; all cases where there is no policy decision is involved, inputs required to be forwarded to other divisions in the Ministry are being handled in 3 levels. Further e-Office version 6.0 has been adopted and migration to e-Office version 7.0 is under process. The Ministry of Civil Aviation has said that implementation of desk officer system is not found feasible given the complex working of an economic ministry.

## **9. Impact analysis in Ministry of Coal**

Channel of Submission and level of final disposal for various items of work in the Ministries/Departments have been rationalized vide their office order dated 11 August, 2021.

Subject-wise delegations were made as under:-

**(i) Joint Secretary:-**

**Administrative:** Group 'B' appointments and its related matters.

**Financial:** Payment of bills more than Rs.60,000/- Reimbursement of Medical Bills more than Rs 5,00,000 with concurrence of IFD

**(ii) Deputy Secretary/Director:**

**Administrative:** Closure of Vigilance cases of below Board level officers of CPSUs.

**Financial:** Payment of officials telephone bills, Air journey bills up to Rs.60,000/- Reimbursement of Medical Bills up to Rs.5,00,000 (Delegated to DS/Dir. as HOD).

- (a) **Single window clearance for coal Projects:-** Single window clearance is an innovative endeavor of the Ministry of Coal to create a platform to obtain various clearances for early operationalization of coal mines as well as augmentation of coal production in the country through a single gate.
- (b) **E-hrms:** E-hrms has been implemented in the Ministry of Coal for all the employees details with respect to service book, leave etc. on a single platform.
- (c) **Project Monitoring –** Coal Project Monitoring Portal links all stakeholders of coal section:- industry, coal company, state Government. coal projects with their pending issues with various states/departments are submitted into the system. These issues are closely monitored, discussed and resolved on this platform.
- (d) **Coal Task Master:** A coal task master portal has been created for real time management e-projects, tasks and activities assigned to different sections of Ministry of Coal for making effective decision, tracking \, information sharing and cross functional learning.
- (e) **Adoption of e-office version –** Ministry is ready to roll out the version 7.0 of the e-office in Ministry of Coal.
- (f) **Star rating of coal mines web-portal –** Ministry has developed a portal 'star rating of coal mines' to implement a system of self-evaluation of coal mines

and subsequent review by reviewer appointed by Coal Controller and further validation by Coal Controller Organization of all coal mines under various factors related to environment, best mining practices etc.

**Digitization of CRU:** CRU of Ministry of Coal is 100% digitized.

**Optimizing e-office using :** Ministry is working on Version 5.6 of the e-office and will be migrating to Version 7.0 at the earliest in consultation with NIC. All the files now being created and moved on e-office and there is 100% usage of e-files for executing the assigned work in the Ministry.

## 10. **Department of Fisheries**

Channel of Submission has been prepared and placed on the website of the Department. R&I section has been provided all the necessary equipments (Scanners, computer, stamps, franking machine etc.) for strengthening CRU in DoF as per CSMOP, 2019. However, additional manpower is required to process all letters electronically. However, the letter received in the O/o Secretary and JS are processed electronically as e-receipts.

Department of Fisheries has digitalized all the available files and stopped creating physical files, only files requiring approval from Hon'ble Minister are being sent in Physical.

## 11. **Department of School Education Literacy**

The Department of School Education and Literacy has undertaken a thorough review of its current practices and procedural frameworks, levels of disposal, channel of submission and existing delegations on subject matters dealt by it. After a comprehensive review, instructions on level of disposal and channels of submission keeping in view that number of levels shall not exceed four have been issued with the approval of secretary (SE&L). The file movement of each category of subjects dealt in the Department has been clearly chartered out with clear origin and decision making levels.

2. The following have been assessed on the impact of the above exercise:-
- i. Purely routine matters are being dealt at the appropriate level in the Department leaving Senior Officers to focus their time and energy in areas that require their attention.
  - ii. The quality of disposal has increased as each officer is now clearly aware of his/her roles and responsibilities.
  - iii. Reducing the number of levels in disposal of files has aided the speed of decision making process.
  - iv. There is clear accountability and responsibility at all levels.
  - v. E-office (version 6.0) is fully implemented in this Department. The exchange of information, communication & transactions are delivered through e-office/e-mail. Meetings with State Governments/other Ministries/autonomous organizations are held through Video Conferencing.
  - vi. Senior officers can monitor of time bound cases, Parliamentary matters, VIP references, Court cases etc. electronically through e-office system. This has substantially reduced pendency.
  - vii. CRU of the Department has the facility to scan physical receipts.

## 12. **Ministry of Home Affairs**

### 1. Level of disposal and Channel of Submission

Channel of Submission: MHA in 2016-17 had undertaken a comprehensive review of the “channel of Submission” and the same was implemented in July, 2017. All routine cases like RTI matters, maintenance of records, Public Grievances etc.



are being handled in 3 levels approx; in all cases where there is no policy decision is involved are also being handled in 3-4 levels. These consists substantial number of files. However, with a view to further streamline the mechanism and as new Divisions have been created in the MHA, the Channel of submission is being further reviewed.

## 2. Technology Adoption – Optimizing e-Office Platform

e-Office: e-office implementation in the Ministry of Home Affairs started in 2012 when it was mainly used for file tracking purpose. DARPG being the Nodal Department, emphasized to shift to e-office in October 2016. As of now, FFR Division of MHA is working 100% on e-office. Substantial portion of the work is being done on e-Office by CIC, CS WS, Police-I, Police-II, UT, IS-I, ISII and CIS Divisions. However, due to the sensitive nature of work and the fact that many files contain Top Secret/ Secret documents, 100% implementation is not feasible.

For better management, Employee Master Details was updated on the e-Office platform. More than 35 training sessions on e-office system have been conducted for about 750 officers and employees of MHA. The e-office support team was strengthened to provide on-site technical/handholding support to the users, besides providing in-house training to the new users wherever required. MHA instance has also been integrated with 12 other Departments for movement/ transfer of files through e-Office for faster inter-Departmental movement of files. Consequently, the percentage of e-files to total files (i.e., e-files + p-files) on e-office platform has increased from 6% in 2018-2019 to 31.5% during 2021-2022.

The e-office instance of MHA has also been upgraded from version 5.6 to version 6.0 in August 2021. Upgradation to 7.0 version is in progress.

## 4. Strengthening Central Registry Unit (CRU)

Strengthening Central Registry Unit (CRU): MHA has adopted digitization of the CRU and also fresh receipts are being handled as digital receipts. Around 6869 physical files have been converted into electronic files. CR Section has been provided with High speed Scanners and the Unit is creating 100% e-receipts.

## **13.Ministry of Railways**

### **1. Amendments in Channel of Submission**

Guidelines for restricting the channel of submission in M/o Railways/Railway Board was last reviewed and issued in 2018 with the approval of Minister of Railways. The maximum level is 4 or less than 4 except in those cases which are put up to Board, CRB & CEO and Hon'ble Ministers. In such cases maximum level is five. Fresh review of the channel of submission has again been initiated.

### **2.Technology Adoptions- Adoption of e-office Version 7.0**

Ministry of Railways has taken up the issue with NIC for migration to version 7.0 which would be done simultaneously over all Indian Railways. E-filing system is already working on All Indian Railways and files are exchanged between headquarter Office and Railway board through e-office. In addition, different modules of Human Resource management System (HRMS), an app based software covering different aspects of HR management on Indian Railways through paperless, electronic processing with maximum two or three levels of approval are being implemented for privilege Pass/PTOs, withdrawal from PF, settlement case etc. Presently in ministry of Railways 96.4% of cases is being done on e-file.

### **3. Improvement in Central Registration Unit**

M/o Railways being a big Ministry, a large number of dak (on an average around 800-1000 dak) is received in CRU on daily basis. Often large number of such dak are not opened in view of classified nature or addressed to Mr/MOSR/CRB & CEO/ Board Members. With the use of e-filing system and electronic mail, correspondence through field units is now mostly done using electronic means (e-file 7 email) where it is sent directly to the receiver. However, digitization and monitoring of physical dak addressed to Hon'ble Minister, Board and SAG level is done by their cell/Senior officer directly.

## 14. Department of Telecommunications

### 1. Reduction in level of file submission and delegation:-

As per the instructions of the DARPG, Department is actively engaged in reviewing the existing compendium on channel of submission and the level of final disposal in DoT. As per the example of Ministry of Petroleum and Natural Gas, shared by DARPG, an instruction has been issued to all Wings/Divisions to review their present channel of submission for each and every work being dealt in Sections/Units under their administrative jurisdiction.

To rationalize work flow at all levels, and considering the technical functionalities involved in the Department, the channel of submission in Department has been proposed to be broadly categorised as per the following categories:-

Category-I	Secretary(T)
Category-II	Member/Adviser/Administrator/AS(T)/CVO/Sr.EV/WA
Category-III	Sr.DDG/DDG/JS/JWA/EA
Category-IV	Director/Sr.DWA/DS/DWA
Category-V	US/ADG/AWA and all other officers below

Within the categories, levels of submission [up to and including Secretary(T)] have been broadly proposed to be at four levels within the hierarchy (excluding the separate/lateral references to & processing by Finance). Where four levels are not feasible, furnishing of specific justification has been mandated.

This work of revising Channel of submission is being closely monitored at the level of special Secretary (T). Concerned Wings/Divisions are revising their respective channels of submission keeping in view the nature and scope/sensitivity of the subjects dealt within each domain jurisdiction. Progress has already been made in this regard. For instance, Security Assurance-II (SA-II) and Security Policy

Planning & Intelligence (SPPI) divisions have already proposed their channels of submission. SA-II has fixed the level of disposal in respect of 'Starred and Unstarred Question', 'Policy matter', and 'Performance review of C-Dot' at 4 level. However, for 'RTI appeals', 'court cases', 'routine work related to Telecom Security Operation Centre (TSOC)' etc. the level of disposal has been fixed at either 3 or 2.

Security Policy Planning & Intelligence (SPPI) has kept level upto 5 in respect of interception 'policy matter' and also 'starred/unstarred Question' as the security aspect required detailed examination at different level and being sensitive in nature. For issues like 'international coordination on security related aspect', 'coordination with security agencies/ Departments/ TSPs', the level have been fixed at 4. For 'routine matters' and 'RTI applications/appeals', the level has been fixed 3 and 1 respectively.

Administrative & Establishment-Sections are also proposing revision of their levels of processing to four & below. Impact of these revisions in levels of submission are expected to be felt in the coming months as processing time reduces leading to faster decision making and more effective governance.

## 2. Delegation of Financial Powers

The financial powers have already been adequately delegated to officers of the level of DDGs/Sr. DDGs in the Department. For 'Contracts and Tenders', DDG(C&A) has financial power upto Rs. 20 lakhs per contract and full powers with regard to 'Medical Reimbursement', 'Medical Permission', 'repair of furniture', 'Publication', 'Maintenance/Upkeeping of departmental Motors/vehicle staff cars' etc. For 'Contingent Expenditure (Recurring)' and Contingent Expenditure (Non-recurring)', the financial powers have been delegated up to certain limits.

For 'Legal charges', DDGs/Sr.DDGs have full powers subject to instructions of Ministry of Law etc. Even at DS levels, DS(GA) has been delegated powers for 'Repair/petty works', 'Advertisement Charges', 'purchase of Furniture and Fixtures', 'local Purchase of stationery', 'Contingent Expenditure (Recurring)' and Contingent Expenditure (Non-recurring)' up to a certain limit.

Best Practices-(1) To cut out all levels of file processing of handling by the Department in the sensitive mass contact areas of Licensing, DOT started the Saral Sanchar Portal in 2016. This is a simplified and web friendly Web based portal which enables applicants to apply for and interact with the Department for Telecom Licenses/registration etc. without human interface. The portal has benefitted Holders of all Licenses/registrations of DoT and its scope is constantly being expanded to cover additional functionalities. As an alternative to human/file processing in Standard/routine matters that affect stakeholders out the Department, it is a practice that can be tried in other such functionalities in other Departments.

3. Direct disbursement of pension to retired employees using a specialized software package called SAMPANN. This has been implemented since 2019 and has led to grant employee satisfaction in the Department. As an e-governance mechanism, it has eliminated handling of applications from retired employees and the processing of such application at various levels, issue of correspondence etc. in this regard. Other Departments can adopt a similar practice in respect of their retired/ retiring employees.

(i) Implementation e-Office

DoT has already migrated to e-office 7.0. Over the time, the usage of e-Office is increasing with the digitization of e files.

Total No. of e-files	Total No. of Physical files	% age of e-files
44267	9563	82.23

(ii) Digitization of CRU

Two heavy duty scanners have been installed in CRU of the Department after the commencement of the campaign in early October. All VIP references, FRs and Grievances are being scanned first being sending the same to concerned officers/Sections. The positive effects of this are likely to be experienced in the coming weeks and months in faster disposal and quicker responses to receipts.

(iii) Implementation of Desk Officer System

It is in operation in eight Divisions/Units in the Department. 'Information Technology', 'Project Management', 'International Relations', 'network Technology', 'Task Force Cell', 'SRI', 'Data Services', 'social Media'. Officers of the level not only of Junior scale & Senior Scale but even at Director level directly initiate proposals in their niche areas of functioning and where required submit it to senior levels for final decisions. Further expansion of the DO system to other areas of working is also being explored by the Department.

## **15. Department of Defence Production**

### **1. Reduction in level of file submission and delegation:-**

Taking into consideration the importance and sensitivities of the subjects involved, channels of submission were revised on 6<sup>th</sup> July, 2021. Depending upon the criticalities of the subjects, powers of disposals have been given to AS/JS and Director/DS levels which has reduced the number of levels in the channels to 4 and less than 4. Generally, policy matters, parliamentary, service & disciplinary matters of Group A Officers, matters emanating from PMO/Cabinet Secretariat, export authorisations of complete defence systems, defence acquisitions, defence production, export promotion have 4 levels. Other matters including establishment, legal, financial and service issues of Group B & C staff have been pegged at level 3 or less.

Export-authorisation approvals are being decided at JS level through an end-to-end online export authorisation portal. Defence EXIM Portal is in operation which facilitates end to end processing of applications for exports. As far as export authorization is concerned, it is stated that average time taken to issue authorisation in respect of parts and components has reduced from 24 days during 2017-18 to 12

days during 2021-22 and for systems/sub-systems, the average time has reduced from 86 days in the year 2017-18 to 35 days during 2021-22.

Open General Export licences and Import Licences are also granted with the approval of JS thus reducing the timeline and improving service delivery. Director/DS have financial powers to procure common goods and service upto a limit Rs.1 lakh.

#### 2. Implementation of e-Office:

e-office application is basically being used for file tracking system. Due to sensitivities and secrecy involved, e-file application of e-Office was not in vogue in this Department. However, e-file application is now being adopted selectively for files of purely routine nature. Over a period of time, the percentage of e-files has been increasing and improving the status of digitization at least in respect of files of routine and non-sensitive nature.

#### 3. Digitization of CRU:

Central Registry Unit is under the administrative control of Department of Defence. So, this Department has no comments to offer on the same.

#### 4. Implementation of Desk Officer System:

As per records, there is only one Desk Officer formally posted in the Vigilance Cell of the Department of Defence Production. It is also operational by default due to non-availability of support staff in the sections dealing with defence PSUs, export promotion, production of defence platforms, International Cooperation & service matters. Due to extreme shortage of support staff at SO level and short allocation of ASOs to Department of Defence Production, out of 14 Under Secretaries, 8 Under Secretaries are practically working in desk pattern and 3 Section Officers out of available 8 Section officers are also working on desk pattern. Moreover, DS/Directors in the Department are also initiating important and time bound proposals at their levels either due to non-availability of staff or to take off the load of subordinate staff. Besides this, 14 officers at US/DS/Director levels in the Directorate of Planning & Coordination are also functioning on desk pattern.

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