



मुख्य आयुक्त केंद्रीय कर एवं सीमा शुल्क
CHIEF COMMISSIONER OF CENTRAL TAX & CUSTOMS
केन्द्रीय वस्तु एवं सेवाकर विशाखापट्टणम
जी. एस. टी. भवन, पत्तन क्षेत्र, विशाखापट्टणम - 530035
GST Building, Port Area, Visakhapatnam - 530 035
0891-2568837, Fax- 2561942



C.No. II/20/11/2015-CC (VZ)

Dated: 16.11.2018

To
The Principle Commissioner/Commissioner,
Visakhapatnam/Guntur/Tirupati/Audit/Guntur(A),
CPC, Vijayawada/Custom House, Visakhapatnam.

URGENT

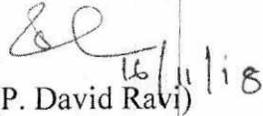
Sir/Madam,

Sub: Cash Awards to Departmental officials for innovation in the field of Data and other areas of work/responsibilities within CBIC-Reg.

Please find enclosed DGHRD's DO letter F.No. 712/108/HRD/WF-1/15/6184-6228 dated 04.10.2018 and letter dated 23.10.2018 on the above subject for information and necessary action

In this regard it is requested to submit the requisite proposals to this office by **22-11-2018** for onward submission to DGHRD.

Yours faithfully,


(P. David Ravi)
Chief Accounts officer

Encl: As above.



B. BHATTACHARYA IRS
DIRECTOR GENERAL

भारत सरकार
मानव संसाधन विकास महानिदेशालय
सीमा शुल्क एवं अप्रत्यक्ष कर बोर्ड
प्लॉट नं० सी-४, भूतल, पश्चिम विंग,
इरकॉन बिल्डिंग, जिला केन्द्र साकेत,
नई दिल्ली-११००१७

Government of India
Directorate General of Human
Resource Development
Central Board of Indirect Taxes & Customs
Plot No. C-4, (West Wing)
Ground Floor, IRCON Building
District Centre, Saket,
New Delhi-110017

D.O. F.No.712/108/HRD/WF-I/15/6184-6228

Dated: 04.10.2018

Dear Sir/Madam,

Subject: Cash Awards to Departmental officials for innovation in the field of Data Analytics and other areas of work/responsibilities within CBIC.

Kind attention is invited to the Board meeting dated 08.08.2018 (copy of the Minutes of the meeting are enclosed) discussed at BMB No. 04/2018 in pursuance to the proposal from DGARM dated 27.07.2018 (copy enclosed) on the subject mentioned above.

2. The DGARM had proposed to felicitate individual officer/ team of officers who come up with innovative ideas to use Data/ advanced technology in certain areas of work in CBIC. It was proposed that institution of Chairman's Appreciation Certificate alongwith Cash Awards will serve as a catalyst to inspire the officers to come out with innovative and unique ideas in the field of data analytics with the objective of enhancing both tax compliance as well as trade facilitation. Such recognition from the highest level will help in bringing to fore various best practices being followed by the field formations in the four areas of trade facilitation, revenue augmentation, fraud detection and risk management across the country.

3. The Board appreciated the idea of institution of such an Award for use of Data Analytics. However, the Board desired that in order to encourage officers who are posted in CESTAT/ Vigilance/ DGPM etc., this award may be made broad based to include parameters of other areas of work/ responsibilities within CBIC. Hence, the Board decided that the current proposal may be refined and other parameters may be introduced, and a more comprehensive proposal be placed before the Board for approval, so that innovations in all Directorates/field formations under CBIC can be considered.

4. In view of the above, it is requested that guiding parameters for grant of Chairman's Appreciation Awards alongwith Cash Awards in the areas of work/ responsibilities handled by Commissionerate/Directorate under your jurisdiction may be framed and forwarded to this office latest by 9.10.2018 for incorporating the same in the existing proposal to make it comprehensive and broad based as directed by the Board. Since the next Board meeting is due to be held shortly, it is requested to adhere to the time limit. Reply may please be sent by email to the undersigned.

With Regards,

Yours sincerely,
Bhattacharya

(B. Bhattacharya)

To

Chief Commissioners/Directors General (All)
Central Board of Indirect Taxes & Customs

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F.NO.296/03/2018-CX.9
Government of India
Ministry of Finance
Department of Revenue
Central Board of Indirect Taxes & Customs

New Delhi, dated the 21st of August, 2018

OFFICE MEMORANDUM

The minutes of the Board meeting held on 08.08.2018 in respect of Agenda Point No.1 "Key Result Areas", and BMB No.04/2018 are enclosed for of information and necessary action.

2. The same are issued with the approval of Chairman, CBIC.

Encl: a/a


(Hemambika R. Priya) 21/8/18
Commissioner (Coord)/Secretary (CBIC)

1. Member (GST)
2. Member (IT)
3. Member (CX/ST/Legal)
4. Member (Customs)
5. Member (Budget)
6. Member (Admn)
7. DGPM/ DG(Audit)/DGARM/DGHRD
8. JS(Review)/ JS(Cus)/ Commr(CX)/Commr(ST)/ Commr(TAR)/ Commr(Legal)/
Commr.(DLA)
9. Guard file

Copy for kind information to:

PS to FM / PS to MOS (R) / PPS to Revenue Secretary /PPS to Chairman CBIC

Minutes of the Board meeting held on 08.08.2018 in respect of Key Result Areas and BMB No.04/2018

The Board in its Meeting chaired Shri S. Ramesh, Chairman, CBIC deliberated on the issue detailed herein. The following officers were present.

1. Shri Mahender Singh, Member (GST/IT)
2. Shri S.K. Panda, Member (IT)
3. Ms. Ameeta Suri, Member (CX/ST/Legal)
4. Shri P.K.Das, Member (Customs)
5. Dr. John Joseph, Member (Budget & Investigation)
6. Shri R. K Barthwal, Member (Admin.)
7. Shri P.K.Jain, D.G. Audit
8. Shri D.P Dash, Director General, Analytic & Risk Management.
9. Shri Bani Bhattacharya, Director General, DGHRD
10. Shri Sandeep Kumar, Pr. ADG, DGARM
11. Shri Asif Iqbal, Commissioner (TAR)
12. Ms Ranjana Jha, JS(Review)
13. Shri S. M. Tata, Commissioner(Service Tax)
14. Shri Satya Srinivas, Joint Secretary (Customs)
15. Capt. Sanjay Gahlot, ADG, DGPM
16. Shri Sanjay Gupta, ADG, DGARM,
17. Shri G. S. Karki, ADG, DGARM
18. Shri Gaurav Kumar, Commissioner (Legal)
19. Ms Harbinder Kaur Prasad, Commissioner (DLA)
20. Ms Hemambika. R. Priya, (Secretary) CBIC & Commissioner (Coorc)
21. Shri Vikas, OSD (CX.9)

2. **Agenda Point No.1**

Issue in Brief: Review of performance in Key Results Areas.

2.1 Commissioner (Coordination) made a brief presentation on the pendencies in Key Results Areas (KRA), based on Monthly Performance Report prepared by Director General of Performance Management. For analysing the performance in KRA, the pendencies and performance during first quarter of F.Y. 2018-19 of Adjudication, Refund/ Rebate, Call Book cases, Tax Arrear Recovery & Audit was compared to the corresponding period of the previous FY viz., April-June F.Y. 2017-18. Zones having high pendency had been identified. In this context, Member (GST) opined that after roll out of GST, the Board had placed a lot of emphasis on liquidating legacy matters including adjudication, investigation, arrears of revenue etc. The field formations had done a lot in liquidating the pendency in Central Excise as well as in Service Tax. Hence, he recommended that in order to appreciate the amount of work done by the officers, the next Board meeting should review the opening balance as on 01.07.2017 along with the receipt & disposal till 31.03.2018, which will present the correct picture of the work done in KRAs. The Chairman recommended that while analysing the pendency in various key result areas, focus should be on the zones which account for 80% of the pendency. It was decided that DGPM will analyse the MPRs in such manner.

[Action: DGPM]

(27)

2.2 **Adjudication:**-The Board noted that as on 30.06.2018, a total 10041 cases in Central Excise, 31532 cases in Service Tax and 8472 cases in Customs are pending for adjudication. The Board noted that the adjudication pendency in Service Tax and Central Excise was rather high in Chandigarh Zone. Member (Budget & Inv) informed that out of 5031 cases, 1784 cases pertained to Ludhiana. In view of such high receipts, it was suggested that the Chief Commissioner may be advised to send a proposal to distribute pending cases to officers of adjoining or nearby zones wherein the pendency was relatively lower. The Board decided that the Chief Commissioners may send their proposal for distribution of pending adjudications, with the approval of the zonal Member to the concerned policy wings for further necessary action. Such proposals for transfer of cases to other zones may be sent within ten days. It was also emphasised that even though the cases are assigned to an officer outside of the zone, it will be ensured that the taxpayer is not put into any difficulty and will not have to travel out of his jurisdiction for personal hearing. It was also decided that the Chief Commissioners may be asked to identify the reasons for increased pendency in adjudication after implementation of GST. The Board decided that all adjudications pending over one year must be disposed of by 31st October, 2018.

[Action: Chief Commissioners/Director General/Commr{CX/ST/JS(Cus)}]

2.3 **Refund/ Rebate:**-The Board reviewed the pendency of Refund/Rebate claims in Central Excise, Service Tax, and Customs. The Board noted that the pendency of refund claims beyond three months was quite high in respect of in Delhi Customs zone. Similarly; refund claims beyond three months were pending in other zones viz., Kolkata Customs, Tiruchirapalli Prev., Delhi Prev. and Bengaluru Customs. However, the Board noted that in Central Excise & Service Tax pendency of refund claims beyond three months is negligible. The Board decided that all the concerned zones having claims pending beyond three months should be directed to dispose of all pending refund cases beyond three months by 30th September, 2018.

[Action: All Members]

2.4 **Call Book:**-The Board noted that the total number of cases in the Call Book was 24964, 16745 & 5340 in Central Excise, Service Tax and Customs respectively. The Board also noted that the maximum number of cases in Call Book was due to Appeals pending before the Courts. However, it was also seen that there are 472, 86 & 199 cases in Central Excise, Service Tax and Customs respectively, which is said to be in Call Book, as per Board's directions. In this regard, it was decided that all concerned may be directed to do a case wise review of cases kept in Call Book/Others, so as to identify the issues, that can be clarified by the Board.

[Action: JS(Customs)/Commissioner (S.Tax)/Commissioner (CX)]

2.5 **Tax Arrear Recovery:**-The Board noted that the target for the current financial year was quite steep at Rs. 10,000 Crore, and the recovery as on 30th June 2018 was only Rs.883 crore. The Board observed that recovery of arrears is an important revenue augmentation measure which does not receive adequate attention. The Board also noted that instructions have been reiterated recently on creation of Recovery cells in the field formations for focussed monitoring and recovery of arrears as desired by the Hon'ble PAC. The Board directed that this key area may be closely monitored by supervisory officers. The presentation should highlight the least performing zones (in descending order) for an effective & better ~~better~~ monitoring.

[Action : DGPM/Commr(TAR)]

2.6 **Audit Performance:** -The performance of internal audit was analysed. It was noted that the number of audits in the first quarter of the current FY was 2547 as compared to the corresponding period of the last FY 1983. In this context, Chairman mentioned that requests had been received from Trade and Industry Associations to fix timeframe for completion of legacy audit. In this context, ADG(Audit) mentioned that with the receipt of the Annual Financial returns as per GST provisions, the audit under GST regime can be initiated. The Board directed DG Audit to prepare the road map with timeline of completion of audit of legacy matters.

[Action : DG(Audit)]

3. BMB No.04/2018

Issue in brief : Chairman's Appreciation Certificate for the use of advanced technologies in the field of analytics for Customs and Indirect Taxes – sponsored by DGARM

3.1 ADG(ARM) briefed the Board on the proposal to felicitate individual officer/team of officers who come up with an innovative idea to use Data/advanced technology in certain areas of work in CBIC. He stated that in the GST regime, there is an incessant inflow of GST and Customs data which the Department can leverage with the help of analytical tools and innovative ideas, for improving tax compliance, risk management and augmentation of revenue. The use of advanced technologies such as Data Analytics, Artificial Intelligence & Block Chain, being highly specialized, requires pooling of all the resources/expertise available with the officers in their individual capacity or otherwise within the organization to derive maximum benefits. He stated that institution of an appreciation certificate will serve as a catalyst to inspire the officers to come out with innovative and unique ideas in the field of data analytics with the objective of enhancing both tax compliance as well as trade facilitation. Such recognition from the highest level will help in bringing to fore various best practices being followed by the field formations in the four areas of trade facilitation, revenue augmentation, fraud detection and risk management across the country.

3.2 The Board appreciated the idea of institution of such an Award for use of Data Analytics. The Board also noted that the Welfare Fund Rules provide for such an award. However, it was noted that CBIC has a number of such awards which are annually awarded to officers/staff who have performed exceedingly well in their area of responsibility. In order to encourage officers who are posted in CESTAT/Vigilance/DGPM etc., this award may be broad based to include parameters of other areas of work/ responsibilities within CBIC. Hence, the Board decided the current proposal may be refined and other parameters may be introduced, and a more comprehensive proposal be placed before the Board for approval.

[Action- DGARM/DGHRD]





As per urgency as discussed (10)

3/8

ADG (I&W) / ADG (HRM)

**OFFICE OF THE DIRECTORATE GENERAL OF ANALYTICS AND RISK MANAGEMENT
Tower II, 10th Floor, Jeevan Bharti Building, Connaught Place, New Delhi**

3/8/18
JD (I&W)

C. No. DGARM/Technical/Chairman's Appreciation letter/208/2018 /636 Date: 27.07.2018

To,

The Director General,
Directorate General of Human Resource Development,
Customs & Central Excise, C-4, West wing,
Ground Floor, IRCON Building,
District Centre, Saket, New Delhi-17.

ADG / ADG / ADG
(I&W) / (HRM) / (EMC)
Dt.: 02 JUL 2018

3/8/18

Sir,

Subject: Approval & Sanction for disbursement of monetary reward from the Central Excise & Customs Welfare Fund under the proposed scheme of granting Chairman's Appreciation Certificate -reg.

AD (I&W)
3/8/18
AD (I&W)

It may be recalled that the Directorate General of Analytics and Risk Management (DG-ARM) was setup on 11th July 2017 under the CBIC, vide O.M. F.No. A-11013/19/2017-Ad.IV dated 11th July 2017 with the mandate, inter alia, to analyse data and to share the output with various stakeholders. There is an incessant inflow of GST and Customs data and if this huge data is leveraged by the Department with the help of analytical tools and innovative ideas, it will prove to be an invaluable asset for improving tax compliance & risk management and augmentation of revenue. The use of advanced technologies like Data Analytics, Artificial Intelligence & Block Chain, being highly specialized, requires pooling of all the resource/expertise available with the officers in their individual capacity or otherwise within the organization to derive maximum benefits.

2. In order to encourage innovation in the field of analytics and to pick up ideas from the field officers, it is proposed to institute an award in the form of **Chairman's Appreciation Certificate along with monetary reward** under two categories: (i) Individual (ii) Team in order to recognize their innovative ideas and best practices from the field level in areas of trade facilitation, revenue augmentation, fraud detection and enhancement in risk management system, which if found suitable, can be replicated across all the formations of CBIC. The Appreciation certificates will be awarded to three best Project Ideas, both in Individual category as well as in the Team category. The team may consist of a group of officers or a formation i.e. Division/ Commissionerate/ Zone.

3. Institution of Awards will motivate the field officers to come out with innovative and unique ideas to improve their functioning in the GST and Customs formations with the objective of enhancing both tax compliance as well as trade facilitation. Award will serve as a catalyst to inspire the officers to use their potential and talent to engage themselves in the field of data analytics. As an after effect, for the officers, the sole impetus will be on enhancing the performance, refining skills in the desired field and using the same with intuition and wisdom to arrive at a meaningful decision which in turn will be channelized towards a targeted action. Such recognition from the highest level will help in bringing to fore various best practices being followed by the field formations in the area of trade facilitation, revenue augmentation, fraud detection and risk management across the country, which, if found suitable, can be replicated across all the formations of CBIC. This will also help DGARM to identify key ideas for replication at the national level to improve the quality and effectiveness of analysis.

4. Under the proposed scheme, all the Chief Commissioners/Directors General will be requested to send Project Ideas in the areas of advanced technologies such as Data Analytics, Artificial Intelligence and Block Chain, outlining the concept, feasibility and implementation of such ideas in the field formations. The Project Ideas will then be assessed by an Expert Committee comprising three members, one each from NIC, CBDT and from a reputed Academic Institute having expertise in dealing with the advanced technologies for the purpose of analytics.

5. The monetary reward in Individual category will be of Rs 50,000, Rs 40,000 and Rs 30,000 for first, second and third place respectively. Similarly, in Team category, monetary reward will carry cash prizes of Rs 2,00,000 Rs 1,50,000 and Rs 1,00,000 for first, second and third place respectively which will be distributed equally amongst the members. Thus, the total implication of monetary reward will be of Rs. 5,70,000/-. An elaborate proposed "Guidelines for Chairman's Appreciation Certificate" in this regard is enclosed.

It is, therefore, requested to get the necessary administrative approval and financial sanction for amount of Rs. 5,70,000/- to be disbursed as monetary reward for best Project ideas in the filed of analytics from Central Excise & Customs Welfare Fund.

Encl.: As above.

Yours sincerely



(D. P. Dash)

DG ARM

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Guidelines for Chairman's Appreciation Certificate

for the use of advance technologies in Customs and Indirect Taxes

Part A: Chairman's Appreciation Certificate

Introduction

The changing businesses landscape around the world, continue to evolve rapidly, with momentous advancement in the field of technology and the vital role it plays in the day-to-day business operations. There is an unprecedented potential for emerging technologies to reshape how work is done, how businesses grow, and how markets and industries evolve. The global tax landscape is accordingly changing dramatically, with tax authorities and taxpayers looking for more and more innovative models in tax management. They have realized that tax laws, which are broadly based on legislation implemented in the early 20th century, are no longer relevant enough to enable effective tax management in a scenario replete with groundbreaking business models in the 21st century. These new models run on high-end technology and facilitate transactions in virtual marketplaces. Consequently, tax administrations are quickly adapting to new tax strategies to secure their due share of taxes. With e-Governance and digitization gaining in importance, tax authorities around the world are increasingly focusing on enforcing compliance and expanding the tax base. They are using advanced technologies to collect and analyze data on taxpayers and intend to implement a transparent and compliance-oriented administration. This has necessitated change in the functioning of the tax system for it to remain relevant and effective.

It is amply clear that technology is of utmost importance for present day tax administration by authorities who:

- need to do more than ever before with limited resources.
- efficiently manage risk in their organizations.
- require more and enhanced data, frequently and on a real-time basis.
- are required to drive substantial value from tax data.
- need to maximize returns on investment to transform their functions.
- have to comply with exponentially increasing reporting requirements.
- are required to respond to queries on their co-operative compliance models and risk-based approach from the tax authorities.

With taxation being an essential aspect of doing business, it is important for tax authorities to keep pace with developments across industries as the new emerging businesses can be very challenging and complex.

With the emerging technologies, tax authorities, not only, need to understand legacy technologies, but also the latest and emerging ones, with their strengths and weaknesses. Using the right set of tools or platforms, one can significantly augment the benefits provided by a tax technology solution. Most importantly, the advanced technologies such as Data Analytics, Artificial Intelligence and Block Chain, are helping organizations in a big way to achieve their objectives. They are capitalizing on digital ecosystems that are expanding due to the confluence of information.

Need of constituting an award for use of advance technologies in the field of trade facilitation, revenue augmentation, fraud detection and enhancement in risk management system.

Institution of an appreciation certificate will motivate the field officers to come out with innovative and unique ideas to improve their functioning in the GST and Customs formations with the objective of enhancing both the tax compliance as well as trade facilitation. Awards will serve as a catalyst to inspire the officers to use their potential and talent to engage themselves in the field of data analytics. As an after effect, for the officers, the sole impetus will be on enhancing the performance, refining skills in the desired field and using the same with intuition and wisdom to arrive at a meaningful decision which in turn will be channelized towards a targeted action. There is an incessant inflow of GST and Customs data and if this huge data is leveraged by the Department with the help of analytical tools and innovative ideas, it will prove to be an invaluable asset for improving tax compliance & risk management and augmentation of revenue. Such recognition from the highest level will help in bringing to fore various best practices being followed by the field formations in the area of trade facilitation, revenue augmentation, fraud detection and risk management across the country, which if found suitable can be replicated across all the formations of CBIC. This will also help DGARM to identify key ideas for replication at the national level to improve the quality and effectiveness of analysis.

About the Certificate

An award in the form of Chairman's Appreciation Certificate is instituted to recognize innovative ideas and best practices to address at least one or more of the areas of trade facilitation, revenue augmentation, fraud detection and enhancement of risk management system, by felicitating field officers who are going extra mile in adopting these advanced technologies in their day to day functioning. The Appreciation Certificate will be awarded to

the three best Project Ideas to be conferred in two categories: i.e. (i) Individual category and (ii) Team category. So far as the team category is concerned, it may comprise of a group of officers or a formation i.e. Division/ Commissionerate/ Zone.

The project reports will be assessed by an Expert Committee comprising three members, one each from NIC, CBDT and from reputed Academic Institute having expertise in dealing with the advanced technologies for the purposes of analytics. Chairman's Appreciation Certificates along with monetary reward will be awarded to the three best Project Ideas in each of the category (individual and team). The monetary reward in Individual category will be of Rs 50,000, Rs 40,000 and Rs 30,000 for first, second and third place respectively. Similarly, in Team category, monetary reward will carry cash prizes of Rs 2,00,000 Rs 1,50,000 and Rs 1,00,000 for first, second and third place respectively which will be distributed equally amongst the members.

Submission of Project/Idea

The Chief Commissioners/Director Generals will submit comprehensive Project Idea both in Individual category and Team category. While submitting a new idea which is yet to be implemented at their level, it is expected that the same is submitted with proof of concept (PoC) by demonstrating that the concept or theory has potential for real-life application. The Project Idea sent for nomination should inter-alia consist of the following sections:

- i. Background: This section will contain details of the category (team/incividual) under which a nomination has been sent along with the justification regarding nomination under the selected category. In cases where nomination is under Team category, this section will also contain the list of officers/staff that are instrumental and part of the Project/Idea. The section will briefly define what the project is about, why this project is necessary and what possible benefits are delineated therein.
- ii. Problem Statement: This section will define the problem that the proposed project seeks to solve from at least one out of the four listed areas of trade facilitation, revenue augmentation, enhancement of risk management system and fraud detection.
- iii. Methodology: This section will include the methods that are used to conclude the solution. Describe whether a case study is referred or it is based on research (primary/secondary) or its pilot test is already done.
- iv. Outcomes Realized/Expected: Results realized should highlight efficiency and effectiveness of the existing system. In case of ongoing concept/idea/prototype

submission, 'expected' results should also be highlighted. This will help to assess the benefits that can be derived from the idea. The detailed justification for the projections should also be submitted.

- v. Risks and Assumptions: This section will highlight the risk and assumptions considered while developing the idea.
- vi. References (if any): The list of case studies and literature studied for the project.
- vii. Detailed write up on different parameters under each of the evaluation indices listed in the Part B of this Template, that will be used by the Expert Committee for their assessment in an objective manner.
- viii. Self-declaration: The Project/Idea adheres to the data confidentiality and security guidelines of CBIC.

Part B: Evaluation Indexes and their weightage

Each Project/Idea received will be assessed by the Expert Committee, on various parameters bucketed under the following indices:

- (1) Innovation index
- (2) Project maturity index
- (3) Impact index
- (4) Sustainability index
- (5) Scalability index
- (6) Viability Index
- (7) Benefit Index

Quality Cum Benefit Scoring (QCBS) method will be used to assess the project. Score of 70 will be for the first six indices and remaining 30 for the benefit index.

The weightage of different parameters under each of the indices will be as under:

A. Innovation Index (15% weightage)

This index will assess the Project/Idea on the out of box/ transformative use of these technologies. The weightage will be as follows:

Levels	Weightage	Details
Reactive	6	The idea is a response to a localized scenario.
Active	8	The idea is driven from already existing best practices and approaches.
Defined	12	The project is a result of well thought execution of processes, tools and methods.
Performing and pervasive	15	It is out of the box involving strategic alliance with experts and best in class processes, tools and methods.

B. Project maturity index (10% weightage)

Under this index, the project sent by the Chief Commissionerate/ Directorate General, will be assessed for the stage of its maturity; whether it is in the nascent stage or mature enough to be implemented.

The four levels of maturity along with their weightage is as follows:

Levels	Weightage	Details
Concept/Idea/Prototype	2	The project is merely a concept or a prototype without any PoC.
Proof of Concept (PoC)	4	The PoC is there to demonstrate that the concept or theory has potential for real-world application.
Implemented with risk or assumptions	8	The project is tested and implemented but with underlying risks or assumptions which means it is unfit for the real-world
Full-proof implementation	10	It is implemented and tested for different situations without any errors or deviations from expected results

C. Impact Index (15% weightage)

This index helps to assess the degree of impact of the project i.e. the objectives it aims to fulfill/ purposes it addresses. The four purposes or objectives which CBIC aims to achieve from this program are:

- (1) Trade facilitation
- (2) Revenue augmentation
- (3) Fraud detection
- (4) Improving risk management system

The weightage is as follows:

Weightage	Details
6	The project fulfills any one of the above-mentioned objectives.
9	The project fulfills any two of the above-mentioned objective.
12	The project fulfills any three of the above-mentioned objective.
15	The project fulfills all four of the above-mentioned objective.

D. Sustainability Index (10%)

Under this index, the project will be assessed on parameters like cost incurred, manpower requirement (man hours), in-house capability/outsourced.

The weightage is as follows:

Level of sustainability	Weightage	Details
Dependency on external resources	4	The project is cost and manpower extensive and requires outsourced capabilities.
Minor additional resources required	6	The project can achieve the desired objective with the minimal resources.
Sustainable within routine effort	8	The proposal is sustainable with the resources available
Self-sustainable	10	The project is never going to require additional resources

E. Scalability Index (10% weightage)

This index will assess the project on its relevance and reach as well as the potential to scale up. The weightage is as follows:

Level of scalability	Weightage	Details
Individual relevance	4	The project has a limited applicability and relevant for a particular scenario.
Scalability possible	6	The project has the potential to scale with some limitations (geographical/technical/skill)
CBIC-wide adoption feasible	8	The project has the potential to be implemented across CBIC.
Scalability relevance beyond CBIC	10	The project has the potential to be molded and fit for use in other departments, beyond CBIC

F. Viability Index (10% weightage)

This index will provide an assessment basis the expert judgement to the overall viability of the project. The project should be viable with realistic timelines, financial implications, technological aligned with needs for implementing the Project/Idea. The index will be subjective and would be evaluated with the relevant field experience.

The weightage will be as follows:

Weightage	Details
2	The project is non-viable.
6	The project has limited viability and possibility of rework.
10	The project is viable.

G. Benefit Index (30% weightage)

This index will highlight the overall benefits in terms of the revenue augmentation, trade facilitation, fraud detection and improving risk management system. The assessment will be based on the write-up submitted along with the project by the participants regarding the detailed justification for the outcome.

