

Executive Summary

The Ministry of Heavy Industries was previously Ministry of Heavy Industries and Public Enterprises. On 7 July 2021, the Ministry has been renamed as Ministry of Heavy Industries. The Department of Public Enterprises has become a part of Ministry of Finance.

1.0 Vision & Mission of Ministry of Heavy Industries (MHI)

The vision of MHI is to have a globally competitive, green & technology-driven heavy industry manufacturing sector, including automotive and capital goods sectors, which propels growth and job creation. The mission of the MHI is to facilitate Auto, Heavy Electrical & Capital Goods Sectors to be globally competitive, growth oriented and profitable and to provide all necessary support to CPSEs to improve their overall performance.

As per the Government of India (Allocation of Business) Rules, 1961 as amended, the

2.0 Allocation of Subjects to the MHI (Allocation of Business Rules, 1961, as amended)

Ministry of Heavy Industries has been allocated the following subjects/ industrial sectors:

- (a) Manufacture of Heavy Engineering Equipment for all Industries.
- (b) Heavy Electrical Engineering Industry.
- (c) Machinery Industries including Machine Tools and Steel Manufactures.
- (d) Auto Industries, including Tractors and Earth Moving Equipment.
- (e) All types of Diesel Engines.
- (f) Automotive Research Association of India, Pune.
- (g) National Automotive Testing and Research & Development Infrastructure Project (NATRiP) and NATRiP Implementation Society (NATIS).
- (h) Coordination for manufacturing, sale and adoption of electric vehicle (allocated vide Govt of India Notification dated 23rd Nov, 2023).
- (e) Administration of 36 Central Public Sector Enterprises and its subsidiaries (CPSEs).

3.0 Current Organizational Structure and Sanctioned Strength

The Ministry of Heavy Industries functions under the charge of Cabinet Minister (Heavy Industries), assisted by the Minister of State (Heavy Industries). The Secretary to the Government of India is the administrative head of the Ministry, who is assisted by an Additional Secretary, two Joint Secretaries, an Economic Advisor and a team of officers and staff with an overall sanctioned strength of 235 (excluding Minister's staff) as on 01.08.2025. The Ministry is also supported by an Integrated Finance Wing headed by the Special Secretary and Financial Advisor (SS & FA).

Table 1: Sanctioned Strength and In-Position Strength in the MHI as on 1st Aug 2025

SI No.	Name of Post	Sanctioned	In Position	Vacancy
1	Secretary	01	01	00
2	Additional Secretary	01	01	00
3	Joint Secretary	02	02	00
4	Economic Advisor	01	01	00
5	Industrial Advisor	02	0	02
6	Director/Jt Director Indian Economic Service	02	02	00
7	Director/Dy Secretary (Central Staffing Scheme)	05	05	00
8	Dy Secretary (Manufacturing Sector – On Lateral Entry/Contract basis)	01	01	00
9	Dy Secretary (Manufacturing- Capital Goods) On Lateral Entry – Deputation basis)	01	01	00
10	Dy Secretary (Manufacturing – HEI) On Lateral Entry – Deputation basis)	01	01	00
11	Director (Cost)	01	01	00
12	Addl Industrial Advisor	02	0	02
13	Director/ Deputy Secretary (Central Secretariat Service)	07	07	00
14	PSO/Sr PPS	01	01	00
15	Sr Development Officer	03	0	03
16	Under Secretary	18	18	00
17	Dy Director (OL)	1	1	00
18	Principal Private Secretary (PPS)	05	06	-1
19	Development Officer	03	01	02
20	Assistant Development Officer	01	01	00
21	Assistant Director (OL)	01	01	00
22	Section/Desk Officer	27	27	00

23	Private Secretary	10	03	07
24	Senior Hindi Translator	02	01	01
25	Assistant Section Officer	33	29	04
26	Personal Assistant	10	06	04
27	Junior Hindi Translator	02	02	00
28	Stenographers	20	12	08
29	Sr Secretariat Assistant	05	02	03
30	Jr Secretariat Assistant	06	02	04
31	Staff Car Driver	04	01	03
32	MTS	56	36	20
	Total (excluding Minister's Office)	235	173	62

3.1 Sanctioned Strength of Department of Heavy Industries/ Ministry of Heavy Industries over the Years

The sanctioned strength of erstwhile Department of Heavy Industries and Ministry of Heavy Industries, since 2009 as sourced from the available Annual Reports (archives) is tabulated below:

Table 2: Sanctioned Strength of DHI/ MHI since 2009 (sourced from Annual Reports)

Date/Month/Year (sourced from the Annual Report)	Sanctioned Strength (No. of Posts)
2009-10	279
01.01.2013	264
01.06.2014	264
01.01.2017	250
01.01.2018	233
01.01.2019	233
01.01.2020	233
31.03.2024	233
31.12.2024	235

In 2009-10 (sourced from the Annual Report 2009-10 of the Ministry), the sanctioned strength of Department of Heavy Industries as part of Ministry of Heavy Industries and Public Enterprises was 279 posts in various grades. As per the figure available in the Annual Report of the Ministry for the year 2012-13, and 2016-17, the sanctioned strength of DHI as on 01.01.2013 and as on 01.01.2017 was 264 posts and 250 posts respectively. With the demerger of Department of Public Enterprises from the Ministry of Heavy Industries and Public Enterprises in July 2021, the sanctioned strength was further reduced to 235 posts as indicated in the Annual Report of 2024-25.

4.0 Role & Functions of the MHI

MHI has been allocated four vital manufacturing sectors under Allocation of Business Rules 1961, as amended, namely Heavy Engineering and Machine Tools Industry (HE & MT), Heavy Electrical Engineering Industry (HEI), Automotive Industry including Tractors & Earth Moving Equipment and coordination for manufacture, sale and adoption of Electric Vehicles (EV). MHI is responsible for the entire gamut of policy, planning, project development, technical matters/regulations, including quality control orders, engineering & R&D, trade, taxation and commerce-related matters, forecasting/monitoring, skill development, legal matters, etc, in respect of these four manufacturing sectors. The importance of these sectors as key drivers of industrial growth and the development of a robust and resilient manufacturing ecosystem in the country are well acknowledged, as evident from the following data:

- The automotive sector contributes over 7.1% to India's GDP and 8% of the country's total export, and accounts for 49% of the country's manufacturing GDP, making the sector a key driver for manufacturing sector growth. The rise of electric vehicles is one of the most significant trends reshaping the global automobile manufacturing landscape. EV sales have grown exponentially, driven by consumer demand for sustainable mobility, regulatory pressure to reduce carbon emissions, and technological advancements in battery technology.
- Capital Goods sector contributes 12% of India's manufacturing output and 1.9% of national GDP. Capital goods sector's contribution to manufacturing output is set to increase from 12% (1.9% of GDP) to 20% by 2025.
- With expanding production capabilities, competitive costs, skilled workforce and growing technical expertise, these four manufacturing sectors which collectively contribute 61% and 9% of the manufacturing GDP and National GDP respectively, are well positioned to play a key role in India's quest for becoming a reliable and cost effective manufacturing hub. To unlock full potential of these sectors, MHI needs to be well equipped and fully geared to initiate a range of measures which include

investment in infrastructure, technological innovations, upgrading workforce skills and instituting fiscal and non-fiscal interventions.

5.0 Schemes & Programmes Launched by the MHI since 2014

MHI has rolled out several developmental schemes and programmes to support ‘Make in India’ initiative launched on 25 September 2014, which aim at transforming India into a global manufacturing hub and a key player in the global economy. The following table shows number of schemes launched by the MHI from 2014 onwards for development of Automobile and Capital Goods sector subsequent to roll out of Make in India initiative. **However, no additional manpower was sanctioned to MHI for roll out of each scheme.**

Table 3: Schemes & Programmes Launched by the MHI since 2014

SI No	Launch Year	Development Scheme	Outlay (in crores)
1	2013-14 to 2020-21	NATrIP	₹2740
2	November 2014- January 2022	Enhancement of Competitiveness in the Indian Capital Goods Sector- Phase I	₹996
3	April 2015-31 March 2019	FAME I	₹895
4	01 April 2019-31 March 2024	FAME II	₹11,500
5	September 2019	GST Concession for persons with disabilities	Case to case basis
6	September 2021	PLI-Auto	₹25,938
7	25 January 2022	Enhancement of Competitiveness in the Indian Capital Goods Sector- Phase II	₹1,207
8	June 2021	PLI-ACC	₹18,100
9	01 April 2024 - 30 September 2024	EMPS	₹778
10	March 2024 onwards	SMEC	Custom Duty Exemption on import of e-4W CBUs
11	01 October 2024 onwards	PM E-Drive	₹10,900
12	In the pipeline	Global Value Chain Scheme to elevate GVC share from current 3% to 8% by 2030	Under process
13	In the pipeline	Rare Earth Mineral Scheme to incentivize domestic	Under process

		production of rare earth magnets, critical components for EV, electronics etc	
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6.0 Trend in Annual Budgetary Allocation to the Ministry of Heavy Industries since 2013-14 (Launch of Make in India)

The following table provides the trend in annual budgetary allocation to Ministry of Heavy Industries since FY 2013-14:

Table 4: Annual Budgetary Allocation to MHI from 2013-14 to 2020-21 (in crores)

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
₹1029	₹1244	₹1625	₹3080	₹2600	₹1126	₹1367	₹1490

Table 5: Annual Budgetary Allocation to MHI from 2021-22 to 2025-26 (in crores)

2021-22	2022-23	2023-24	2024-25	2025-26
₹1178	₹3306	₹6172	₹7242	₹7680

The trend in annual budgetary allocations to the MHI since FY 2013-14 shows a significant increase in fund allocation over the years, thus reflecting growing salience accorded to development of automobile sector and capital goods sector under Make in India initiative. The increased budgetary allocation is attributable to numerous schemes and programmes launched after 2014 by the MHI for the development of automobile and capital goods sector. For instance, the budgetary allocation in FY 2013-14 was Rs 1028 crore, which progressively rose to Rs 7680.23 crore in FY 2025-26; almost 7 times of the allocation in the 2013-14. However, the sanctioned manpower of the MHI remained the same, despite a significant increase in budgetary allocations during the last 10 years.

7.0 CPSEs under Administrative Control of the MHI

There are 36 Central Public Sector Enterprises (CPSEs) under the administrative control of the MHI. Out of 36 CPSEs, 16 CPSEs are operational, 4 CPSEs are under closure and 1 CPSE is non operational/closure. 15 CPSEs are under liquidation, with the Official Liquidator. The combined turnover of 16 operational CPSEs in the FY 2024-25 was ₹

41273.46 crore. The CPSEs under the MHI have played a vital role in the industrial development of the country and are engaged in manufacturing, consultancy and contracting services. These CPSEs manufacture a wide range of products namely boilers, gas/steam/hydro turbines, industrial machinery, turbo generators, electrical equipment, power transmission, consumer products such as tea & salt.

8.0 Autonomous Bodies under MHI

MHI administers four Autonomous Bodies namely:

- (a) National Automotive Board (NAB), Manesar
- (b) The Automotive Research Association of India (ARAI), Pune
- (c) Fluid Control Research Institute (FCRI), Palakkad, Kerala
- (d) Central Manufacturing Technology Institute (CMTI), Bengaluru

9.0 Need for Manpower Assessment in the MHI

Rationalization and reorganization including manpower assessment of the Ministry of Heavy Industries have become imperative to ensure augmentation and deployment of optimal human resource at various levels and to enhance the Ministry's overall efficiency. This step is particularly necessary to improve the implementation and monitoring of the Ministry's key schemes. The rationale for reorganization and augmentation of manpower in the MHI stems from the following factors:

- The sectoral works under MHI have significantly increased in Auto, Heavy Engineering & Machine Tools and Heavy Electrical Engineering Industry sectors with the launch of Make in India initiative and Atmanirbhar Bharat.
- In recent years, launch of several initiatives such as FAME India, PLI-Auto, PLI-ACC, PM E-drive, SMEC, and Capital Goods Scheme has significantly increased the workload in the MHI. All these schemes have several components which need careful and focussed handling. There are two more important schemes in the pipelines which

are to be implemented by the MHI namely Global Value Chain Scheme and Rare Earth Minerals Schemes. The complexity and technical demands of the schemes/programmes highlight the growing need for adequate number of personnel with domain expertise. However, no additional manpower has been sanctioned to MHI to handle these schemes. These schemes are currently being managed by either diverting manpower or by sharing the workload with existing manpower which leads to operational inefficiency.

- Over the last few years, new units/divisions have been created in the MHI under the specific directions of the Government of India namely Corporate Cell, Project Management Cell, IT cell, International Cooperation Cell, Media Publicity cell and for handling matters relating to Trade/Tariff, PM Gatishakti, Statistics etc without sanctioning of additional manpower.
- A separate Economic Division has been created under the directions of the Government of India for better management and analysis of economic data. No additional manpower has been sanctioned to the MHI for manning the division.
- With roll out of schemes and programmes by the MHI and increase in sectoral works, Trade, Tariff, Taxation, International Trade Negotiations, Foreign Direct Investments and related aspects have assumed importance. There is no dedicated division or manpower in the MHI to advice on such matters.
- There is no dedicated and specialist manpower in the MHI for work related to statistical data/research, Data Governance Quality Index, industrial production statistics, implementation and monitoring of collection statistics.
- A Capacity Building Unit has been created in the MHI for preparation and monitoring of the Annual Capacity Building Plan, for which no additional post has been sanctioned.

Consequently, the need to rationalize and restructure, along with the augmentation of manpower at various levels in the MHI, has been increasingly felt to ensure a balanced and efficient deployment of manpower, particularly to address the growing demands of the schemes and programmes launched by the MHI. In light of these challenges, a comprehensive reorganisation and rationalisation of the Ministry's manpower, along with adequate staffing at various levels, were made subjects of study by the Indian Institute of Public Administration, objectively and scientifically.

10.0 Terms of Reference (ToR) of the Present Study by the IIPA

- i. To carry out workflow and workload analysis of each Division of MHI based on allocated responsibilities.
- ii. To assess the minimum manpower requirement across divisions of MHI through work volume, project timeline and workload assessment.
- iii. To recommend a suitable organogram of different Divisions of MHI.
- iv. To benchmark MHIs proposed organizational structure and division of responsibilities against other Ministries/Departments.
- v. To assess future staffing requirements for new projects in EV sector keeping in view expanded mandate of MHI.
- vi. To suggest an appropriate framework for division of responsibilities among personnel based on classification of tasks/activities, span of control, establishing hierarchy, reporting relationships and delegation of authority.
- vii. To suggest measures for short-term induction of professionally qualified and skilled contractual workforce to MHI and suggest a structured framework for their allocation to different divisions in congruence with MHI's expanded mandate.
- viii. To suggest a suitable institutional structure in MHI for performance monitoring of outside consulting agencies.

11.0 Research Methodology for Assessment of Manpower Requirement in the MHI

Manpower assessment of the MHI was carried through a well designed research methodology (see Chapter 4-5). Research methodology is a structured and scientific process to collect, analyze and interpret quantitative and qualitative data with a view to obtain reliable and valid results that meet goals and objectives of research problem. For the present study on assessment of manpower requirements, both quantitative and qualitative tools of data collection were used. The collection of primary data was accomplished through following methods:

- Questionnaire
- Semi-structured interviews
- One-on-one interactions
- Focus Group Discussion

The secondary data was collected through following sources: -

- Roles and responsibilities
- Charter of duties
- MHI Schemes and programmes
- Interactive discussions with officials at different levels
- Previously published reports
- Annual reports
- Newspaper articles, books, journals and previous studies etc

For quantitative data, information was gathered through structured questionnaires to measure and analyze variables namely roles and responsibilities, work environment, training and development, performance evaluation, manpower distribution and workload. For qualitative data, information was gathered through methods such as interviews, group observations, focus group discussion and open-ended questions. The conclusions drawn from research carried out by the Study Team with regard to assessment of manpower requirement in different Wings, Divisions, Branches and Sections of the MHI are explained in detail in the report.

12.0 Analysis of Current Organizational and Manpower Structure in the MHI

The work in the MHI is divided into three wings namely Auto wing, Heavy Engineering & Machine Tools wing and Heavy Electrical Engineering Industry wing. The Ministry is assisted by an Economic Advisor who heads Economic Advisor Wing and Special Secretary & Financial Advisor who heads Integrated Finance Wing of the MHI. The work is further subdivided into 18 divisions, each headed by the Director or Dy Secretary. There are 29 sections which support 18 divisions.

12.1 Key Observations/Inferences Drawn from the Current Organogram & Work Allocation

Research Methodology adopted by the Study Team (Chapter 2-4) has revealed following structural weakness in the current set-up of the MHI: -

- There is a shortage of manpower especially in the Auto wing, at the level of Under Secretaries, Section Officers, Assistant Section Officers and SSA/JSA to administer ongoing schemes and programmes.
- Due to lack of adequate manpower, each Director has been allocated parts of the scheme and not the entire scheme to ensure equitable workload among various divisions.
- These schemes have several inter-linked components. For instance, PLI-Auto has 2 important components namely Champion OEM Incentive Scheme and Component Champion Incentive Scheme, each of which requires focussed handling. Likewise, PM E-Drive has several important components, for instance, charging infrastructure and payment security mechanism, which in itself is a distinct sub-scheme under PM E-drive, each of which require deft planning and administration. Hence, for such schemes, it is necessary to deploy optimum complement of officers and section level staff under the concerned Division for improved efficiency and reduced errors.
- It is also evident that each scheme does not have division level manpower in terms of Under Secretaries, Section Officers, Assistant Section Officers and SSA/JSA to manage workload.
- Ideally, each scheme with significant financial outlay should be administered by a division with well defined responsibilities and chain of command and optimum complement of Under Secretary, SOs, ASOs and SSA/JSA as enjoined by the Manual of office procedure to ensure effective planning, implementation and review of the scheme.
- Currently, activities of MHI have not been grouped into well-structured Divisions, Branches and Sections with full complement of officers and staff as per Manual of Office procedure, solely due to lack of officers and staff at the level of Under Secretary & below.
- Due to inadequate manpower strength, each Division under a Director or Dy Secretary has been allocated different subjects relating to sectoral works,

administration of CPSEs, works relating to administrative and coordination of the MHI etc, which are not compatible with each other and require different skill sets and expertise. This arrangement has been made to manage ongoing works of the MHI. Such adhoc structural arrangements impede organizational effectiveness.

- Lack of adequate human resources has further resulted in multiple reporting chains, grouping of unrelated works allocated to officers and staff without having regard to similarity of tasks, skill sets, backgrounds and expertise.
- Adhoc work allocations do not allow work teams either to tailor their approaches and strategies to designated subjects under their purview or develop specialized skills and knowledge within its area of focus. Due to multiple reporting chains, it is difficult to even evaluate performance of officers and staff with detailed metrics to track goals and targets.
- It is further observed that for each scheme or programme or sectoral works, no additional manpower was either sought by or sanctioned to the MHI to implement the scheme. As a result, the current manpower as existing prior to 2014 continues to manage increasing volume of workload, which may lead to operational inefficiency and ineffectiveness.
- It is also noted that in recent years new work units have been created in the MHI under the directions of the Government of India for which no additional manpower has been provided to the MHI for administration of these work units. Some of the newly created work units are Corporate Cell, Project Management Cell, Media Publicity cell, Economic Division, IT cell, International Cooperation Cell, PM Gatishakti, GST Facilitation Cell etc.
- Some of the important activities relating to Trade & Taxation, Economic matters, Statistics, Capacity Building etc have not been organized into specialized division or work units for focused handling of these important issues. The specialized divisions in the MHI is necessary to advise on important issues relating to trade and taxation matters, statistical matters as the ongoing schemes are outcome and data driven, information technology enablement and so on, arising out of sectoral works, ongoing schemes etc in various wings of the MHI.
- Inadequate manpower is mostly observed at the level of Under Secretaries, SOs, ASOs and SSA/JSAs across all wings of the MHI.

- It is observed that sanctioned manpower allocated to the then Department of Heavy Industries in 2009-10 was 279 posts in various grades. Despite significant increase work load at least since 2014, the manpower strength allocated to the DHI/MHI has gradually decreased from 279 posts to 264 posts (as on 01.06.2014), then to 250 posts (as on 01.01.2017) and finally to 235 posts in various grades as on 31.12.2024.
- There are 29 Sections in the MHI. Some of the Sections have either no Section Officer or ASOs or SSA/JSA.
- Shortage of staff at Section level is so acute that some Sections namely O&M, Public Grievance Cell, IT Cell, IC Cell, Media Publicity Cell do not even have a regular dealing hand or Section Officer.

13.0 Proposed Reorganization of the MHI

The reorganized structure of the MHI shall have the following Wings: -

- Electric Mobility Wing
- Automobile and Automotive Components Wing
- Capital Goods Wing
- Administration & Coordination Wing
- Economic Advisor Wing and
- Integrated Finance Wing

14.0 Creation of Electric Mobility Wing in the MHI

Allocation of Business Rules has identified automotive sector and electric mobility sector as two distinct subjects, the reason being that these two sectors independently, are key drivers of global industrial growth, ranking among the highest and fastest growing sectors. In recent years, automotive industry has undergone a major transformation, driven by technologies such as Electric Vehicles (EVs), advanced driven-assistance system (ADAS), autonomous driving (AD) and hydrogen fuel cells. The automotive industry also plays a vital role in economic development by generating employment, driving technological progress and fostering the growth of related industries namely steel, rubber, glass and electronics. Both these subjects – electric mobility and automobile and automotive components have number of schemes under their respective domains with substantial budgetary outlay. More importantly,

there are new schemes in the pipeline for which MHI will be responsible for planning and implementation. To unlock the sector’s potential; there is a need to create two separate wings in the MHI to handle Electric Vehicle Segment and Automobile and Auto Components segment for better planning and coordination.

15.0 Proposed Divisions & Work Allocation

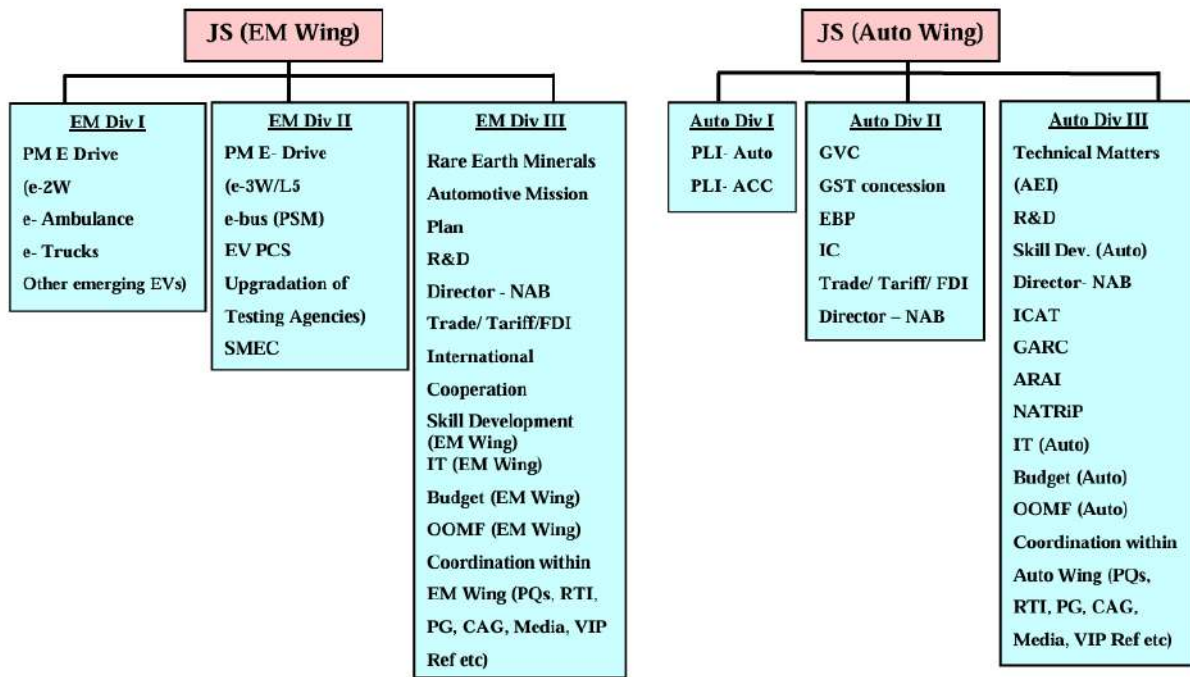


Figure 1: Work Allocation Chart: Electric Mobility Wing and Auto Wing

The proposed Divisions under the 5 wings and their work allocations are tabulated below.

Table 6 : Proposed Divisions & Work Allocation of EM Wing

Electrical Mobility Wing		
EM Div –I	EM Div – II	EM Div – III
<ul style="list-style-type: none"> ➤ PM E-Drive (e-2W, e-Ambulance, e-Trucks, Other emerging EVs) 	<ul style="list-style-type: none"> ➤ PM- E-Drive (e-3W/L5, , EV-PCS, upgradation of Testing agencies) ➤ PSM (e-Bus) ➤ SMEC 	<ul style="list-style-type: none"> ➤ Rare Earth Minerals Scheme ➤ Automotive Mission Plan ➤ Research & Development ➤ Director (Alternative Mobility) – NAB ➤ Trade/Tariff/FDI ➤ International Cooperation ➤ Skill Development ➤ IT (EM Wing) ➤ Budget (EM Wing)

		<ul style="list-style-type: none"> ➤ OOMF (EM Wing) ➤ Coordination within EM Wing (PQs, RTI, PG, CAG, Media, VIP Reference etc.)
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Table 7 : Proposed Divisions & Work Allocation of Auto Wing

Automobile and Automotive Components Wing		
Auto Div -1	Auto Div – II	Auto Div – III
<ul style="list-style-type: none"> ➤ PLI- Auto ➤ PLI - ACC 	<ul style="list-style-type: none"> ➤ Global Value Chain ➤ GST Concession for Persons with Disabilities ➤ Ethanol Blending Programme ➤ IC ➤ Trade/Tariff/FDI (Auto) ➤ Director (Special Programme) - NAB 	<ul style="list-style-type: none"> ➤ All technical matters related to the Automotive Engineering Industry. ➤ Research & Development ➤ Skill Development (Auto) ➤ Director (Promotion, Cooperation & Finance)-NAB ➤ Nodal Division for ICAT. ➤ Nodal Division for GARC ➤ Nodal Division for ARAI ➤ All matters related to NATRiP ➤ OOMF (Auto) ➤ Budget (Auto) ➤ IT (Auto Wing) ➤ Coordination (Auto)

Table 8 : Proposed Divisions & Work Allocation of Capital Goods Wing

Capital Goods Wing				
CG Div – I	CG Div – II	CG Div – III	CG Div – IV	Board Level Appointment Cell
<ul style="list-style-type: none"> ➤ Administrative Control of BHEL ➤ All technical matters related to HEI ➤ Quality Control Orders ➤ Research & Development 	<ul style="list-style-type: none"> ➤ Capital Goods Scheme Phase II ➤ All technical matters related to HE & MT ➤ Quality Control Orders/Standards & Specifications ➤ Research & Development in HE & MT sector ➤ Skill Development 	<ul style="list-style-type: none"> ➤ Administrative Control of 15 CPSEs (except BHEL) ➤ CPSEs under consideration for closure /disinvestment /merger ➤ Coordination of closure of units ➤ Coordination of disinvestment of units 	<ul style="list-style-type: none"> ➤ New Schemes ➤ Trade/Tariff/ Taxation matters (HE & MT and HEI) ➤ International Cooperation/FDI (HE & MT and HEI) ➤ Administrative Control of FCRI ➤ Administrative Control of CMTI ➤ GST Facilitation 	<ul style="list-style-type: none"> ➤ All Board Level Appointment of CPSEs (except BHEL) ➤ Administrative matters – leave, pay fixation etc of Board Level Officers ➤ Coordination with Deptt of Public Enterprises for common HR

	(CGSC & IESC)		<ul style="list-style-type: none"> Cell ➤ Project Development Cell ➤ Budget (CG Wing) ➤ IT (CG Wing) ➤ Coordination within CG Wing – RTIs, PQs. PG, CAG Audit, VIP references, Court Cases, Monthly Scheme Booklet and Media 	issues related to CPSEs.
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Table 9 : Proposed Divisions & Work Allocation of Administration & Coordination Wing

Administration & Coordination Wing				
General Administration Div	Establishment Div	Training & Coordination Div	Vigilance Division	Communication Cell
<ul style="list-style-type: none"> ➤ General office administration & housekeeping, procurement, maintenance & issue of office equipment, protocol, security, record, receipt & despatch 	<ul style="list-style-type: none"> ➤ All service related matters ➤ Cash ➤ Pension related matters ➤ O&M/IWS U ➤ SC/ST/OB C/PwD Welfare ➤ RTIs ➤ Monitoring of CPGRAM ➤ ICC ➤ Legal Cell 	<ul style="list-style-type: none"> ➤ General Coordination within MHI ➤ Preparation of Reports & Returns ➤ e-Samiksha ➤ Senior Officers Meeting ➤ Citizen Charter ➤ Circulation of general guidelines from Ministries/Departments ➤ PMO references/ Cabinet Sectt reference requiring general coordination ➤ Zonal Council Sectt/Centre-State relations ➤ All Parliamentary matters ➤ VIP references/ Assurances ➤ Coordination of 	<ul style="list-style-type: none"> ➤ Vigilance clearance for Board Level officers of CPSEs ➤ -Rotation of officers holding sensitive appointments ➤ Obtaining 1st and 2nd stage advice from CVC ➤ Property Returns of Officer & Staff of MHI Appointment of CVOs in the CPSEs ➤ Furnishing of prescribed reports & returns to CVC/ DOP&T etc 	<ul style="list-style-type: none"> ➤ Outreach programme through mass media including social media ➤ Dissemination of information to the print and electronic media ➤ Organize Press Conferences, Press Briefings, Interviews of Union Minister, Secretary etc ➤ Participation of MHI in Seminars, Events, Conference organized by the Industry &

		<p>PQs</p> <ul style="list-style-type: none"> ➤ Annual Capacity Building plan ➤ Coordination with Capacity Building Commission ➤ All training related matters ➤ detailment of officers/staff on training program ➤ All residual matters not assigned to any Division ➤ Official Language Cell 	<ul style="list-style-type: none"> ➤ Vigilance Awareness Week 	<p>Trade Associations</p> <ul style="list-style-type: none"> ➤ Organizing International Exhibition & Conferences on sectors under MHI
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Table 10 : Proposed Divisions & Work Allocation of Economic Wing

Economic Advisor Wing				
Trade, IC & Taxation Div	Economic Division	Statistics Division	Information Technology & e-Governance Div	Project Management Cell
<ul style="list-style-type: none"> ➤ Offer advice on WTO and bilateral and regional trade agreement ➤ EU-TTC, tariff rate quotas, safeguard measures of other countries, dumping ➤ Trade Remedial measures in Auto & Capital Goods sector ➤ Matters relating to FTA/PTA and CEPA etc ➤ Tax proposal for Union Budget relating to sectors under MHI ➤ GST and custom related issues ➤ RoDTEP ➤ Issues related to 	<ul style="list-style-type: none"> ➤ Provide economic policy inputs for manufacturing sectors under MHI ➤ render expert advice on formulation of sectoral policy ➤ Render trade and regulatory advice ➤ -Analysis of development in auto and capital goods sector for Economic Survey ➤ Analysis of physical and financial performance of CPSEs ➤ Prepare outcome budget ie Output-Outcome Monitoring Framework in coordination with concerned 	<ul style="list-style-type: none"> ➤ Render advice to all divisions on all statistical matters ➤ Support development and management of efficient centralized statistical database ➤ Liaise with all divisions of MHI to strengthen the process of collection, validation, processing and interpretation of statistical data ➤ All matters pertaining 	<ul style="list-style-type: none"> ➤ Render technical advisory and support on ICT enablement in MHI ➤ Maintenance & Upgradation of MHI website ➤ Development and implementation of services and portals of the MHI ➤ PRAYAS Dashboard-KPIs integration ➤ Operating and maintaining LAN 	<ul style="list-style-type: none"> ➤ Monitoring progress of ongoing and under-tendering projects ➤ Coordinating meeting with projects heads of CPSEs in the Ministry to review progress and suggest corrective action ➤ Attending to reference received from PMO/ Cab Sectt for project monitoring ➤ Coordination with

<p>World Bank, UNIDO and regional bodies like ESCAP, SAARC, ADB, EU etc</p> <ul style="list-style-type: none"> ➤ Coordination of matters relating to JVs, MOUs/ ➤ Bilateral & Multilateral cooperation from other Ministries/Depts 	<p>divisions and handling of OOMF dashboard</p> <ul style="list-style-type: none"> ➤ Coordination with Niti Ayog on economic policies and strategic initiatives ➤ Economic intelligence ➤ Monthly DO letter to the Cab Sectt on key developments and monthly summary report updates on ongoing activities, policy development and industry performance 	<p>Data Governance Quality Index</p> <ul style="list-style-type: none"> ➤ Coordination with MoSPI 	<ul style="list-style-type: none"> ➤ VC services ➤ Implementation of e-Office ➤ Cyber Security measures ➤ Capacity Building in IT and Cyber Security 	<p>MoSPI for OCMS</p> <ul style="list-style-type: none"> ➤ Monitoring & coordination PRAGATI portal under PMO and PMG under Cab Sectt ➤ Matters relating to National Infrastructure Pipeline under DEA. ➤ PM Gatishakti
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Table 11 : Proposed Divisions & Work Allocation of Integrated Finance Wing

Integrated Finance Wing	
IF Branch	Budget & Accounts Branch
<ul style="list-style-type: none"> ➤ Examination & concurrence of financial proposal of the MHI ➤ Monthly Do to Deptt of Expenditure ➤ Examination and concurrence of foreign visit proposals ➤ Monitoring of procurement through GeM by the MHI & CPSEs ➤ Review of Government guarantees taken by CPSEs ➤ Exemption for booking of air tickets other than Authorized Travel Agents 	<ul style="list-style-type: none"> ➤ Preparation of budget estimate ➤ Supplementary demand for grants ➤ Re-appropriation of funds ➤ Compilation and laying of Output-Outcome Budget in Parliament ➤ Preparation & laying of detailed demand for grants ➤ Cash management and review of pace of expenditure

16.1 Job Description Joint Secretary (Electric Mobility Wing) Ministry of Heavy Industries, Government of India

Position Overview

The Joint Secretary (Electric Mobility) will lead the formulation, implementation, and strategic oversight of policies, schemes, and initiatives related to electric mobility.

Key Responsibilities

Policy, Schemes & Programs

- Implement of EV-related schemes such as PM E-Drive, FAME II (Residual), Scheme to Promote Manufacturing of Electric Passenger Cars in India (SMEC) and Rare Earth Minerals Scheme.
- Oversee Direct Benefit Transfer (DBT) mechanisms and fiscal incentives for EV adoption.
- Ensure deployment of electric public transport solutions including e-buses under PM e-Bus Sewa Payment Security Mechanism for Procurement and Operation of Electric Buses, and incentivization of e-2W, e-3W, e-3W/L5, e-trucks, e-ambulances, and other emerging EVs.
- Ensure widespread deployment of EV Charging Infrastructure (EV- PCS) across urban and rural India including upgradation of Testing Agencies.

Research, Development & Standards

- Ensure advanced R&D initiatives in battery technology, EV components, and new mobility solutions.
- Oversee formulation and enforcement of EV specifications, standards, testing, and validation protocols.
- Collaborate with key institutions and agencies to enhance innovation and testing capabilities in the EV ecosystem.

Trade, Investment & International Cooperation

- Address matters related to tariffs, taxation, and trade policy concerning electric mobility and related components.
- Foster international cooperation through Joint Ventures, Free Trade Agreements, and multilateral engagements (ADB, World Bank, etc.).

Skill Development & Industry Ecosystem

- Spearhead skill development programs for the EV sector in coordination with training institutes and industry stakeholders.
- Promote cluster development and support for ancillary industries to strengthen domestic EV supply chains.

- Facilitate technology transfer, local innovation, and value chain integration through targeted programs.

Administration & Coordination

- Coordination of all divisions under the Electric Mobility Wing for effective policy implementation and monitoring.
- Oversee Parliament Questions, RTI, Public Grievances, VIP references, and coordination with CAG, and other administrative functions.
- Oversee IT systems, budget preparation, and monitoring for the EM Wing.

Divisional Oversight

The Joint Secretary will supervise and guide the following divisions under the Electric Mobility Wing:

1. **EM Division – I:** PM E-Drive components relating to e-2W, e-Ambulance, e-Trucks, emerging EVs.
2. **EM Division – II:** PM E-Drive components relating to e-3W, e-3W/L5, e-Bus, PSM, EV- PCS, and SMEC.
3. **EM Division – III:** Other Schemes, Policy & Coordination (Rare Earth Minerals Scheme, Automotive Mission Plan, R&D, FDI, Trade, Skill Development, International Cooperation, NAB (Electric & Hybrid Vehicle) and coordination within the wing of matters relating to Budget, IT, OOMF, Parliament Questions, RTI, Public Grievances, VIP references, CAG Audit, and other administrative functions).

16.2 Job Description Joint Secretary (Auto Wing) Ministry of Heavy Industries, Government of India

Position Overview

The Joint Secretary (Automobile & Automotive Components) will be responsible for policy formulation, implementation, and strategic oversight of schemes, initiatives, and programs.

Key Responsibilities

Policy, Schemes & Programs

- Oversee planning, implementation and review of Production Linked Incentive (PLI) – Automobile & Automotive Components, PLI – Advanced Chemistry Cell & Global Value Chain Scheme.
- Administration of GST Concession Certificates for Persons with Disabilities.
- Ethanol Blending Programme in the automobile sector.
- Oversee all technical matters related to the automotive engineering industry, including R&D.
- Act as nodal authority for ICAT, GARC, NATRiP and ARAI.
- Matters relating to National Automotive Boards.
- Promote advanced testing facilities, innovation centres, and new technology adoption in the automobile sector.

Trade, Investment & International Cooperation

- Address issues related to trade, tariffs, and taxation in the automotive and component industry.
- Examine/Participate and contribute in foreign direct investment and international collaborations, including joint ventures and free trade agreements.
- Strengthen India's role in the global automotive value chain through targeted policy interventions.

Skill Development & Capacity Building

- Support industry-academia collaboration to bridge talent gaps in emerging automotive technologies.
- Skill-building schemes in the automobile sector.

Administration & Coordination

The Joint Secretary will supervise and guide the following divisions under Auto Wing:

- ❖ **Auto Division – I:** PLI-Auto and PLI –ACC.
- ❖ **Auto Division – II:** GVC Scheme, GST Concession Certificate for Persons with Disabilities, Trade, Tariff, FDI, International Cooperation, Ethanol Blending Program, & other Special Programs under NAB.

- ❖ **Auto Division – III:** All technical matters relating to automotive engineering industry, R&D, Skill Development, ICAT, GARC, ARAI, NATRiP, matters relating to NAB, and coordination within the wing of matters relating to Budget, IT, OOMF, Parliament Questions, RTI, Public Grievances, VIP references, CAG Audit, and other administrative functions including inter-ministerial coordination.

17.0 Organogram of Proposed Wings in the MHI

➤ Electric Mobility Wing

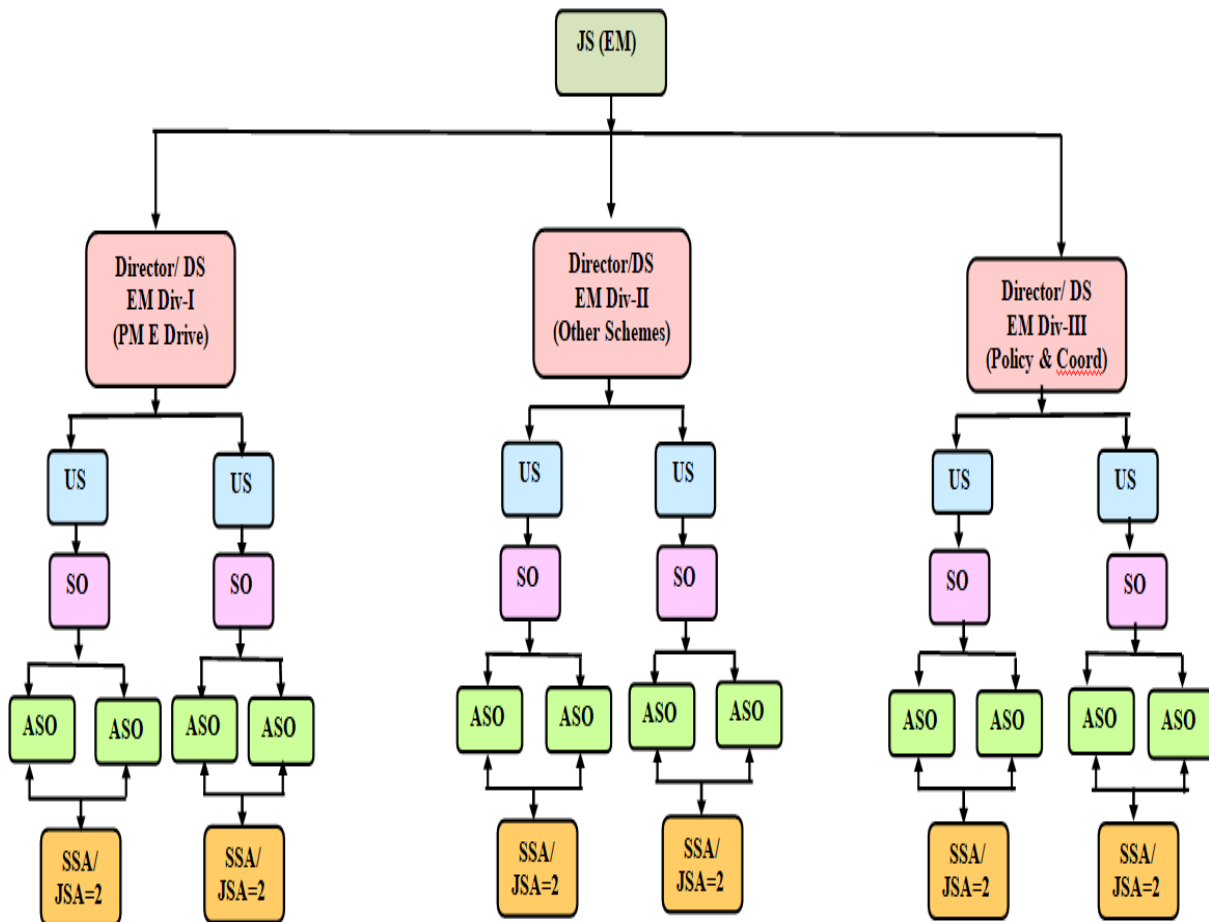


Figure 2: Proposed Organizational Structure of EM Wing

➤ **Auto Wing**

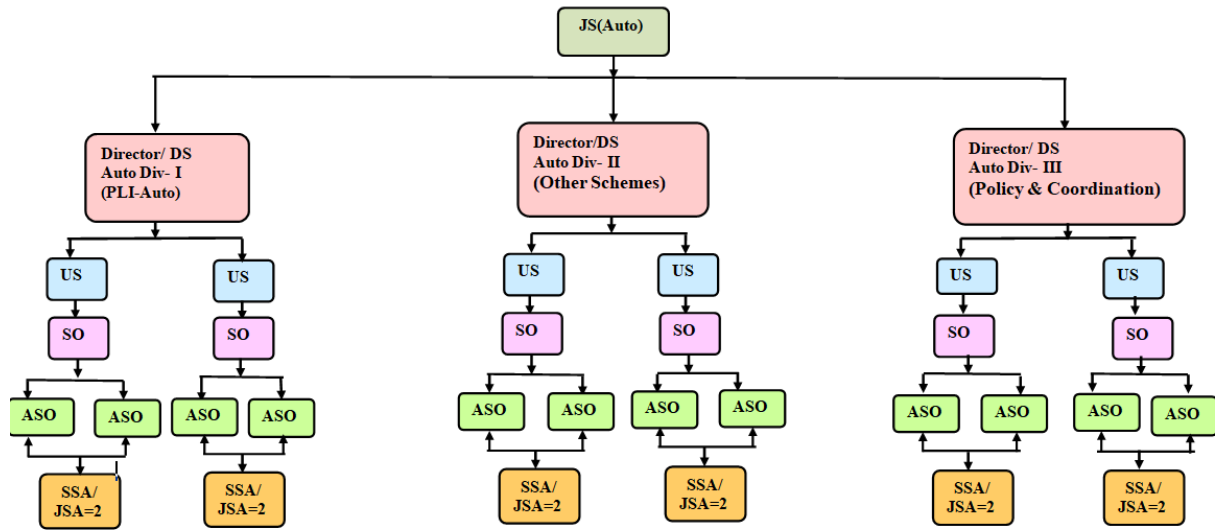


Figure: Proposed Organizational Structure of Auto Wing

➤ **Capital Goods Wing**

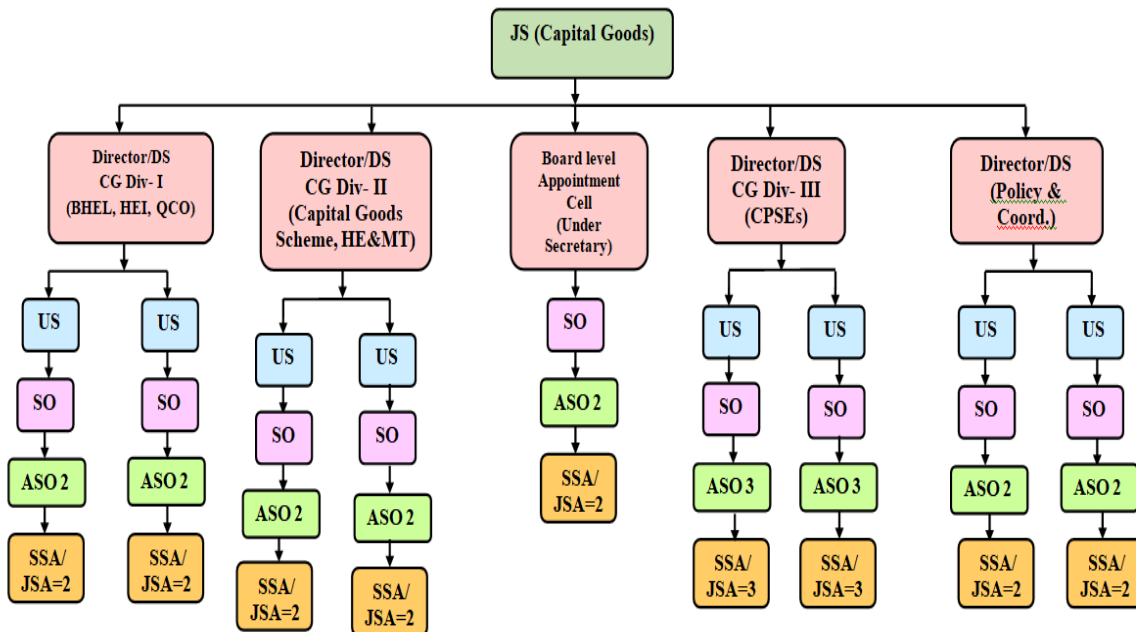


Figure 3: Proposed Organizational Structure of Capital Goods Wing

➤ Administration and Coordination Wing

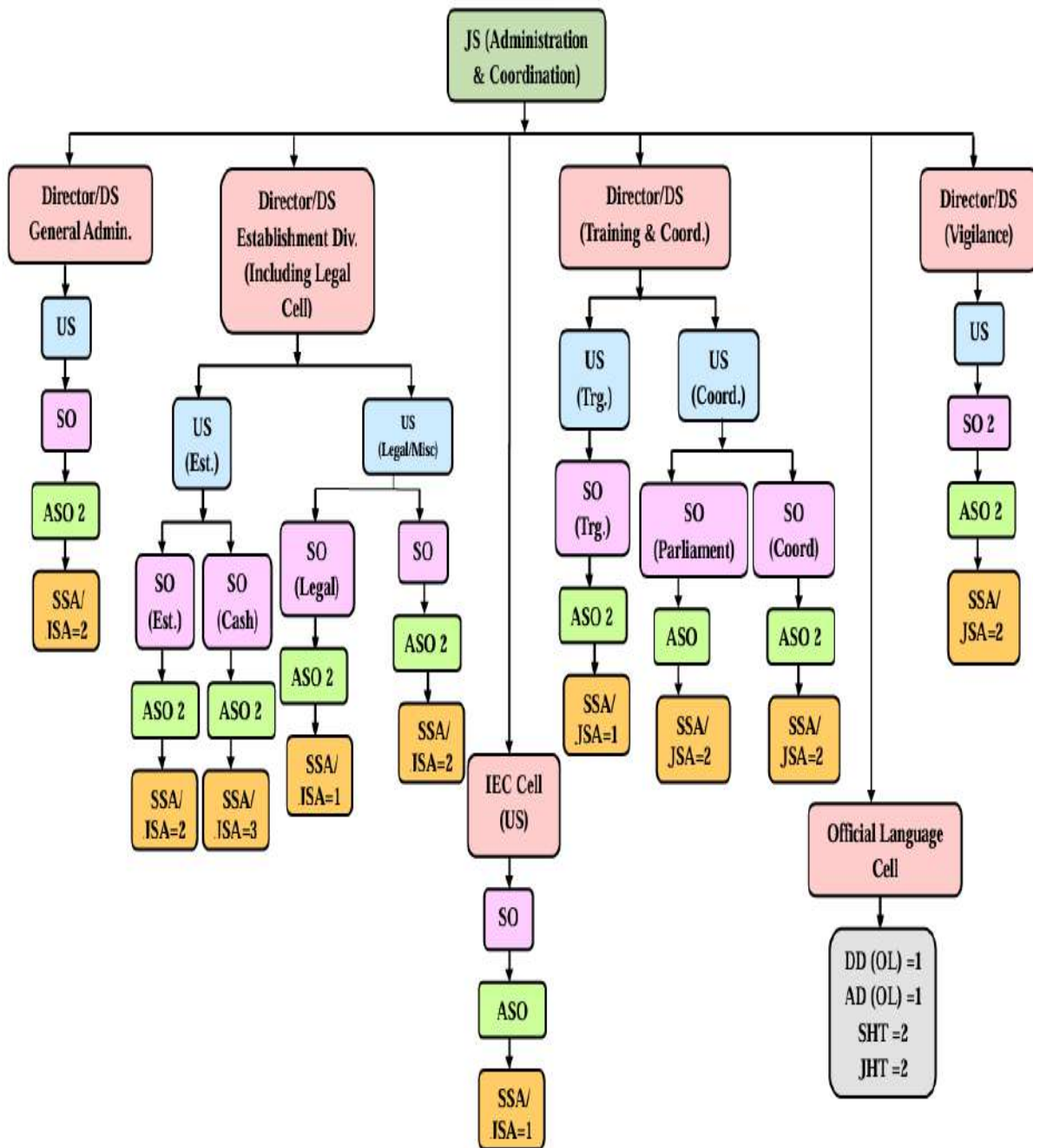


Figure 4: Organizational Structure of Administration & Coordination Wing

➤ **Economic Advisor Wing**

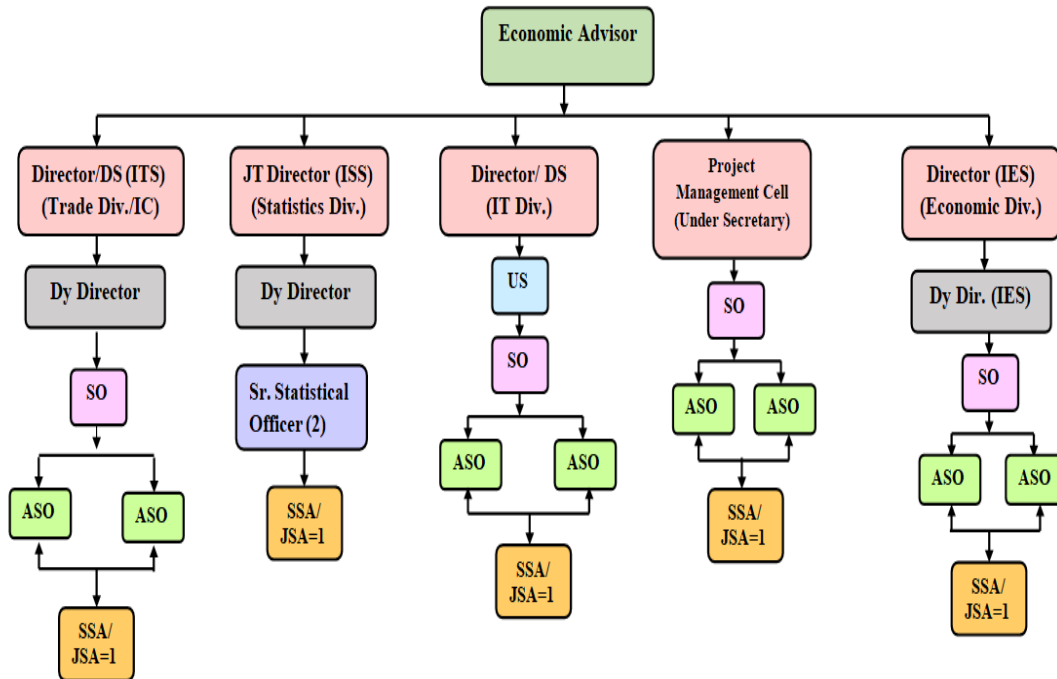


Figure 5: Organizational Structure of Economic Advisor Wing

➤ **Integrated Finance Wing**

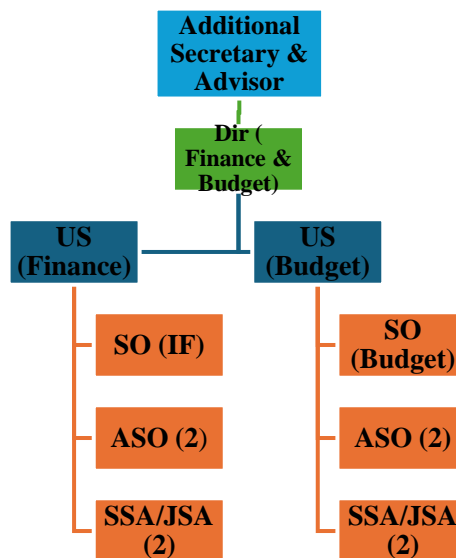


Figure 6: Organizational Structure of Integrated Finance Wing

➤ Proposed Overall Organogram of MHI

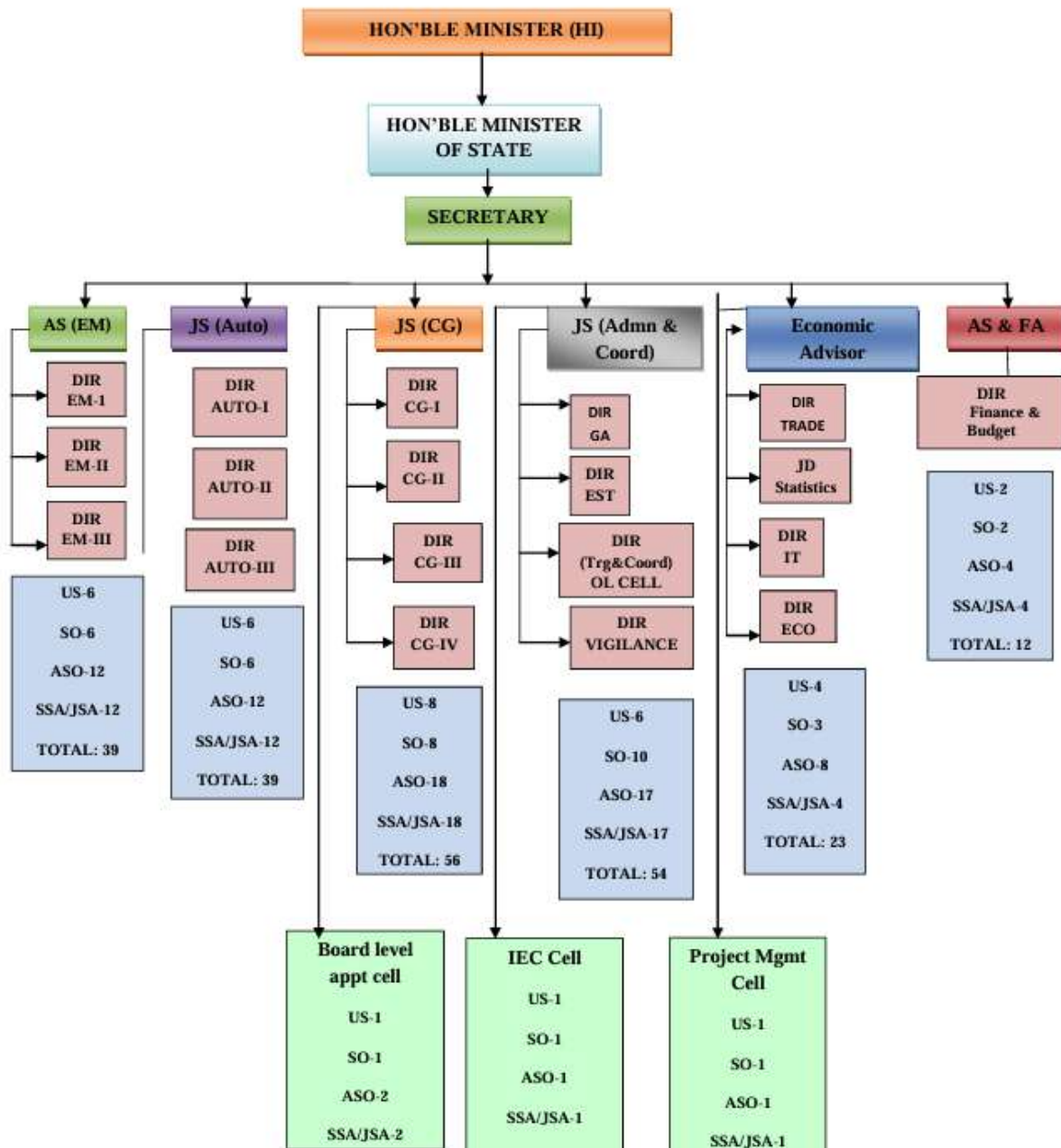


Figure 7: Proposed Overall organogram of MHI

18.0 Recommended Manpower for Wings/Divisions of MHI

Table 12 : Proposed Manpower in various Divisions of the MHI (Excludes Stenographer Cadre and MTS)

Wing/Div.	Director/ Dy Secy	Under Secretary	SO	ASO	SSA/JS A	Total
EM Wing	3	6	6	12	12	39
Auto Wing	3	6	6	12	12	39
Capital Goods Wing	4	8	8	18	18	56
Board Level Appointment Cell	0	1	1	2	2	6
Administration & Coordination Wing (excluding OL Cell)	4	7	11	18	18	58
Economic Advisor Wing	4	5	4	9*	5	27
Integrated Finance Wing	1	2	2	4	4	13
Total	19	35	38	75	71	238

*Includes Sr Statistical Officer (1) & Jr Statistical Officer (1) (Non-Gazetted)

19.0 Distribution of Multi Tasking Staff across Wings/Divisions in the MHI

The current sanctioned strength of MTS in the MHI is 56. It is proposed that the sanctioned strength of 56 MTS posts may be reduced to 40 posts. Depending on the workload across Wings/Divisions, outsourcing of Multi-Tasking Staff may be adopted under delegated financial powers of and as per laid down norms. Distribution of MTS may be carried out as per the workload and functional requirements across each Wing/Division.

20.0 Variation between Current Sanctioned Manpower and Proposed Manpower in Various Grades of Posts in the MHI with Justification

Table 13 : Sanctioned Manpower vis-à-vis Proposed Manpower

Post	Sanctioned	Proposed	Variation/Justification
Secretary	1	1	0
Additional Secretary	1	1	0
Joint Secretary	2	3	+1 (Creation of Electric Mobility Wing to handle fast growing EV segment)
Economic Advisor	1	1	0
Director/DS (Central Staffing Scheme/CSS/IES/Deputation etc)	18	19	+1 (19 Divisions are proposed to be created as against current 18 Divisions)
Industrial Advisor	2	0	2 posts to be surrendered
Addl Industrial Advisor	2	0	2 posts to be surrendered
Sr Development Officer	3	0	3 posts to be surrendered
Under Secretary	18	35	+17 (Each scheme has number of components which need adept handling holistically. Hence, each Scheme/Division will have at least 2 Under Secretaries. Current Divisions like IT Div, Economic Div, and Capacity Building have been augmented with US level Officers. Existing Unit/Cell namely PMC, Legal Cell, Media Publicity and Board Level Appointment cell, which are functioning in an adhoc manner due to inadequate manpower, will be strengthened with Under Secretary for effective supervision. Some new Divisions have been created – Trade/IC, Statistics – for which US level officers have been proposed)
Development Officer	3	1*	2 posts to be surrendered
Asstt Development Officer	1	1*	0
Section Officer	27	38	+11 (Most of the Divisions will

			have at least 2 Section Officers based on the workload. Some of the Divisions will have at least 1 Section Officer. A total of 38 Sections are envisaged to support 19 Divisions and 5 Cells)
Asstt. Section Officer	33	75	+42 (Most of the sections will have at least 2 ASOs. Accordingly, the proposed 38 Sections will have at least 2 ASOs)
SSA/JSA#	11	71	+60 (Most of the sections will have at least 2 SSA/JSA or outsourced clerks. The proposed 38 Sections will have at least 2 clerical support)
MTS	56@	40	-16 (16 posts will be surrendered or upgraded to SSAs/JSAs)
Staff Car Driver	4	4	0
Stenographer Cadre			
Sr PPS/PSO	1	1	0
PPS	5	5	0
PS	10	10	0
PA	10	10	0
Stenographers	20	20	0
Official Language Cadre			
Dy Director (OL)	1	1	0
Assistant Director (OL)	1	1	0
Sr Hindi Translator	2	2	0
Jr Hindi Translator	2	2	0
Total	235	342	+107

*The posts are currently held by officers from the Industrial Advisor Cadre. These posts may be abolished once the incumbent retires or get promoted to the next grade of pay.

21.0 Benchmarking against others Ministries

Ministry of Steel, Ministry of Textiles and Ministry of Electronics and Information Technology were selected for benchmarking on the basis of following parameters:

- The selected Ministry/Department operates in the manufacturing or related services sector.
- The selected Ministry/Department is entrusted with the responsibility for planning, coordination, implementation and monitoring of the Production Linked Incentive scheme.
- The selected Ministry/Department is responsible for other flagship schemes and programmes of the Government of India in relevant sector under 'Make in India' initiatives in conjunction with Atmanirbhar Bharat.
- The selected Ministry/Department is responsible for the administrative control of significant number of CPSEs/Autonomous Boards/Attached offices.
- They are similar in size as regards manpower strength.

Following conclusion was drawn:

- The shortlisted Ministries are organized into wings, divisions, branches and sections as enjoined by the Manual of office procedure.
- Each Division is adequately staffed with US, SOs, ASOs and SSA/JSA.
- No multiple reporting has been observed at lower levels of hierarchy.
- The chain of command is well defined and structured.
- Subjects are grouped based on similarity of tasks, skill sets and expertise.
- Subjects namely CPGRAMS, RTI, Parliamentary matters, VIP references, court cases, public relations and coordination within the Ministry are handled centrally by earmarked Division/Branch.
- Matters relating to trade, commerce, tariff and tax, international cooperation, FDI, capacity building & skill development, statistics and IT are handled centrally in the Ministry by officers from relevant Services/Cadres.
- For instance, Trade & Taxation Division & Statistics Division is headed by the Officer holding appropriate rank from Indian Trade Services and Indian Statistical Services respectively.
- Workload appears to be balanced across all wings/divisions of the shortlisted Ministries.
- Number of vacant posts is less as compared to MHI.

Following Table indicates the information on the sanctioned strength and in-position strength in different ministries highlighting workforce availability and vacancies.

Table 14: Sanctioned Strength and In- position strength of different Ministries

S No.	Name of Ministry	Sanctioned Strength	In Position Strength	Percentage of filled positions	Percentage of unfilled positions
1.	Ministry of Heavy Industries	236	164	74 %	26 %
2.	Ministry of Labour & Employment	334	300	90 %	10%
3.	Ministry of Housing and Urban Affairs	991	864	87%	13%
4.	Deptt. of Financial Services (Ministry of Finance)	204	167	82 %	18%
5.	Deptt. Of Rural Development (Ministry of Rural Development)	409	337	82 %	18%
6.	Deptt. of Commerce (Ministry of Commerce and Industry)	595	483	81 %	19%
7.	Deptt. of Consumer Affairs (Ministry of Consumer Affairs Food & Public)	143	115	80%	20%
8.	Deptt. for Promotion of Industry & Internal Trade (Ministry of Commerce & Industry)	573	404	75%	25%
9.	Ministry of Road Transport & Highways	309	222	72%	28%

From the aforementioned table 14 it can be inferred that Ministry of Labour & Employment has the filled position percentage at 90%, with 300 personnel in position out of a sanctioned strength of 334. Similarly, the Ministry of Housing and Urban Affairs maintains a strong workforce presence, with 87% of its sanctioned positions filled, with 864 personnel in position out of a sanctioned strength of 991. Further, the Department of Financial Services, Rural Development, and Commerce show workforce occupancy of around 81-82%, indicating relatively stable staffing levels. The Department of Consumer Affairs has an 80% filled position rate whereas the Ministry of Road Transport & Highways registers a filled position rate at 72%. However, with only 74% filled positions, the Ministry of Heavy Industries is facing a significant workforce shortage that could impact its operational efficiency and ability to meet strategic objectives. With a sanctioned strength of 235 personnel, the Ministry currently has only 173 positions filled, leaving a 26% vacancy rate - one of the highest among the prominent Ministries. This shortfall in manpower can lead to delays in policy implementation, reduced oversight of key industrial initiatives, and an overall strain on existing personnel. In contrast, other Ministries maintain relatively healthier

workforce occupancy, ensuring smoother operations and better service delivery. To bridge this gap and enhance its operational capability, the Ministry of Heavy Industries urgently requires manpower augmentation. Addressing this issue would enable the Ministry to improve efficiency, manage workloads effectively, and contribute more robustly to the

22.0 Measures for Induction and Allocation of Contractual Workforce

nation's industrial sector.

To support its evolving mandates, MHI has put in place structured guidelines for the induction and utilization of Independent Consultants [Senior Consultants, Consultants (Grade-1 and Grade-2), and Young Professionals (YPs)]. These guidelines outline eligibility criteria, remuneration structures, performance evaluation mechanisms, and terms of engagement that are based on the relevant provisions of GFR-2017 and include professional, intellectual, training and advisory services or any other service classified or declared as such by a procuring entity. Some actionable measures for induction of professionally qualified and skilled contractual workforce are as under:

- **Defining Clearer Deliverables and Responsibilities for Strengthening Accountability and Performance Monitoring:**

Project-Specific Terms of Reference (ToR)/Job Description should be there which will help in performance monitoring.

- **Knowledge Transfer Sessions:**

- Senior Consultants should mentor permanent officers and junior consultants on niche technical subjects to build internal capacity.
- Periodic technical presentations and policy briefs should be made an integral part of the work-assignments of contractual staff.

- **Strengthening the Annual Performance Review System to ensure data driven evaluations:**

Weighted Evaluation Model as discussed in chapter – 10 can be implemented.

- **Organizational Positioning of Consultants for Better Workflow for Improving Consultant-Administration Integration:**

Weekly structured Interactions with regular officers on work progress can be organised. Subject-Specific Working Groups comprising regular officers and consultants can meet regularly which will ensure close collaboration.

- **Skill Development and Capacity Building:**

An induction/orientation programme on Government Procedures, Technical Regulations, and Policy Frameworks can be instituted for Consultants.

- **Knowledge Retention Mechanism:**

Provision may be made to create mandatory Knowledge Transfer Reports (KTR) at the end of each assignment. Consultants may be mandated to maintain structured reports and policy notes for knowledge continuity.

23.0 Future staffing requirements for new projects in EV sector

The MHI has launched several developmental schemes and programmes in recent past to boost domestic production and reduce reliance on imports. These initiatives are part of the broader ‘Make in India’ campaign which seeks to increase the manufacturing sector’s contribution to GDP, generate employment and improve technological capabilities. With the expanding scope of work, MHI needs to evaluate its future staffing requirements; MHI needs to adopt a strategic workforce expansion plan, ensuring a balance between permanent staff, contractual consultants, and project-based hires.

i. Inclusion of manpower component in Cabinet proposal

It has been observed that while formulating schemes, issues relating to manpower requirement to administer the scheme is not part of the cabinet proposal. For instance, it was learnt during our interaction with the MHI, that manpower requirement for the ongoing schemes were not indicated in the proposal for the cabinet approval. As a result, the existing manpower resources with the MHI were redeployed to administer the new schemes and programmes. This has caused strain on the organizational functioning due to additional workloads on the existing manpower. In this context, while recommended manpower by the

study team in this report will meet the functional requirements of the MHI as per the current mandate, however for the new sectoral schemes and programmes, it is proposed that the MHI may invariably work out the manpower component in the cabinet proposal for administration of the scheme/programme

ii. Recommended Workforce Structure for EV Initiatives

Fulfilling the need to have on-board experts with sound technical background through regular long term employment may not be a justifiable option because the requirement of such subject experts would be there for shorter periods only. Therefore, attempt may be made to engage contractual individual consultants to assist the MHI in surmounting the surges in the workload owing to launch of schemes running of which demands technical knowhow. This type of staffing structure would ensure policy continuity, technical expertise, and strategic decision-making.

iii. Leveraging the Existing Young Professionals & Consultant Framework

MHI's expanding EV responsibilities require a dynamic staffing strategy that balances technical expertise, regulatory acumen, and operational efficiency. By implementing a targeted mix of YPs & consultants, MHI can build a competent and future-ready workforce.

iv. Strategic Use of CPSE Deputation & Lateral Entry

Deputation/secondment/short-term contract of experts from CPSEs and government R&D institutions can also be explored. MHI may consider seeking talent from CPSEs, R&D establishments, scientific institutions, universities & centre of excellence, etc. to fill various positions for roles such as; EV policy, Battery R&D, Charging Infrastructure Development, AI & ML, Automation & Robotics, Big Data and IoT etc.

v. Digitization and Automation for Workload Optimization

Existing dealing officers are burdened with manual monitoring of PLI/FAME compliance. Therefore, Possibility of implementing AI-driven monitoring dashboards for real-time tracking of EV projects can be explored. Policy evaluation reports using Big Data analytics can be automated. GovTech solutions (e.g., Block-Chain for fund disbursement tracking etc). can be introduced.

vi. Institutionalizing Industry-Academia Collaboration

Policy internships with institutions like Center for Study of Science, Technology and Policy (CSTEP), The Energy and Resources Institute (TERI), IIT Delhi or similar institutions can be initiated. Fellowships for engineering graduates in EV projects can also be started. "National EV Advisory Board" comprising MHI officers, Professors from IIT or other institutions of national importance, and industry leaders can be established.

24.0 Institutional Structure for Performance Monitoring of PMA

MHI in its commitment to deliver impactful and timely results under various schemes continues to engage with Project Management Agencies (PMAs). PMA plays a vital role in supporting implementation of diverse initiatives, including Production Linked Incentive (PLI) schemes and other high-priority projects. Historically, MHI has depended on the Industrial Finance Corporation of India (IFCI) as a Project Management Agency for several key projects. Following points would help developing a framework to monitor and evaluate the performance of consulting agencies effectively:

i. Institutionalizing Regular Coordination Meetings

Regular coordination meetings between MHI divisions and PMAs can significantly enhance communication, improve turnaround times, and ensure greater clarity in expectations and deliverables. These meetings provide a structured forum for status updates, feedback exchange, issue resolution, and alignment on timelines. When held at defined intervals, such meetings would foster transparency, responsiveness, and mutual accountability.

ii. Dedicated Role Assignment and Segregation of Tasks

To ensure sustained efficiency, it is recommended that distinct functions within a project be handled by different individuals rather than being consolidated under a single role. Specializing responsibilities across personnel allows for deeper focus, reduces cognitive load, and enhances the overall quality of outputs. This approach not only reduces duplication of efforts but also makes tracking and monitoring more effective. Assigning project responsibilities for the entire duration of the financial year to specific team members ensures clarity, continuity, and depth of engagement. This methodical earmarking of roles can help agencies manage human resources more efficiently while preventing unnecessary

reassignment of tasks. It also supports knowledge retention and institutional memory within both MHI and PMA.

iii. Emphasizing Quality Assurance before Payment Disbursement

Upon project completion, an independent evaluation may be conducted. This evaluation would review whether the consultant met the established performance indicator and would include feedback from all internal stakeholders involved. To align with best practices in contract and project management, it is recommended that deliverables submitted by PMA be subject to a structured quality review before the release of payments. This verification process based on predefined performance indicators and Terms of Reference would ensure that all outputs are consistent with the agreed standards.

iv. Encouraging Specialization without Overlap

PMAs may benefit from ensuring that roles are assigned in such a way that the same person is not managing unrelated or conflicting tasks across multiple verticals. This avoids confusion, promotes focused execution, and encourages professional development by allowing personnel to build expertise in a particular domain.

v. Exploring Multiple Avenues

Although current practices rely on nominations, MHI may explore opportunities to introduce competitive bidding where feasible besides exploring the possibility of engaging more agencies rather than entrusting all the consultancy assignments to a single agency. This will foster competitiveness and improve the quality of consultancy services. It may also be explored if a CPSE (like BHEL) under MHI can be entrusted the role of PMA.

vi. Capacity Building and Knowledge Sharing

To further strengthen outcomes, both MHI officers and PMA teams can benefit from ongoing capacity-building efforts, including training sessions, SOP manuals, and knowledge-sharing forums. These programmes can serve as valuable spaces for exchanging insights, learning from successful case studies, and standardizing effective approaches across projects.

25.0 Recommendations

(a) Recommendation with regard to Reorganization of Divisions

- The MHI activities are proposed to be reorganized into 19 Divisions & 5 Cells, each with clearly defined duties aligned with the Ministry's objectives.
- These Divisions/Cells are proposed to be placed under 6 Wings, namely Joint Secretary (Electrical Mobility); Joint Secretary (Automobile and Automotive Components); Joint Secretary (Capital Goods), Joint Secretary (Administration & Coordination), Economic Advisor (Economic Advisor Wing) & Additional Secretary & Financial Advisor (Integrated Finance Wing).
- The current Sections are proposed to be restructured, ensuring alignment with the revised Divisions. Subjects are grouped based on task similarity, skill sets, and expertise, fostering specialization.
- The recommended structured chain of command is expected to enhance decision-making, communication, and operational efficiency.
- The functions like CPGRAMS, RTI, Parliamentary matters, VIP references, Court cases, public interface, and Ministry coordination - are proposed to be centralized to streamline execution.
- Matters related to trade, commerce, tariffs, taxation, international cooperation, FDI. Capacity building, skill development, statistics, and IT are proposed to be managed by specialists from relevant services.

(b) Recommendations with regard to Quantity of Manpower

- The proposed manpower for 19 Divisions & 5 Cells is 342, requiring an increase of 107 personnel over the sanctioned 235 personnel. Additional posts are proposed in the grade of Under Secretary, Section Officer, Assistant Section Officer, and Senior/Junior Section Assistant to augment section and branch level officers and staff.
- The number of MTS is proposed to be reduced from 56 to 40, with any shortfall addressed through outsourcing under delegated financial powers.
- As much as 26% of sanctioned posts remain vacant - these must be filled promptly.

(c) Recommendations with regard to Quality of Manpower

- A one-week induction program is proposed for newly appointed personnel to familiarize them with relevant subjects before their assignment to any Division. This training will improve efficiency in understanding schemes and activities related to their roles. If the Department of Personnel and Training (DoP&T) does not offer such modules, the Ministry may introduce its own tailored induction programs. Ensuring personnel with adequate skills within the workforce will strengthen the Ministry's ability to address role-specific challenges effectively.
- Regular training programs on Functional, Domain, and Behavioural competencies should be conducted to bridge the skill gaps. This initiative will ensure a high-quality work force capable of managing complex tasks associated with the expanded mandate of MHI.
- Employees should dedicate half a day every two months (say, last Friday of the second month) to participate in online training programs available on Mission Karmayogi's iGOT platform, which offers approximately 4500 diverse courses. These training sessions will address skill gaps, enhance competencies, and promote continuous learning and capacity building, ensuring a more effective workforce that adds value to the organization

(d) Recommendations with regard to Consultants/YPs

- MHI may consider introducing induction programs for the consultants covering public procurement norms, regulatory practices, and operations of Ministry, ensuring consultants understand government systems thoroughly and align their domain expertise with procedural expectations.
- MHI may ensure institutional knowledge retention and continuity by mandating documentation protocols by mandating consultants to submit end-of-assignment Knowledge Transfer Reports (KTRs) and maintain structured project documentation throughout their tenure, thereby building a repository of insights and minimizing disruptions caused by contract expirations.

(e) Recommendations with regard to Project Management Agency

- MHI may consider diversified sourcing through competitive bidding where feasible. Additionally, it may explore engagement of multiple agencies or CPSEs (e.g., BHEL within its domain) to enhance service quality and introduce healthy competition in consultancy engagements.
- MHI may conduct regular review meetings between MHI divisions and consulting agencies to assess performance, resolve issues, and refine objectives. Independent audits to ensure unbiased evaluation of consultancy engagements can be introduced.

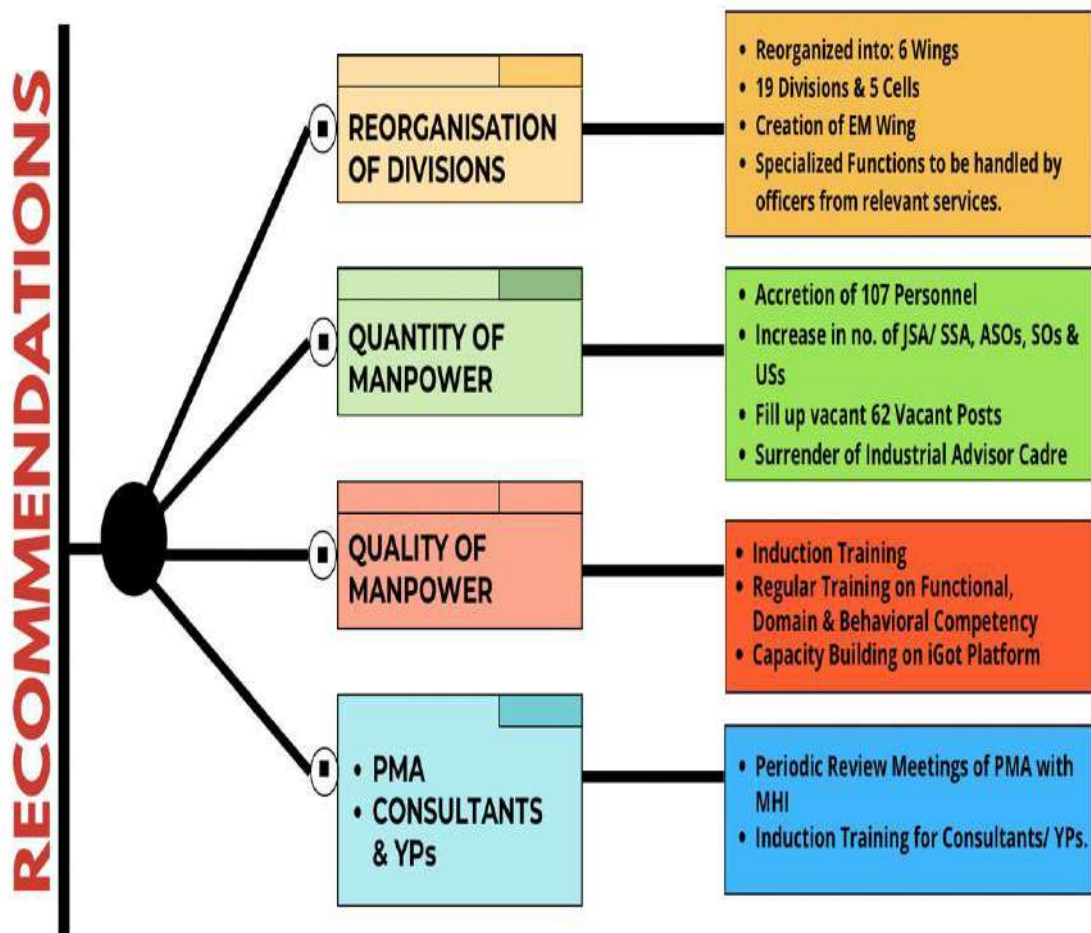


Figure 8: Recommendation for Organisations Structure & Manpower Strength