

25

**STANDING COMMITTEE ON
COMMUNICATIONS AND
INFORMATION TECHNOLOGY
(2025-26)**

EIGHTEENTH LOK SABHA

**MINISTRY OF COMMUNICATIONS
(DEPARTMENT OF POSTS)**

**DEMANDS FOR GRANTS
(2026-27)**

TWENTY FIFTH REPORT



**LOK SABHA SECRETARIAT
NEW DELHI**

March 2026/ Phalguna, 1947 (Saka)

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(DEPARTMENT OF POSTS)**

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(2026-27)**

Presented to Lok Sabha on 17.03.2026

Laid in Rajya Sabha on 17.03.2026



**LOK SABHA SECRETARIAT
NEW DELHI**

March 2026/ Phalguna, 1947 (Saka)

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**Composition of the Standing Committee on Communications and
Information Technology (2025-26)**

Dr. Nishikant Dubey - Chairperson

Lok Sabha

2. Shri C.N. Annadurai
3. Shri Anil Baluni
4. Dr. Rabindra Narayan Behera
5. Shri Anup Sanjay Dhotre
6. Shri Gurmeet Singh Meet Hayer
7. Shri Sanjay Haribhau Jadhav
8. Shri S. Supongmeren Jamir
9. Shri Appalanaidu Kalisetti
10. Smt. Poonamben Hematbhai Maadam
11. Shri G. Kumar Naik
12. Shri Shafi Parambil
13. Dr. M.K. Vishnu Prasad
14. Ms. Kangna Ranaut
15. Shri Radheshyam Rathiya
16. Shri Ramasahayam Raghuram Reddy
17. Shri Arun Kumar Sagar
18. Shri Devesh Shakya
19. Shri Vishnu Datt Sharma
20. Shri Rajesh Verma
21. Vacant

Rajya Sabha

22. Shri Saket Gokhale
23. Smt. Priyanka Chaturvedi
24. Shri Sujeet Kumar
25. Shri Amar Pal Maurya
26. Dr. Sasmit Patra
27. Shri Kanad Purkayastha
28. Shri S. Niranjana Reddy
29. Shri Kartikeya Sharma
30. Shri Lahar Singh Siroya
31. Shri K.T.S. Tulsi

SECRETARIAT

- | | | | |
|----|--------------------------|---|-----------------------------|
| 1. | Shri Harish Chandra Bist | — | Joint Secretary |
| 2. | Smt. A. Jyothirmayi | — | Director |
| 3. | Ms. Divya Rai | — | Assistant Executive Officer |

Committee constituted w.e.f. 26th September, 2025 vide Para No.3282 of Bulletin Part-II dated 01st October, 2025.

INTRODUCTION

I, the Chairperson, Standing Committee on Information Technology (2025-26), having been authorized by the Committee to submit the Report on their behalf, present this Twenty-fifth Report on Demands for Grants (2026-27) of the Department of Posts (Ministry of Communications).

2. The Standing Committee on Communications and Information Technology (2025-26) was constituted on 26th September, 2025. One of the functions of the Standing Committee, as laid down in Rule 331E of the Rules of Procedure and Conduct of Business in Lok Sabha, is to consider the Demands for Grants of the Department/Ministry concerned and make a Report on the same to both Houses.

3. The Committee considered the Demands for Grants pertaining to the Department of Posts (Ministry of Communications) for the Financial year 2026-27 which were laid on the Table of the House on 11th February, 2026. The Committee took evidence of the representatives of the Department of Posts (Ministry of Communications) on 25th February, 2026.

4. The Report was considered and adopted by the Committee at their Sitting held on 13th March, 2026.

5. The Committee wish to express their thanks to the officers of the Department of Posts (Ministry of Communications) for appearing before the Committee and furnishing the information that the Committee desired in connection with the examination of the Demands for Grants.

6. The Committee would also like to place on record their appreciation for the assistance rendered to them by the officials of the Lok Sabha Secretariat attached to the Committee.

7. For facility of reference and convenience, Observations/Recommendations of the Committee have been printed in bold letters in Part-II of the Report.

New Delhi;
13 March, 2026
22 Phalguna, 1947 (Saka)

DR. NISHIKANT DUBEY,
Chairperson,
Standing Committee on
Communications and Information Technology.

PART - I

CHAPTER – I

BUDGETARY OVERVIEW & ANALYSIS OF DEMANDS

I. INTRODUCTION

1.1. The Department of Posts under the Ministry of Communications is the largest Postal network in the world with 1,64,999 Post Offices as on 31st March, 2025. The postal network of the Country is divided into 23 Postal Circles and the Circles are further divided into Regions, which comprise groups of field units called Divisions. Apart from the 23 Circles, there is a separate wing called the Army Postal Service (APS) to cater to the postal needs of the Armed Forces exclusively. Post Offices, which function as Operational Units in the Country, are categorized into Head Post Offices – located in important towns and cities, mostly at district level; Sub Post Offices – located in both rural and urban areas; and Branch Post Offices – primarily located in rural areas and manned by Gramin Dak Sevaks (GDS). While still delivering physical mail to the nation’s farthest corners, the postal system supports the digital economy – handling e-commerce logistics, Aadhar services and Direct Benefit Transfers (DBT).

1.2. Under the Constitution of India [Article 113 (2)], estimates of expenditure are submitted to Lok Sabha in the form of Demands for Grants. The Demands for Grants of the Ministry of Communications (Department of Posts) – Demand No. 12, was laid on the table of the House on 11th February, 2026.

1.3. The Departmentally related Parliamentary Standing Committee on Communications and Information Technology held a detailed discussion with the Representatives of the Department of Posts (Ministry of Communications) in their Eighth Sitting held on 25th February, 2026, regarding examination of Demands for Grants 2026-27. In this Report, the Standing Committee undertake an evaluation of the financial and physical performance of the

Department of Posts up to the year 2025-26 and also analyse the budgetary allocations made to the Department for the year 2026-27 under Demand No. 12.

II. IMPLEMENTATION STATUS OF RECOMMENDATIONS OF THE COMMITTEE CONTAINED IN THE TENTH REPORT ON DEMANDS FOR GRANTS (2025-26)

1.4. The Tenth Report of the Committee (2025-26) on examination of 'Demands for Grants' (2025-26) relating to the Department of Posts (Ministry of Communications) was presented to Lok Sabha on 21st March, 2025 and laid in Rajya Sabha on 20th March, 2025. Following this, the Eighteenth Report of the Committee (2025-26) on Action Taken by the Government on the Observations / Recommendations contained in the Tenth Report was presented to Lok Sabha and laid in Rajya Sabha on 19th August, 2025. Of the 18 recommendations contained in the Tenth Report, 13 were accepted by the Government and replies of interim nature were furnished in respect of the remaining 05 Recommendations. Finally, the Statement showing Action Taken by the Government on the Recommendations contained in Chapter-I and final replies to the Recommendations contained in Chapter-V of the Eighteenth Action Taken Report on Action Taken by the Government on the Observations/Recommendations of the Committee contained in their Tenth Report (Eighteenth Lok Sabha) on 'Demands for Grants (2025-26)' was laid in the House on 12th December, 2025.

III. BUDGETARY OVERVIEW & ANALYSIS OF DEMANDS

A. Budgetary Overview & Analysis :

1.5. Against a proposed allocation of Rs. 45730.80 crore, the Department of Posts has received Rs. 42850 crore at the allocation stage of Budget Estimates (BE) for financial year 2026-27. The total budgetary allocation received by the Department against the proposed amount during the last five financial years at the stages of Budget Estimates (BE) and Revised

Estimates (RE) along with the details of Actual Expenditure for the respective years is as follows :

(Rs. in crore)

Year	Proposed by the Department	Allocation at BE stage	Allocation at RE stage	Actual Expenditure (AE)	Expenditure as % of RE
2020-21	38181.15	35188.43	33100.88	30158.87	91.1
2021-22	39273.74	35173.27	33180.21	31809.61	95.8
2022-23	41614.74	36395.89	37086.85	34072.24	91.8
2023-24	42373.29	40553.38	36997.24	37032.41	100.09
2024-25	42836.35	38917.24	39399.65	38718.98	98.27
2025-26	42522.50	41086.97	40382.11	35626.86*	88.22*
2026-27	45730.80	42850.00	-	-	-

***Actuals upto January, 2026**

1.6. When asked about ways in which the Department ensures that the allocations proposed are duly prioritized at various stages, the Department informed that apart from establishment expenditures, it also allocates funds for various Central Sector Schemes and these allocations are determined based on physical and financial targets set for the year, as well as the financial outlays approved by the Government.

1.7. With respect to the existing monitoring mechanism of the Ministry of Communications (Department of Posts) regarding fund allocation at each level and the implementation of Schemes/Programmes being run by the Department, the Committee were apprised as follows:

“The budgetary outlay of the Department of Posts (DoP) is predominantly allocated to the non-scheme segment, which accounts for approximately 97% of the total budget. A significant portion of this allocation—88.65% of the Revised Estimates (RE) 2025-26—is directed towards committed liabilities, including Salaries, Allowances, and Pensionary charges.

The fund allocated under the non-scheme segment, as per Ministry of Finance’s Ceiling, is distributed among 23 Postal Circles and 17 Postal Units. This distribution is determined based on several factors, including:

- a) Projected demands from the Circles
- b) Past expenditure patterns and utilization trends
- c) Availability of funds within the overall budgetary ceiling

Once the budget is allocated to Postal Circles, these Circles further distribute funds to their subordinate units. The Circle Offices, in collaboration with Circle Postal Accounts Offices, play a crucial role in monitoring expenditure to ensure that funds are utilized effectively and within the approved limits. To maintain financial discipline and

accountability, reviews meetings are regularly held at Directorate-level and with Circles to assess budget utilization and to address financial bottlenecks.

In contrast to the non-scheme segment, the Scheme segment focuses on the developmental and infrastructural growth of the postal network. The budgetary outlay under this segment is determined by Scheme Implementing Divisions, which estimate the required funds based on:

- d) Strategic goals/physical & Financial targets outlined under the Scheme;
- e) Approval limits set by Expenditure Finance Committee (EFC) or Standing Finance Committee (SFC);
- f) Past implementation efficiency and scope of ongoing projects.

Once the allocations are finalized, funds are disbursed to Postal Circles and Units for scheme implementation. Given the importance of this segment in driving modernization and service improvements, regular performance reviews are held to monitor the progress of scheme implementation. These reviews ensure that funds are effectively utilized, project timelines are met, and the intended operational and service delivery enhancements are achieved.

The Department of Posts follows a structured and disciplined financial framework to ensure the efficient allocation and utilization of funds across both the Non-Scheme and Scheme segments. While the non-scheme segment primarily caters to operational expenses, the Scheme segment drives innovation, infrastructure development, and service expansion. Through continuous monitoring, periodic reviews, and strategic fund allocation, the department ensures that its financial resources are effectively managed to support both day-to-day operations and long-term growth objectives.”

1.8. Comparative Statement of allocation (in terms of BE) of the Department of Posts (DoP)

vis-à-vis Total Central Outlay (BE) :

(Rs. in Crore)			
Year	Total Central Outlay (BE)	Funds allocated to DoP at BE Stage	% of the Total Outlay (BE)
2021-22	3483236	35173.27	1.00
2022-23	3944909	36395.89	0.92
2023-24	4503097	40553.38	0.10
2024-25	4820512	38917.24	0.90
2025-26	5065345	41086.97	0.81
2026-27	5347315*	42850.00	0.80

1.9. BE Stage allocation to the Department of Posts for the year 2026-27 stands at Rs. 42850.00 crore, which roughly translates to about 0.80% of the Total Outlay as against the BE of Rs. 41086.97 Crore allocated during 2025-26 which amounts to 0.81% of the Total Outlay.

Though the increase in BE stage allocation for 2026-27, in absolute terms, is Rs. 1763.03 crore, the percentage share of the Department in this year has declined, even if marginally so.

1.10. There is a constant decline in BE percentage share of the Department of Posts in the Total Outlay from 1.00% in the year 2021-22 to 0.80% in the year 2026-27. Elaborating on the reasons for the same, the Department submitted that :

“The Total Central Outlay at the Budget Estimate (BE) stage has exhibited a consistent upward trend during the period from 2021–22 to 2026–27. It increased from Rs.34.83 lakh crore in 2021–22 to Rs.53.47 lakh crore in 2026–27, reflecting a cumulative growth of over 50 percent.

The Budget allocation to the Department of Posts (DoP) at the BE stage has also increased in absolute terms, from Rs.35,173.27 crore in 2021–22 to Rs.42,850.00 crore in 2026–27. However, the overall increase in DoP’s budget over the six-year period is modest when compared with the growth in the Total Central Outlay.

As a result, the share of DoP in the Total Central Outlay has shown a declining trend over the years. The percentage share reduced from 1.00 percent in 2021–22 to 0.92 percent in 2022–23 and further declined to around 0.80 percent by 2026–27. This indicates that while DoP’s budget has increased in absolute terms, it has not kept pace with the rapid growth of overall Central Government expenditure.

This indicates that Department of Posts has experienced a gradual reduction in its relative share of the Total Central Outlay, despite increases in absolute allocations. This trend points to increasing fiscal constraints for the Department, particularly in the context of rising committed expenditures such as salaries, allowances, and pensionary liabilities.”

1.11. On being asked if funds allocated to the Department at the BE Stage in 2026-27 are sufficient to meet the requirements of the Department during the Financial Year and if not, the ways in which the Department plans to discharge assigned responsibilities, the Committee were apprised as under :

“There is no significant gap between the proposed budget for Establishment Expenditure and the budget allocated.

Proposals for budgetary allocations for the ongoing Central Sector Schemes of the Department, viz. Postal Operations, Human Resource Management and Estates Management and the new Postal Logistics Infrastructure Project (PLIP) are under the consideration of the Government. Pending approval of these schemes/projects for continuation during the 16th FC Cycle, the Ministry of Finance has provided a budgetary allocation of Rs. 1,239.02 crore for FY 2026–27. In

the case of the Postal Logistics Infrastructure Project, MoF has provided a token allocation of Rs.2.00 lakh, pending approval by the Government. The additional funds will be sought at the supplementary stage, post approval of the schemes as per the requirements. The Department will continue to prioritize important activities and ensure optimal utilization of allocated resources. After the approval of the outlays for the schemes for the 16th Finance Commission period, wherever necessary, additional funds will be sought at the Supplementary Demands for Grants stage in 2026-27, based on total approved outlay for the 16th Finance Commission period and the assessed requirements and implementation progress in 2026-27.”

1.12. Regarding an overview of the mandate of the Department of Posts, the Committee were apprised that as per the provisions of the Second Schedule (Rule 3) of Government of India (Allocation of Business) Rules, 1961, the Department is mandated with the following subjects/items of work :

- I. Execution of works, including purchase of land debitable to the Capital Budget pertaining to the Department of Posts.
- II. Posts, including Post Office Savings Banks (Administration), Post Office Certificate (Administration), Post Office Life Insurance Fund (Administration), printing of public postage stamps/commemorative stamps including postal stationery, premium postal products and any agency function.
- II(A). Matters related to India Post Payments Bank.
- III. International cooperation in matters connected with postal communications, including matters relating to all international bodies dealing with postal communications such as Universal Postal Union, Asia Pacific Postal Union (APU), Common wealth Postal Union.
- IV. Matters relating to introduction, development and maintenance of all services by the Post Office including those based on cable, radio and satellite communications channels: Provided that these matters do not amount to broadcasting, narrowcasting, cable and radio networking services and are also not governed by the Indian Telegraph Act, 1885 and the rules made there under, and not exclusively allotted to any other Department.
- V. Promotion of feasibility survey, research and development in the field of activities allotted to the Department.
- VI. Matters relating to administration of the Indian Post Office Act, 1898 and rules made thereunder as well as other laws or enactments having a bearing on postal activities, not specifically allotted to any other Department.

B. Summary of Demands :

1.13. Brief Summary of Demands 2026-27 in respect of the Department of Posts (Ministry of Communications) is as follows :

Particulars	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	BE 2025-26	RE 2025-26	Actual 2025-26*	BE 2026-27	%change BE 2026-27 vs RE 2025-26 (+/-) [Col. 8 over 6]
1	2	3	4	5	6	7	8	9	
REVENUE SECTION									
Gross Expenditure	30924.06	32595.57	35645.52	37528.49	40128.62	39336	28927.97	41600.49	5.76
Deduct-Recoveries	1202.63	1139.24	1255.88	1188.04	1500	1500	1063.61	1600	6.67
Net Expenditure	29721.43	31456.33	34389.64	36340.45	38628.62	37836	27864.36	40000.49	5.72
Postal Receipts	10860.80	10917.89	11321.35	11425.24	12487.11	12512.13	8129.91	12973.92	3.69
Net expenditure (Deficit)	18860.63	20538.44	23068.29	24915.21	26141.51	25323.87	19834.45	27026.57	6.72
CAPITAL SECTION									
Gross Expenditure	885.55	1476.67	1386.89	1190.49	958.35	1046.11	459.68	1249.51	19.44
Deduct-Recoveries									
Net Expenditure	885.55	1476.67	1386.89	1190.49	958.35	1046.11	459.68	1249.51	19.44
Net Allocation	19746.18	22015.11	24455.18	26105.70	27099.86	26369.98	20294.13	28276.08	

*Actual 2025-26 up to November 2025

1.14. The figure for net expenditure (deficit) has shown an increasing trend from the year 2021-22 up to 2024-25. Further, as compared to the actual expenditure during the year 2024-25, the Deficit has also risen at the BE and RE Stages respectively, during the year 2025-26. Furthermore, the deficit faced by the Department has shown an increase of 6.72% from the RE Stage for the year 2025-26 up to the BE Stage during the year 2026-27. In totality, the gap between the expenditure and the receipts of the Department of Posts has shown a constant rise during the last five financial years leading to a resultant increase in deficit over the given duration of time.

C. Outlay and Expenditure for Financial Year 2025-26 :

1.15. Details regarding the outlay and expenditure of the Department of Posts during the year 2025-26 are as follows :

Particulars		BE-2025-26	RE 2025-26	Actuals 2025-26 (up to Jan 26)	% age expenditure	BE-2026-27
Total Scheme		1,065.37	1,133.13	711.05	62.75	1,239.02
Non Scheme						
¹	<i>Salaries & Allowances</i>	23,458.00	23,400.00	21,363.09	91.30	24,701.00
²	<i>Wages</i>	480.00	440.00	315.48	71.70	440.00
³	<i>Pensions</i>	13,125.00	12,400.00	10,991.33	88.64	13,400.88
⁴	<i>Others</i>	2,958.60	3,008.98	2,452.87	81.52	3,069.10
Total Non Scheme		40,021.60	39,248.98	35,122.77	89.49	41,610.98
Total		41,086.97	40,382.11	35,833.82	88.74	42,850.00

1.16. Total Scheme expenditure of RE Stage allocation for the year 2025-26 (up to Jan. 2026) amounts to Rs. 711.05 crore which is about 62.75% of the Total Scheme allocation (RE Stage) of Rs.1133.13 crore and about 1.98% of the total expenditure of Rs. 35833.82 crore.

1.17. Total Non-Scheme expenditure of RE Stage allocation (up to Jan. 2026) during the year 2025-26 amounts to Rs. 35122.77 which is about 98.01% of the actual expenditure of Rs. 35833.82 crore (up to Jan. 2026).

1.18. Total Scheme allocation for the year 2026-27 amounts to Rs. 1239.02 crore which is about 2.89% of the total allocation of Rs. 42850.00 crore at the BE Stage in 2026-27.

1.19. Total Non-Scheme allocation during the year 2026-27 amounts to Rs. 41,610.98 crores which is about 97.10% of the total allocation of Rs. 42850.00 crore at the BE Stage in 2026-27.

CHAPTER – II

SCHEMATIC ANALYSIS

2.1 The Department of Posts has planned the following Central Sector Schemes for Financial Year 2026-27:

- i) **Postal Operations Scheme** (proposed for continuation for the period 2026-27 to 2030-31) - for enhancing the efficiency and speed of postal services & marketing.
- ii) **Human Resource Management Scheme** (proposed for continuation for the period 2026-27 to 2030-31) - for focusing on training and capacity-building initiatives for employees.
- iii) **Estates Management Scheme** (proposed for continuation for the period 2026-27 to 2030-31) - for optimizing the use of postal properties and facilities.
- iv) **IT Induction & Modernization 2.0 Project** (ongoing; approved from 2022-23 to 2029-30) - for integrating advanced IT solutions for better customer service and streamlined processes.
- v) **Postal Logistics Infrastructure Project (PLIP)** - It is a strategic project proposed to transform India Post into a robust public logistics organization by creating a strong and future-ready infrastructural foundation (under consideration of Government; proposed from 2025-26 to 2030-31).

2.2 The Department has informed that all these Schemes are specifically designed to improve postal services and infrastructure across the Country and are implemented through its 23 Postal Circles covering all states/UTs and North Eastern states.

2.3 Regarding new schemes / programs being launched in the year 2026-27, the following has been submitted by the Department :

“The presently operational Central Sector Schemes of the Department of Posts namely : (i) Postal Operations (ii) Human Resource Management

(iii) Estates Management and (iv) IT Induction & Modernization 2.0, are scheduled to expire during the financial year 2025–26, consequent upon the conclusion of the 15th Finance Commission period except IT 2.0 which is for period up to 2029-2030. The Department has proposed the continuation of these schemes expiring in 2025-26 and the Ministry of Finance has accorded its concurrence for budgetary allocations in accordance with the prevailing norms applicable to the continuation of Central Sector Schemes.

In addition, the Department has proposed the launch of the Postal Logistics Infrastructure Project for the period 2025-26 to 2030-31. This project is envisaged as a strategic initiative to transform India Post into a modern, technology-enabled public logistics organization.”

I. Overview of Financial details of Plan Schemes :

2.4 The following table comprises budgetary details related to the Schemes of the Department of Posts along with the details of the duration of implementation of each Scheme:

(Rs. in crore)

Sl. No (1)	Schemes of the Department (2)	Total Approved outlay (3)	Total Expenditure till FY 2024-25 (4)	Revised Estimates (RE) 2025-26 (5)	Expenditure in FY 2025-26 (till Jan, 26) (6)	Balance of Funds at the end of FY 2025-26 [(7)=(3)-(4)+(5)]	Budget Estimates (BE) 2026-27 (8)
1	Postal Operations (2021-22 to 2025-26)	865.79	675.19	190.00	105.33	0.60	324.99
2	Human Resource Management (2021-22 to 2025-26)	165.80	111.44	35.47	22.27	18.89	35.00
3	Estates Management (2021-22 to 2025-26)	479.00	354.77	124.16	72.90	0.07	120.01
4	India Post Payments Bank (IPPB) (2016-17 to 2024-25)	2,755.00	2755.00	-	-	-	-
5	IT 2.0 (2022-23 to 2029-30)	5,785.00	1654.28	779.50	510.54	3,351.22	759.00
	IT 1.0 Project	1,900.00	1863.87	4.00	0.00	32.13	0.00
6	Postal Logistics and Infrastructure Project (PLIP)	-	-	-	-	-	0.02
	GRAND TOTAL	11,950.59	7,414.54	1,133.13	711.05	3,402.91	1,239.02

2.5 The Scheme on IT 2.0 which is being implemented from the year 2022-23 to 2029-30 is seen to have the maximum balance of funds at the end of FY 2025-26 which amounts to Rs.

3351.22 crore with an additional allocation of Rs. 759.00 crore at the BE Stage in the year 2026-27. However, the Scheme on IT 1.0 Project, though, has nil allocations at BE Stage during the year 2026-27, a balance of Rs. 32.12 crore is remaining at the end of year 2025-26.

2.6 As regards the BE Stage allocation towards Plan Schemes for the year 2026-27, apart from the highest allocation of Rs. 759.00 crore going towards IT 2.0, the Scheme on Postal Operations has received an allocation of Rs. 324.99 crore followed by Rs. 120.00 crore to the Scheme on Estates Management and the least allocation of Rs. 35.00 crore going towards the Scheme on Human Resource Management.

2.7 Moreover, the Representative of the Department, during her deposition before the Committee in the course of oral evidence, submitted that the Department of Posts has human capital to the tune of about 4.74 lakh people who have been employed within 1.65 lakh post offices across the Country.

2.8 Details of allocations proposed for Plan Schemes of the Department at the Budget Estimates (BE) and Revised Estimates (RE) stages, actual allocations received at BE & RE Stages along with details of figures of actual expenditure in absolute terms and as percentage share of RE stage allocations are provided in the table below :

	(Rs. in crore)					
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Proposed BE	2154.39	2283.65	1655.81	1399.50	1153.69	4079.98
Proposed RE	2011.25	1786.68	2520.33	1416.99	1183.64	-
BE	1253.97	1255.5	1528.31	1399.50	1065.37	1239.02
RE	1236.97	1768.91	1719.34	1362.92	1133.13	-
Actuals	1187.28	1731.16	1522.05	1312.75	711.05*	-
Actual Expenditure w.r.t. RE (in %)	95.98	97.87	88.53 [#]	96.31	62.75*	-

[#] funds surrendered at Final Grants Stage

* figures up to January 2026

2.9 Funds proposed at the BE stage with respect to Plan Schemes show an undulating trend in the form of a constant decline from Rs. 2283.65 crore proposed during FY 2022-23 to Rs. 1153.69 crore proposed during FY 2025-26 which contrasts with a sharp incline in proposed BE stage allocation of Rs. 4079.98 crore for the consecutive financial year 2026-27.

2.10 Similarly, funds allocated towards Plan Schemes during the said years at the BE stage show a marginal incline from the year 2021-22 up to the year 2023-24 followed by decline in allocations from the year 2023-24 up to 2025-26. RE Stage allocations towards Plan Schemes for the same years show a similar pattern.

2.11 Regarding monitoring mechanism for review of physical and financial targets under Schemes, the Department, in its written replies submitted that :

“The monitoring mechanism for review of physical and financial targets under schemes has been further strengthened. A well-placed mechanism of senior officer meeting with programme divisions within the Postal Directorate and meeting with various Postal Circle Heads implementing the schemes has been set up. These meetings are being held under chairpersonship of Secretary (Posts). Dashboard meetings at the level of HMoC are also being regularly held.”

2.12 Elaborating on the pattern of fund utilization, the Department, in its written replies submitted that :

“The data on fund utilization over the past five years reveals that there has generally been consistent usage, with the following percentages with respect to Revised Estimates: 105% in 2020-21, 96% in 2021-22, and 97.9% in 2022-23. However, in 2023-24, the funds utilization with respect to Revised Estimates stood at 88%, while it was 98.19% with funds at the Final Grants stage. In 2024-25, the fund utilization was at 96.32% with respect to RE, whereas for the FY 2025-26, the fund utilization till the month of Nov 2025 stands at 48.76% with respect to Budget Estimates 2025-26. The total celling provided by Revised Estimates (RE) for the FY 2025-26 amounts to Rs. 1133.13 Crore.

The pace of expenditure is not proportionate, as many schemes involve procurement or construction activities, resulting in a higher outflow of funds towards the last quarter of the financial year. However, the allotted amount is expected to be fully utilized by the end of the FY.”

2.13 The Department has submitted that about 11.47% of the RE Stage allocations were surrendered at the Final Grants Stage during the year 2023-24, however, no reasons for such surrender of funds have been furnished whatsoever.

2.14 Further, on being asked about schemes where there has been persistent under-utilization of funds during the last five years, the Department furnished data with respect to percentage utilization of funds allocated at the BE and RE Stages, respectively.

2.15 While the Department furnished cumulative data with respect to pattern of fund utilization under Plan Schemes during the last five financial years, no response was furnished to the query regarding specific schemes showing persistent under-utilization of funds within the said duration.

2.16 Notably, except for financial year 2024-25, there is a noticeable gap between BE Stage allocations proposed and those actually received at that stage from the year 2021-22 up to 2025-26. However, in case of the year 2026-27, against the proposed BE Stage allocation of Rs. 4079.98 crore, the Ministry of Finance has allocated a meagre amount of Rs. 1239.02 crore at the BE stage during the said year.

2.17 Scheme-wise details of the outlay proposed by the Department for financial year 2026-27 as opposed to the allocations made by the Ministry of Finance are given below:

(Rs. in crore)

S. No.	Name of the Scheme/ Project	BE Proposed for FY 2026-27	MoF Allocation under BE 2026-27		
			Capital Outlay	Revenue Outlay	Total allocation received [4+5=6]
1	2	3	4	5	6
1.	Postal Operations (PO) Scheme	668.01	200.00	124.99	324.99
2.	Human Resource Management (HRM) Scheme	64.99	15	20	35.00
3.	Estates Management Scheme	1429.00	120	0.01	120.00
4.	IT Induction and Modernization (IT 2.0) (approved for the period 2022-23 to 2029-30)	759.00	759.00	0.00	759.00
5.	Postal Logistics Infrastructure Project (PLIP)	1158.98	0.01	0.01	0.02
	TOTAL	4079.98	1094.01	145.01	1239.02

2.18 Apart from the Scheme IT 2.0, all other Schemes show drastic reduction in BE allocation against the amount proposed by the Department during the year 2026-27.

II. Overview of Physical Targets set and outcomes envisaged for Schemes of the Department of Posts during the year 2026-27 has detailed in the Output-Outcome Monitoring Framework given at **Annexure – I**.

III. **Schematic Analysis – Review of Plan Schemes :**

1) **Postal Operations** – Postal Operations Scheme aims for continued focus on rural connectivity, financial inclusion and network rationalization, especially in underserved and remote areas. Proposed continuation in the 16th Finance Commission Cycle with a substantial outlay for the period 2026-27 to 2030-31, which is under discussion with the Ministry of Finance, indicates sustained priority for service outreach and citizen-centric delivery.

2.19 Postal Operations is an Umbrella Scheme with the following components :

- (i) Rural Business and Access to Postal Network
- (ii) Mail and Parcel Network Optimization and International Relations
- (iii) Marketing functions of the Department
- (iv) Philately Operations
- (v) Quality of Service

(i) **Rural Business and Access to Postal Network**

2.20 Elaborating on the aims and objectives of this sub-scheme, the Department apprised that :

“The aims and objectives of ‘Rural Business & Access to Postal Network’ is to comprehensively modernize and strengthen the rural postal network by ensuring 100% saturation of rural Branch Post Offices (BOs) with standardized infrastructure, uniform branding, digital enablement and trained human resources. It seeks to provide equitable access to postal, financial and citizen-centric services, particularly in rural, hilly, tribal and underserved areas, thereby positioning India Post as a key enabler of rural economic growth and inclusive service delivery.”

2.21 Details of financial allocation and expenditure under this sub-scheme during the year 2025-26 and allocation made during the year 2026-27 are as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26 (Proposed)	Actual 2025-26 (Till Nov. 2025)	Proposed 2026-27	BE 2026-27
1.	Rural Business and Access to Postal Network	18.96	15.00	14.96	9.36	300.97	60.00

2.22 The details of Physical targets set and achieved by the Department under the sub-scheme during the year 2025-26 are given below :

S.No.	Name of Activity	Physical Targets allotted during FY 2025-26 (in No.)	Physical Targets Achieved till Nov-25 (in No.)
1.	Opening of BOs/SOs by redeployment/relocation and Improving rural SO by providing infra upgrade	206	48
2.	Infrastructure for BOs/ SOs	2,069	1,663
3.	Installation of new letter boxes and signages in rural areas	16,000	10,533
4.	Embedding of Cash Chests at Rural Areas	2,900	1,724
	TOTAL	21,175	13,968

2.23 The Department furnished no reasons for the shortfall in achieving the physical targets set for the year 2025-26. Further, on being asked whether any major impediments were encountered in the implementation of the sub-scheme, the Department submitted that :

“There are no major impediments encountered in the implementation of the projects under “Rural Business & Access to Postal Network” scheme.”

2.24 Details of physical targets set for Postal Circles under this sub-scheme during the year 2026-27 are as follows :

Sl.no.	Output Indicator Name	Target 2026-27
1.	Number of Post Offices (Rural Sub Post Offices and Branch Post Offices) opened by way of relocation/redeployment	167
2.	Improving the rural SOs by providing infra upgrade	38
3.	Infrastructure to BOs(Branch Post Offices)	2416
4.	Installation of Letter Boxes in rural areas	11846
5.	Installation of Signages in rural areas	11846
6.	Provision of cash chests at rural areas	3896

2.25 On being asked whether the funds allocated towards the sub-scheme on Rural Business and Access to Postal Network for the year 2026-27 were adequate to achieve the set targets, the Department informed the Committee that :

“The Rural Business and Access to Postal Network sub-scheme as part of Postal Operations Scheme is under submission for appraisal and approval for continuation in the 16th Finance Commission Cycle (2026-27 to 2030-31). A pitch is being made for significantly higher allocations during the 16 FC cycle so as to achieve the scheme objectives. Additional fund as per requirements will be sought post approval of the schemes. Further, optimum utilization of funds will be ensured by aligning the targets and implementation plans with the funds allotted.”

2.26 Regarding implementation of announcements made by Hon’ble Finance Minister under Union Budget 2025-26 with respect to transforming India Post into a catalyst for rural economy, the Department, while referring to the sub-scheme on Rural Business and Access to Postal Network, submitted the following :

“..the scheme leverages the vast network of about 1.4 lakh Branch Post Offices and digital platforms such as India Post Payment Bank (IPPB) and Advanced Postal Technology (APT 2.0). The proposed sub-scheme focuses on the upgradation of uniform standard infrastructure, branding, capacity building, and promotion of rural entrepreneurship, with the following key components:

a) Branding and Infrastructure/Equipment Upgradation of Rural Branch Post Offices (BOs): Provision of standardized furniture, signage, minor repairs, modern cash safes, weighing scales, fans, letterboxes, and incorporation of local art, covering more than 1.40 lakh BOs.

b) Promotion of Rural Business & Entrepreneurship: New initiative/research/innovation/study work etc. New tie-ups, Hiring of space etc. Mobile Aadhar Box, E-Saras, ODOP, SHG, ONDC, Agro products, Artisans, Vishwakarma’s etc. New tie ups with financial institutions, ecommerce platforms and other holders will be explored. This component will transform rural postal infrastructure into a hub for innovation, livelihood generation, and inclusive service delivery.

c) Capacity Building of GDS: Gramin Dak Sevaks (GDS) will undergo targeted training/workshops. This component strengthens human resources, enabling GDS to efficiently deliver postal, financial, and government services at the grassroots level.

Overall, the sub-scheme reinforces India Post’s Universal Service Obligation, bridges service gaps in rural India, and positions the postal network as a future-ready platform for governance, commerce, and inclusive growth.”

(ii) Mail and Parcel Network Optimization and International Relations

2.27 Elaborating on the importance of the sub-scheme on Mail Operations, the Department submitted that :

“The Mail Network Optimization Project (MNOP), extended from prior years will focus on streamlining mail processing through hubs and vehicle fleets while introducing performance monitoring mechanisms. The key features are as follows:

(i) Upgradation of 10,000 delivery post offices, equipping with IT systems, scanners, and mobile devices to standardize operations and close infrastructure gaps.

(ii) Strengthening ordinary mail by upgrading L-1/L- 2 offices with latest hardware, and rolling out basic tracking under APT 2.0 to improve reliability for common and underprivileged users. Modernization of Mail Motor Service (MMS) workshops with advanced lifts, BS-VI diagnostic tools, and safety gear to reduce vehicle downtime and ensure compliance.

(iii) Road Transport Network (RTN) expansion from 44 to 50 routes, to increase daily parcel handling capacity, with GIS-based services to further support mail optimization through route optimization and asset management.

(iv) Revamping of 60,000 letter boxes (in process) for transforming letter boxes into 24/7 digital collection points by enabling drop-offs for Speed Post documents and small parcels.”

2.28 Regarding efficiency sought to be achieved through successful implementation of the sub-scheme on Mail Operations, the Department informed that Under Parcel Network Optimisation, construction of 16 Parcel Hubs (L2) and establishment of 100 Parcel Packaging Units (PPUs) have been planned.

2.29 Details of financial allocation and expenditure under this sub-scheme during the year 2025-26 and allocation made during the year 2026-27 are as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26 (Proposals)	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1.	Mail Operations	145.80	130.34	169.18	143.38	62.86	188.18	178.12

*Actual 2025-26 upto Nov, 2025

2.30 The physical targets achieved under this sub-scheme during the year 2025-26 are as follows :

- (a) Upgradation of 120 Speed Post processing Centers
- (b) Installation of 70 Self Booking Kiosks.
- (c) Procurement of 20 Electric Vehicles is under process and shall be completed during F.Y 2025-26 positively.

2.31 The Department submitted that there was no shortfall observed in achieving the targets set during the year 2025-26.

2.32 When asked if any impediments were faced in the achievement of targets, the Department submitted that:

“No major impediments have been encountered in the implementation of the project so far. However, as and when minor issues arise, prompt action is taken on a case-by-case basis to resolve them efficiently, ensuring that the project stays on track.”

2.33 In the light of variations between the funds proposed by the Department and those actually received under the sub-scheme for the year 2026-27, when asked whether the funds allocated were adequate to achieve set targets during the year, the Department replied that the variation between BE 2026–27 proposed and the BE 2026–27 was very slight and optimum utilization of funds would be ensured by aligning the targets and implementation plans with the funds allotted.

2.34 Regarding physical targets set under the sub-scheme during the year 2026-27, the Department submitted that :

“During 2026-27, the Department will prioritise implementation of the Mail Network Optimization Project (MNOP). This will include:

- (i) Initiating the first phase of 2,000 Centralised Delivery Centres through consolidation of 9,000–10,000 post offices, coupled with upgradation of about 220 bulk booking offices, 200 processing hubs and 300 TMOs with modern hardware and mechanized delivery.
- (ii) Upgradation of about 2500 delivery post offices and 55 unregistered L-1/L-2 offices with IT systems, scanners etc. to strengthen the ordinary mail and rolling out basic tracking under APT 2.0 to improve reliability for common and underprivileged users.

- (iii) Modernisation of MMS workshops with BS-VI compliant diagnostic tools and safety gear
 - (iv) Revamping of around 60,000 letter boxes into 24x7 digital collection points for Speed Post documents and small parcels
 - (v) To streamline hub-based mail processing, expansion of the Road Transport Network (RTN) from 44 to 50 routes.
- Under Parcel Network Optimisation, construction of 16 Parcel Hubs (L2) and establishment of 100 Parcel Packaging Units (PPUs) have been planned.”

(iii) Marketing functions of the Department

2.35 Elaborating on the aims and objectives of this sub-scheme, the Department has submitted as under :

“The objectives of this sub scheme are to enhance the visibility and awareness of postal products and services of the Department of Posts. Embracing a whole-of-government approach Department of Posts collaborates with other ministries and departments (such as the Ministry of Culture, PIB, MyGov etc.), running joint social media campaigns to maximize impact. Regular updates, diverse content, creative materials, human stories, and videos showcasing the Department's operations and rural outreach are consistently shared across social media platforms. In addition to social media promotions, the Department intensifies its efforts on print and electronic media publicity to ensure wider outreach of postal products and services. Campaigns are planned through leading national and regional newspapers, television channels, FM radio, digital cinema and dak chaupals to capture diverse audience segments.”

2.36 The details of financial allocation and expenditure under the sub-scheme during the year 2025-26 and the allocation made during the year 2026-27 is as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1	Business Promotion, Marketing Research and Product Development	47.35	10.00	10.00	5.25	83.95	48.05

*Actual 2025-26 upto Nov, 2025

2.37 Details of Physical targets achieved under this sub-scheme during the year 2025-26 are as follows :

S. No.	Plan scheme Activity	BE Allotment (2025-26) (Rs. in Crore)	Expenditure (2025-26) till November 2025 (Rs. in Crore)	Achievements
1	Business Promotion, Market Research and Product Development	10.00	5.25	Marketing, Advertisement & Awareness campaigns carried through various media options viz, Websites, Social Media, Print Media, initiative of Dak Chaupal, collaborations with others ministries and other PAN India Campaign like Har Ghar Tiranga, Ek Ped Maa Ke Naam, International Day of Yoga 2025 etc.

2.38 However, no details were furnished by the Department regarding specific targets against which the aforementioned achievements were made during the year 2025-26. Therefore, no information is available for the shortfall, if any, in the achievement of physical targets. The Committee were also apprised that no impediments were faced while implementing the targeted projects under the sub-scheme.

2.39 When asked about the steps being taken to ensure adequate availability of funds towards the sub-scheme for the year 2026-27 and measures being adopted to address the gap between proposed and actual allocations, the Department apprised the Committee as under :

“While there is a variation between the proposed and allocated amounts under BE 2026–27, the necessary additional funds will be sought during the discussions on the scheme proposals in the Ministry of Finance. Meanwhile, targets and implementation plans will be aligned with the funds allotted.”

2.40 While providing details of physical targets envisaged under the sub-scheme on Marketing functions during the year 2026-27, the Department submitted that :

“Physical targets set for year 2026-27 include finalization of Selection of Social Media Management Agency, outdoor campaigns, organization of Dak chaupals, publicity and promotion of Department’s Products and Services through social media, print and electronic media.”

(iv) Philately Operations

2.41 Elucidating on the importance of the sub-scheme on Philately operations and its objectives, the Department informed that :

“The Scheme for Promotion of Philately aims to revitalize and sustain interest in philately as a cultural, educational, and heritage-preserving activity. The scheme seeks to position postage stamps as instruments of national storytelling, public education, and soft cultural diplomacy, while fostering citizen engagement with India’s postal heritage. The scheme will also enhance the visibility and relevance of commemorative and definitive stamps, foster greater participation in philatelic activities such as exhibitions and clubs, and strengthen collaboration between India Post, educational institutions, and philatelic organizations. It will also contribute to the preservation and wider dissemination of India’s postal heritage through improved documentation and public outreach, while reinforcing the image of India Post as a modern, citizen-centric institution that values history, culture, and knowledge in the digital age. The objectives of the scheme are to:

1. Promote philately as a cultural and educational pursuit: Encourage philately as a means of understanding India’s history, heritage, diversity, scientific achievements, and national icons through curated stamp issues and structured educational outreach initiatives.
2. Engage youth and new collectors: Attract students and young adults to philately by integrating it with school education, hobby clubs, exhibitions, and digital platforms, thereby ensuring generational continuity of the hobby.
3. Preserve and disseminate postal heritage: Support the documentation, conservation, and public display of India’s rich postal heritage, including stamps, postal stationery, and archival materials.
4. Enhance public awareness of postage stamps: Increase awareness regarding the significance of commemorative and definitive stamps, their themes, and their relevance to national and global narratives.
5. Encourage community participation and institutional collaboration: Promote partnerships with philatelic societies, educational institutions, museums, cultural organizations, and civil society to broaden outreach and deepen engagement.
6. Strengthen India Post’s Brand and Public Connect: Leverage philately as a medium to reinforce India Post’s role as a trusted national institution that bridges tradition with modernity.
7. National Postal Museum: The Department of Posts has undertaken the modernization, upgradation, and expansion of the existing National Philatelic Museum into a National Postal Museum with the objective of transforming it into a vibrant, interactive, and future-ready cultural space. The upgraded museum is envisioned as a dynamic platform to engage youth through immersive, technology-driven exhibits that present the rich legacy of India Post in a contemporary and relatable manner. By integrating digital storytelling, interactive displays, and experiential learning zones, the museum aims to spark curiosity and enhance awareness about the evolution of communication, logistics, and public service delivery in India. The initiative also seeks to showcase India Post’s continued relevance in the digital era, highlighting its role in financial inclusion, e-commerce, and citizen-centric services. The modernized museum will serve as an educational hub for students, researchers, and the general public, fostering national pride in one of India’s oldest and most trusted institutions. Overall, the project aligns with the Department’s vision of outreach, innovation, and youth engagement,

while promoting the heritage, values, and ongoing transformation of India Post.”

2.42 Details of financial allocation and expenditure under this sub-scheme during the year 2025-26 and allocations made for the year 2026-27 are as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1.	Philately	27.35	21.00	21.00	2.14	44.91	38.82

*Actual 2025-26 upto Nov, 2025

2.43 Of the allocated amount of Rs. 21.00 crore at the RE Stage during the year 2025-26, an amount of only Rs. 2.00 crore could be spent until November, 2025, i.e. till the third quarter of the financial year. However, no explanation was furnished for the gross under-utilization of allocated funds under this sub-scheme.

2.44 Regarding physical targets set and achieved during the year, the Department submitted that :

S.No.	Name of the activity	Target allotted	Achievement of Target by 30 th Nov 2025
1	Dhai Akhar	1780000	378763
2	Sparsh*	--	--
3	District level Exhibition	33	14
4	State level Exhibition	4	3
5	Spl. Cover	253	252
6	Quiz/seminar/workshop	270	726
7	Opening of School Philately clubs	150	414
8	Opening of new PDA accounts	24845	12749
9	Activating dormant PDA account	10650	2831
11	Obtaining CMS business	93	44
12	Foreign Exhibition Participation	4	3

2.45 While five of the twelve activities show achievements lagging far behind the allotted target, no target has been specified for the activity on “Sparsh” and no explanation has been furnished for the same. Moreover, the Department also submitted that no major impediments were encountered in the implementation of the projects under the sub-scheme.

2.46 Regarding variations in the amount proposed as opposed to that allocated to the sub-scheme for the year 2026-27 and steps taken to ensure availability of adequate funds, the Department submitted that :

“While there is a variation between the proposed and allocated amounts under BE 2026–27, the necessary additional funds will be sought during the discussions on the scheme proposals in the Ministry of Finance. Meanwhile, targets and implementation plans will be aligned with the funds allotted.”

2.47 Regarding physical targets set under the sub-scheme on Philately Operations for the year 2026-27, the Department informed that :

“Targets will be allotted to the Circles in proportion to the allocation of funds for the Financial Year 2026–27 for the phase-wise major upgradation of 78 Philatelic Bureaux across the postal circles. Adequate funds will be provided to the Circles for the development and innovation of philatelic ancillaries.

Emphasis will also be laid on expanding philatelic outreach through the establishment of additional School Philatelic Clubs and the organization of more philatelic quizzes, seminars, and stamp design competitions to generate wider public interest in philately. Targets for Philatelic Deposit Accounts will be assigned to the Circles to ensure easier accessibility of philatelic items to the general public, particularly youth. Further, enhanced targets will be prescribed for the Circles for organizing district- and state-level philatelic exhibitions to promote philately at the grassroots level.”

(v) Quality of Service

2.48 Furnishing details on the ‘Quality of Service’, sub-scheme and its objectives, the Department has submitted that :

“The sub scheme ‘Quality of Service’ primarily involves certification of quality of service of post offices. The main activities of this Sub-scheme are as follows:

- (i) Improve quality of Delivery of all Postal Products and Services against standards defined.
- (ii) Implementation of Service Delivery Excellence and standards viz Citizen’s Charter, Public Grievance Redress and Service Delivery Capability.
- (iii) Implementation of Dynamic Queue Management System (DQMS) in Post Offices to reduce queuing and service time to citizens.

Implementation of Service Delivery Excellence has been adopted as a policy measure by the Department of Posts. The objective of the initiative

is to develop a standard using which we can over a period of time, improve the delivery of our service and reach a level where the quality of these services can be evaluated objectively by an outside agency. Operationally, the Service Delivery Excellence entails implementation of three modules viz. Citizens' Charter, Public Grievances Redressal and Service Delivery Capability. Based on the insights gained from implementation of the scheme, the Department is to take steps for standardisation of its services across the post office network.”

2.49 Regarding of financial allocation and expenditure under this sub-scheme during the year 2025-26 and allocations made during the year 2026-27 the details submitted are as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1.	Quality of Service	0.86	0.66	0.66	0.00	-	-

*Actual 2025-26 upto Nov, 2025

2.50 The sub-scheme shows nil expenditure even till the third quarter during the year 2025-26 and no reasons for this nil expenditure have been furnished. Further, no funds have been allocated towards 'Quality of Services' for the year 2026-27 and the Department has submitted that the requirement of funds is low and will be met from non-scheme funds.

2.51 With respect to the details of physical targets set and achieved under this sub-scheme during the year 2025-26, the Department informed that as per Expenditure Finance Committee (EFC), target for 2025-26 was set for certification/renewal of certification of 23 Offices. Further, the Department stated that achievements of targets are under process and will be achieved before end of FY 2025-26. However, no information was furnished to the Committee regarding achievement of targets related to certification / renewal of certification of Post Offices during the year 2025-26.

2.52 Further, on being asked about the physical targets set under the sub-scheme during the year 2026-27, the Department has informed that 70 Head Post Offices and 350 Sub Post offices are to be evaluated for assessment of Quality of Service. However, no details regarding funds planned to be spent under this sub-scheme have been furnished.

2.53 Elaborating on the impediments being faced in the implementation of this sub-scheme, the Department submitted that :

“New Sevottam Certification in Circles due to lack of capacity on the part of BIS is proving difficult. It takes a lot of efforts to organize surveillance audit as new system for quality standards are gaining prominence.

Department has taken an alternative approach to Standardization and Service Delivery Excellence and Quality Council of India was approached for Standardization of process, infrastructure & service delivery and Development of a self-evaluating system which will enable adherence to service standards across the network over a period of time. The approach for the coming years would be adopted as per the new methodology being devised.”

2.54 Having submitted a similar response before the Committee during the examination of Demands for Grants (2025-26), the Department has failed to furnish an updated position on the status of the new methodology being devised for quality certification of post offices even after the lapse of an entire year. The Committee have not been apprised of the progress, if any, with respect to development of a self-evaluating system by the Department in collaboration with the Quality Council of India.

2) Human Resource Management

2.55 Elaborating on the aims and objectives of the Scheme on Human Resource Management, the Department, while providing the rationale behind proposals regarding training of manpower and upkeep of training institutions, apprised the Committee as under :

“Regular review meetings were held for monitoring the progress of achievement to ensure that the targets are achieved.

I. Training in other Institutes/develop e-Learning module and iGOT: It is proposed to optimize training activities for enhancing capacity building of the employees of the Department. In view of the urgent growth of e-Commerce business, there is a need to train officials by management institutes of repute. The scheme aims at making use of e-learning technologies to cover the training needs of a large number of officials by development of e-learning Modules and hosting it on ‘Dak Karmayogi Portal’ a Learning Management System of the Department.

II. Training Network Upgrade and Expansion : This includes expansion of hostels, modernization of labs, enhancement of Workplace Training Centers, and improvements at RAKNPA will ensure uniform training standards nationwide. Collectively, these interventions will create a

future-ready, digitally empowered training ecosystem aligned with IT Modernization 2.0, Viksit Bharat @2047, and the Department's long-term capacity-building goals.

- III. Upgrade and expansion of training facilities in training centres / Setting up new Regional Training Centres (RTCs)/Upgradation of Workplace Training Centres (WTCs) : To meet the growing training demands of over 4.5 lakh personnel and address acute capacity constraints in existing Postal Training Centres (PTCs) and Regional Training Centres (RTCs), the Department proposes a major expansion of its training network through the establishment of two new PTCs at Amravati (Andhra Pradesh) and Shivpuri (Madhya Pradesh), and one new RTC at Jaipur (Rajasthan). These centres will decentralize training delivery, reduce the current backlog of induction and in-service programmes, and improve accessibility for employees across multiple circles, particularly those in remote and underserved regions. Each proposed centre is designed to ease the load on overstretched PTCs at Mysuru, Vadodara, and Saharanpur, while providing modern classrooms, digital labs, and adequate hostel capacity to support blended learning and Mission Karmayogi initiatives. The upgradation of hostel facilities for trainees at existing training centres by creating State of the Art of hostel, mess, kitchen & laundry in training centres.
- IV. Training Centres building projects and upgradation : The upgradation of hostel facilities for trainees at existing training centres by creating State of the Art of hostel, mess, kitchen & laundry in training centres.
- V. Outsourcing for trainers/Faculty, Housekeeping service vendors : Outsourcing of training would be for identified areas such as marketing and sales, soft skills etc. in all levels of training centres. Training for trainers through outsourced agencies/institutions on specialized area will be taken up, as and when required. Adequate funds need to be provided for housekeeping/Security/gardening etc. and such other functions for professional management of training facilities of training centres.
- VI. Travel Expenses : The travel expenses (domestic and foreign) relating to training programmes for all cadres of employees of the Department of Posts at Circles/Postal Training Centres to be covered.
- VII. Minor works/Maintenance : Adequate funds need to be provided for the maintenance of buildings of Postal Training Centres. Routine annual maintenance (such as whitewashing and minor repairs) would be included under the scheme-based outlay for this activity. This approach would ensure focused flow of funds for specific purposes through the scheme budget, leading to visible improvements in training institutes.”

2.56 Details of financial allocation and expenditure under the Scheme during the year 2025-26 and allocation made during the year 2026-27 are as follows :

(Rs. in Crore)

S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1	Human Resource Management	38.87	38.87	34.97	17.32	64.99	35.00

*Actuals till Nov. 2025

2.57 Details of Physical targets set and achieved by the Department under the Scheme during the year 2025-26 are given below :

Name of Division	Physical target	Target fixed during 2025-26	Achievement Till Oct-26
Training Division (Human Resource Management)	Nos of Officers/Officials to be trained	1,32,000	5,26,106
	Number of Training programme to be conducted	15000	18,307
	Number of Workplace Training Centres (WTCs) to be upgraded	45 WTCS	51 WTCS
	Number of Postal Training Centres Upgraded	2	Work of upgradation is under progress. However, some of upgradation activities have been completed.

2.58 The Department has shown significant accomplishment of targets set under the Scheme during the year 2025-26, however, only about 50% of the funds allocated at RE Stage in the year were utilized until the third quarter. The Committee were also apprised that no major impediments were faced during the implementation of the Scheme.

2.59 When asked to furnish details of physical targets set under this Scheme for the year 2026-27, the Department submitted that :

“The physical target for the financial year 2026-27 is to train 1,10,000 officials. This goal is being pursued by allocating specific training targets to various training centers and circles across the department, including the Rafi Ahmed Kidwai National Postal Academy (RAKNPA), Postal Training Centres (PTCs), and Regional Training Centres (RTCs). To achieve this target, the department is leveraging both in-house and online training platforms. The "Dak Karmayogi" portal is being utilized for online training within the domain of the Department of Posts, catering to the training needs of officials, including Gramin Dak Sevaks (GDS).

Additionally, the iGOT Karmayogi portal is being employed for online training in various other programs, reflecting a strategic approach to blend online and in-person training methodology.”

2.60 Details of physical targets set under the Scheme for the year 2026-27 are as follows :

Name of Division	Physical target	Target fixed during 2026-27
Training Division	Nos of Officers/Officials to be trained	1,40,000
	Number of WTCs to be upgraded	72 WTCS
(Human Resource Management)	Number of Postal Training Centres Upgraded	03

2.61 On being asked about steps to be taken to address the shortfall of funds owing to a huge difference between funds proposed by the Department and those allocated towards this Scheme for the year 2026-27, the Department submitted that :

“The Human Resource Management scheme is under submission for appraisal and approval for continuation in the 16th Finance Commission Cycle (2026-27 to 2030-31). A pitch is being made for significantly higher allocations during the 16 FC cycle so as to achieve the scheme objectives. Additional fund as per requirements will be sought post approval of the schemes.”

2.62 When asked if the amount allocated to this Scheme at the BE Stage is sufficient to meet the fixed targets during the years 2026-27, the Department hinted at adjusting targets according to the allocated budget in the given year. The Committee were apprised as follows :

“...Further, optimum utilization of funds will be ensured by aligning the targets and implementation plans with the funds allotted.”

3) Estates Management

2.63 Elaborating on the aims and objectives of the Scheme on Estates Management, the Department submitted that :

a) “The Estates Management Scheme is a Central Sector Scheme approved for the period 2021- 22 to 2025-26, with a financial outlay of Rs 479 Crore.

b) The key objectives of the Scheme are to ensure development of appropriate infrastructure, to provide a congenial work environment and improve the delivery of postal services in a cost-effective way.

c) The Scheme includes construction of postal buildings, preservation and conservation of heritage buildings, installation of roof top solar power packs and rain water harvesting structures to contribute towards sustainable development, provision of Braille signage and ramps and rails under the Sugamya Bharat Abhiyan for improving the accessibility of Post Offices and construction of feeding rooms and ladies' toilets for addressing gender concerns.

d) The Scheme also provides for residences for employees of the Department of Posts. This is intended to be achieved through continuous and targeted programmes for infrastructure development.”

2.64 Details of financial allocation and expenditure under the Scheme during the year 2025-26 and allocation made for the year 2026-27 are as follows :

(Rs. in Crore)							
S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1	Estates Management Scheme	145.50	120.50	124.66	51.60	1429.00	120.01

*Actual till Nov. 2025

2.65 Details of Physical targets set and achieved by the Department under the Scheme during the year 2025-26 are given below :

Activity	Targets set	Targets Achieved during FY 2025-26. (01.04.2025 to 30.09.2025) (Quarter 1 & Quarter 2)
Construction of new Post office buildings	45	18
Renovation of Postal buildings	45	32
Construction of Rain water harvesting structures	25	7
Construction of ramps and Rails	50	15
Construction of Ladies toilets	35	9
Construction of feeding rooms	20	4
Installation of Solar Power packs	150	4
Installation of Braille Signages	500	271

2.66 On being asked if any major impediments were experienced by the Department during the implementation of the Scheme, the Department replied as under:

“The major challenges being encountered in the implementation of the projects include:

- (a) Not getting timely approval from Municipal Corporations and other State Government authorities for starting construction.
- (b) Cancellation of tendering process due to single/high bidding.
- (c) Depleting man power strength of Civil Wing due to Group A cadre of the Civil Wing being declared Dying Cadre and consequent stopping of induction of new man power in Civil Wing.

Department actively liaises with municipal/state government authorities for getting necessary approvals. Department has also issued instructions to the Circles for getting new buildings constructed with the help of CPWD, if so required to avoid delay.”

2.67 About physical targets set under this Scheme for the year 2026-27, the Department submitted the following details :

“The Department is preparing the EFC (Expenditure Finance Committee) Memorandum for the next 5 years (FY 2026-27 to 2030-31). The Memo is under process and is subject to appraisal by the Ministry of Finance.”

S. No.	Components	Physical targets proposed for FY 2026-27
1.	Construction of departmental postal buildings on vacant departmental plots (no. of projects)	45
2.	Re-construction of departmental postal buildings (no. of projects)	22
3.	Renovation and branding of departmental postal buildings. (no. of projects)	673
4.	Upgradation and branding of post offices functional from rented buildings (no. of projects)	19,556
5.	Preservation and restoration of heritage postal buildings (no. of projects)	10
6.	Renovation of postal colonies (no. of colonies)	40
7.	Allied activities to promote inclusivity and access (no. of works)	766
8.	Purchase/ leasing of land (no. of plots)	35
9.	Consultancies and allied activities for development and redevelopment of land parcels	Ongoing

2.68 The Department also submitted that Construction of small Post office and Renovation of existing buildings including staff quarters buildings have been prioritized

2.69 When asked whether any budgetary allocation has been made for implementation of GIS Survey & GIS Mapping in estate management in order to bring efficiency, transparency and maintaining real-time based data of properties/estates within the Postal sector, the

Department replied in the negative stating that no specific budgetary allocation has been sought for implementation of GIS Survey and GIS Mapping.

2.70 The Department, however, apprised the Committee about the rollout of an Advanced Postal Technology (APT) solution which has led to a facility for geotagging and geo-mapping of Post Offices. The Department also submitted that any expenditure required for the survey will be met from the existing fund allotment for Professional Services.

2.71 Details of funds allotted towards Professional services for the year 2026-27 have not been specified by the Department.

4) IT Induction and Modernization

2.72 Outlining the objectives and the current status of the IT Induction and Modernization Project 2.0 (IT 2.0), the Department has submitted as under :

“Under IT 2.0, the Centre for Excellence in Postal Technology (CEPT) has developed the Advanced Postal Technology (APT) platform in-house, hosted on the MeghRaj 2.0 Cloud.

APT is designed on a microservices-based, open API architecture with a cloud-ready deployment model. It provides a single, unified user interface and delivers an end-to-end digital solution covering the entire postal value chain—from booking to delivery. Key features include QR code-based payments, OTP-enabled delivery, Digital Postal Index Number (DIGIPIN) support for secure authentication, Advanced analytics and reporting tools for monitoring and decision-making.

The nationwide rollout was completed on 4th August 2025, bringing more than 1.70 lakh Post Offices, Mail Offices, and Administrative Units across all 23 Postal Circles onto a single digital platform. The digital infrastructure enabled through APT is agile and scalable to meet the growing customer expectations and dynamic business environment.”

2.73 The financial allocation for the Scheme during the year 2025-26 and allocation made during the year 2026-27 are as follows :

(Rs. in Crore)							
S. No	Particulars of Scheme/ Activity	Proposed 2025-26	BE 2025-26	RE 2025-26	Actual 2025-26*	Proposed 2026-27	BE 2026-27
1	IT Induction and Modernization (IT 2.0)	729.00	729.00	783.50	370.95	759.00	759.00

*Actual 2025-26 upto Nov, 2025

2.74 On being asked to provide details of Physical targets set and achieved by the Department under the Scheme during the year 2025-26, the Department, apart from submitting particulars relating to the current status of implementation of IT 2.0, stated that :

“The IT Modernization Project 2.0 (IT 2.0) proposal of the DoP has been approved by the Cabinet on 01.02.2022 for an outlay of ₹5785 Crore to be incurred for a period of eight years, from 2022-23 to 2029-30. The full outlay for 2025-26 will be utilized under this project.”

2.75 When asked about the major impediments encountered by the Department in the implementation of the project, the Committee were apprised as under :

“As there are several stake holders involved in the Project such as IPPB, Centre for Excellence in Postal Technologies, NIC, BSNL and Functional Divisions etc., coordination issues among these stake holders may arise from time to time. To resolve these issues, regular meetings among stake holders is being ensured. Towards this a Project Monitoring Group (PMG) at the level of Secretary (Posts) has been formed and is monitoring the progress on weekly basis.

The following major issues have been addressed:

- a. Unstable and medium speed Network in the Post Offices has been overcome by providing upgradation from copper-based connectivity to fiber-based connectivity. This has been completed at 22260 locations.
- b. Further, to provide high speed Network in the Post Offices bandwidth of primary links has been upgraded to minimum 2 Mbps at more than 91.79 % locations.
- c. Upgraded the handheld devices from 2G to 4G connectivity in the Rural Branch Post Offices providing 1.4 lakh (approx.) android based mobile phones.
- d. For replacement of End of Life (EOL) Hardware at Departmental Post Offices, 91249 numbers of hardware such as computers, printers, UPS, and scanners etc., and 1.43 Lakh of thermal printer under field infra component of IT 2.0. have been procured till March 2025.”

2.76 Regarding physical targets set for the year 2026-27, the Department submitted as under:

“There are no physical targets allocated as it is an enterprise-wide activity. Activities prioritized by the Department under the Scheme are as under:

- a) For Postal and logistics track, Advanced Postal Technology (APT) has been rolled out Pan India in the month of August, 2025. On this track, enrichment of mails and parcel track is planned along with rollout of back office components such as e-Human Resource Management System (e-

HRMS), Enterprise Fraud and Risk Management (EFRM) and development of monitoring mechanism.

b) On boarding of Next-Gen Wan Solution Provider (NGWSP) for network under IT 2.0.

c) For Financial Services (FS) new SI (System Integrator) will be on boarded for managing Post Office Saving Bank (POSB) operations and Insurance Management Solution (IMS) will be developed and deployed in-house by CEPT for Insurance.

d) Create centralized data warehouses and real-time dashboards for operational efficiency, policy formulation and performance monitoring.”

2.77 The Department also apprised that funds proposed under the Scheme for the year 2026-27 have been allocated at the BE Stage without any cuts by the Ministry of Finance.

2.78 On the issue of separate budgetary allocations made for R&D and innovation in AI based technologies, tools/products and services & AI based development for bringing in efficiency, improvement and cost cutting in public governance and e-governance, the Department informed that :

“Though, no specific budgetary allocation towards R&D and innovation in AI based technologies has been made under IT 2.0, but Chatbot in Postal and Logistics Solution currently is being developed. It would be made more interactive as the usage increases.”

2.79 Regarding separate budgetary provisions for creating sufficient infrastructure for ensuring Cyber Security of the online applications/ portal /operations; and Data security of users database especially with respect to Postal life savings bank and insurance operations, the Department submitted that :

“Yes, budgetary provision of Rs 11 Crore (as per proposed RE 2025-26) has been made for the FY 2025-26 for creating sufficient infrastructure for ensuring security including cyber security of the online applications/ portal /operations; and Data security of users database. Further, the following progress has been made so far under IT 2.0 in r/o of security.

- i. Chief Information Security Officer (CISO) is there to take care of the overall Cyber Security aspects for the Department of Posts.
- ii. NIC has nominated Sh. Ajay Sharma, Jt. Dir. (IT) as Dy. CISO to assist CISO for maintaining over all Cyber Security posture of the Department of Posts. Besides, National Informatics Centre (NIC) has deputed a dedicated team of Cyber Security Professionals (hired by NIC from

- NICSI) to assist CISO for continuous monitoring to ensuring Cyber Security of the online applications/ portal/ operations; and Data security of user's database especially with respect to Postal Life Insurance and Savings Bank Operations.
- iii. Cyber Security Nodal officers (CSNOs) have been appointed by all Circles for ensuring Cyber Security in the Circles.
 - iv. Information security management Policy (ISMP) of Department of Posts has been issued to all Heads of Circles for implementation.
 - v. Cyber Crisis Management Plan (CCMP) is in place.
 - vi. Ensuring VAPT audit of applications/portals related to postal operations, banking and insurance.
 - vii. SIEM solution (Security information and event management) to monitor security aspects of infrastructure.
 - viii. End Point Protection (Anti-Virus solution) to ensure safety and security of end points.
 - ix. IDAM tools are being used to manage access and roles.
 - x. STQC has been on boarded as security auditor for the IT 2.0 applications to ensure that IT 2.0 application is compliant with security standards prescribed by Govt. of India.
 - xi. Guidelines on information security practices for government entities issued by MeitY have been circulated to all concerned.
 - xii. Standard Operating Procedure (SoP) on Cyber security for Government employees has been issued to all concerned.
 - xiii. Performance audit of APT application has been completed.”

5) Postal Logistics & Infrastructure Project (PLIP)

2.80 The Department has submitted that for the fiscal year 2026-27, it has introduced new project namely “Parcel Logistics and Implementation Project (PLIP)”, which is subject to approval from Ministry of Finance. Also, the existing 3 Central Sector Schemes of the Department, namely, Postal Operations, Human Resource Management & Estates Management, are under submission for approval for continuation in the 16th Finance Commission.

2.81 Regarding implementation of budget announcements in the year 2025-26, the Department submitted that :

“No budgetary support has been received in 2025-26 against the Budget announcements for the Department of Posts in Paras 24 and 96 of the Budget Speech and no separate fund allotment is envisaged for this purpose. However, for the announcements made in Budget Para 25, regarding transformation of India Post into a large public logistics organization, a proposal for funding the Postal Logistics Infrastructure Project (PLIP) is under the consideration of the Government.

The action underway to implement the Budget Announcements is as follows:

Budget Para 24: *“India Post as Catalyst for the Rural Economy: India Post with 1.5 lakh rural post offices, complemented by the India Post Payment Bank and a vast network of 2.4 lakh Dak Sevaks, will be repositioned to act as a catalyst for the rural economy. Details are at Annexure C”.*

Annexure C

(i) Rural Community Hub (RCH) colocation

(ii) Institutional Accounts service

(iii) DBT, Cashout and EMI pickup

(iv) Credit Services for Micro Enterprises

(v) Assisted Digital Services

Implementation Status of Budget Para 24:

(i) Rural Community Hub (RCH) colocation: An MoU has been signed with Ministry of Rural Development (MoRD) under which a strategy framework for synergy is being developed, aimed towards dovetailing the provision of services of post offices with the State-level Marketing Aggregators /District Facilitation Center, where feasible, for meeting the financial services and logistics requirements thereof.

(ii) Institutional Accounts Service: Institutional Account services facility is being developed through IPPB and is presently under Closed User Group testing.

(iii) DBT, Cash Out & EMI Pickup: IPPB has recently signed an MoU with the Ministry of Women and Child Development to open accounts for Pradhan Mantri Matru Vandana Yojana beneficiaries. Bank has onboarded one Non-Banking Financial Company (NBFC) for EMI collection services and is under discussion with multiple other NBFCs/ Micro finance Institution (MFIs) for EMI collection services. IPPB is already providing EMI collection facility (through account) in assisted mode to 100 plus NBFCs, Banks, Financial Institutions (FIs) who are live on Bharat Bill Payments System (BBPS) platform. IPPB is working on creating a product line of EMI pickup / collection services. The service will help people in rural area in depositing EMI amount in nearby post office /door step which will further encourage credit penetration specially, in rural and under-banked areas.

(iv) DBT: Total Post Office Savings Bank (POSB) Aadhaar seeded accounts are 36.29 lakh as on December, 2025 and an amount of Rs. 654.63 crore has been disbursed through POSB during December, 2025. DoP has 13% share in PM KISAN Direct Benefit Transfer (DBT) Further, over 5.0 Crore IPPB customers have received DBT in their account and over Rs. 53,000 crore DBT amount has been disbursed through IPPB in the current FY till December- achieving 12% DBT market share. During December 2025, 1.84 Cr DBT beneficiaries received Rs. 4,774 Cr. The Bank is actively liaising with various Central and State Govt. Depts. for DBT mandates.

(v) Cash Out: Customer of any Bank can withdraw money/DBT benefits through IPPB end Users via Aadhaar enabled Payment System (AePS)

model. Bank is providing cash out services to DBT beneficiaries. It has provided Rs. 177 Cr cash to the users via the AePS model during Dec 2025. Expansion of these services is an ongoing activity, as collaborations will be made with Government and private organizations increasingly, to enhance the reach of such facilities to the last mile.

(vi) Credit Services for Micro-Enterprises: IPPB is distributing credit services in rural and underbanked areas in partnership with Banks/NBFCs including private entities. IPPB is also working towards digitally enabled low value credit disbursal for its partners in a cost-effective manner. Presently IPPB is live with 7 partners. It is providing direct access to Home, Personal, Auto, Agri, KCC, Gold, Tractor, Commercial Vehicle, Tractor loans given by these partners, especially in rural areas. Over 204 loans with an amount of 9.3 Cr (approx.) was disbursed for partners during Dec 2025.

(vii) Insurance: IPPB is providing access to affordable life insurance and general insurance (health, vehicle etc.) mainly focused in rural areas through partners like Royal Sundaram General Insurance, Bajaj Allianz General Insurance, Tata AIG General Insurance, Reliance General Insurance, Aditya Birla Health Insurance, Niva Bupa Health Insurance, New India Assurance, Star Health and allied Insurance, Bajaj Allianz Life Insurance, SBI Life Insurance, Axis-Max Life Insurance and HDFC Life Insurance, PNB Metlife Insurance. Bank has insured the lives of additional 2.74 Lakh customers during December 2025.

In Department of Posts, there has been a growth in the number of policies and premium collection of Postal Life Insurance (PLI) and Rural PLI (RPLI) as below:
PLI and RPLI:

No. of Policies procured

FY 2023-24 -	16,29,739	
FY 2024-25	22,93,965	(%Increase - 40.75)
FY2025-26 (till December)	16,29,659	
Premium Collection in Rs. Crore		
FY 2023-24	16,387.54	
FY 2024-25	18,782.25	(%Increase - 14.61)
FY 2025-26 (till December)	15,063.25	

(viii) Assisted Digital Services: As of today, the following services are available through the combined facilities of Post Office and IPPB - Utility bill payment (Electricity, water, LPG, DTH etc), Money Transfer (IMPS/NEFT), Account opening (Digital KYC), Mobile App assistance (Helping Customers download, register and use bank Apps) services.

Budget Para 96: “Expanding Services of India Post Payment Bank: The services of India Post Payment Bank will be deepened and expanded in rural areas.”

Implementation Status of Budget Para 96:

IPPB is providing all banking services in digital mode only through the vast network of Postmen and Gramin Dak Sevaks (GDS). IPPB has done around 5.9 crore (approx.) transactions in December 2025. In addition to the activities mentioned w.r.t. Para 24 of the budget announcement, presently, IPPB banking services are available at 1.64 lakh banking touch points basis which it is currently able to provide FI Coverage (within 5 Kms radius distance) facilities to nearly 5.91 Lakh villages in the country, with Gramin Dak Sevaks providing services directly at customers doorsteps. Also, with added support from various Financial Literacy camps in coordination with Investor Education Protection Fund Authority (IEPFA) and National Bank for Agriculture and Rural Development (NABARD) and widespread usage of IPPB products and assisted banking services has increased awareness and adoption of digital financial tools in rural households. It is also providing training to field work force and improvising their knowledge about IPPB's existing and new products and services from time to time. These will be ongoing activities.

Budget Para 25: “India Post as a Catalyst for the Rural Economy: India Post will also be transformed as a large public logistics organization. This will meet the rising needs of Viswakarmas, new entrepreneurs, women, self-help groups, MSMEs, and large business organizations.”

A proposal for funding the Postal Logistics Infrastructure Project (PLIP), based on a Detailed Project Report, is under the consideration of the Government. Meanwhile, the Department of Posts has already undertaken several initiatives to transform into a major public logistics organization by strengthening its parcels and e-commerce services nationwide. Under the Advanced Postal Technology (APT) project, real-time delivery updates, OTP-based delivery, and API integration with e-commerce and other customers have been introduced. Under the Mail and Parcel Optimization Project (MPOP), end-to-end process optimization through automation, standardized workflows, and advanced technologies such as parcel sorters and real-time tracking has been undertaken and infrastructure upgradation is proposed to be developed under Postal Logistics Infrastructure Project. The Department is also partnering with major e-commerce and logistics companies and is serving multiple government ministries, including the Ministry of MSME, for parcel delivery.

Strengthening of Dak Ghar Niryat Kendras (DNKs) to facilitate rural artisans, MSMEs, farmers, and SHGs in accessing global markets is underway, with expansion of e-commerce and parcel services in rural areas to enable local producers to participate in digital trade. Awareness workshops and exporter outreach programs are being conducted across Circles.”

IV. North-Eastern Region : Expenditure, Performance and Outlay for 2026-27

2.82 The following table comprises budgetary details related to allocation and expenditure of the Department of Posts in the North Eastern Region :

(Rs. in Crore)					
Year	BE	RE	AE	% w.r.t. BE	% w.r.t. RE
2021-22	105.40	103.69	92.70	87.95	89.40
2022-23	105.55	136.89	125.81	119.19%	91.90%
2023-24	127.83	146.93	134.68	105.36%	91.66%
2024-25	114.95	111.29	100.98	87.85%	90.73%
2025-26	106.53	111.31	73.19*	68.70%*	64.59%*
2026-27	123.90**	-	-	-	-

*Actual 2025-26 upto Jan, 2026 ; **@10% of the total ceilings approved by MoF for schemes

2.83 No information was furnished regarding Scheme-wise break-up of allocation and expenditure on Schemes being implemented in the North Eastern Region (NER). The Department, however, submitted that DoP has been able to achieve more than 90% expenditure Targets with respect to Revised Estimates (RE) for the last three years and it aims to completely utilize the NER funds for the FY 2025-26.

2.84 Regarding details of Physical targets set and achieved under the Schemes/projects being implemented in North Eastern Region (NER) and Sikkim for the last two years, the Department submitted Scheme-wise details of major achievements as follows :

1) Postal Operations:

i. Mail Operations –

A. Mail Network Optimization Project : Major initiatives of the Department under Mail Network Optimization Project in North East Region are as under :

Sl. No.	Name of State	Details of major developmental Activities
1.	Assam	Infrastructural upgradation has been done in 03 National Sorting Hubs (Speed Post), 06 Intra Circle Hubs (Speed Post) and 03 Unregistered L1 and 07 Unregistered L2, 02 BNPL and 01 BPC. Installation of 2 Self Booking Kiosks is under process.
2.	Arunachal Pradesh	Infrastructural upgradation has been done in 01 National Sorting Hub (Speed Post) i.e. NSH Dimapur.
3.	Meghalaya	Infrastructural upgradation has been done in 01 National Sorting Hub (Speed Post) i.e NSH Shillong.
4.	Tripura	Infrastructural upgradation has been done in 01 National Sorting Hub (Speed Post) i.e NSH Agartala. Installation of 1 Self Booking Kiosks is under process.

B. Parcel Network Optimization Project: Steps taken in the North Eastern Region and Sikkim to bolster capabilities and services in the parcel segment are as follows -

- a. Parcel Hubs:** 09 Level-1 Parcel Hubs covering all state capitals and 02 Level-2 Parcel Hubs in other important commercial centres have been established in the North Eastern Region.
- b. Nodal Delivery Centres:** A total of 11 Nodal Delivery Centres in Agartala, Kohima, Imphal, Shillong Aizawl, Silchar, Nagaon, Guwahati, Dibrugarh and in Gangtok have been established for expedited and mechanized delivery of Parcels using two-wheeler and four-wheeler vehicles.
- c. Standardized Equipment:** Equipment with standard specifications such as Roller Container, Package Trolley, Bag Opening Table, Bag Stands, Sorting Case, Sequencing Table, Static Weighing System etc. for optimal and efficient processing of parcels have been provided to Parcel hubs and Nodal Delivery Centres.
- d. Marketing Initiatives of Parcel Products:** The Department of Posts has tied up with the Tribes India, the online portal of Tribal Co-Operative Marketing Development Federation of India Limited (TRIFED) for providing logistics support for booking transmission and delivery of the products and artifacts from North-eastern region to the rest of the country and abroad.
- e. Road Transport Network:** A network of 16 (8x2) National Road Transport Network routes are operational in the North Eastern Region covering a total distance of 9,782 Kms per day. These routes connect not just cities within the region but connect the North Eastern Region with other parts of the country as well.

Route	Distance (one way)
Delhi-Guwahati	2053 KMs
Kolkata – Guwahati	1032 KMs
Guwahati – Tinsukia	488 KMs
Guwahati – Itanagar	335 KMs
Guwahati – Silchar	317 KMs
Guwahati – Dimapur	287 KMs
Silchar- Aizwal	172 KMs
Dimapur – Imphal	207 KMs

- f. Trans-shipment Centres:** A Trans-shipment Centre, strategically located on the highway at Mirza (Near Guwahati), Assam has been operationalized to ensure that Mail and Parcels carrying vehicles avoid the city-traffic and exchange of Mail and Parcels is done efficiently.
- g. Parcel Packaging Service:** Parcel Packaging Units (PPUs) have been set up in major Post Offices having substantial retail bookings of Parcels so that retail Parcels can be properly packed. A total of 243 PPUs have been made operational in North-Eastern region to provide parcel packaging services to retail customers.

h. Transformative Partnership with NERAMAC for North East India's Agricultural Prosperity : In a significant collaboration that advocates for the vibrant agricultural traditions of India's North Eastern region, the Department of Posts has formed a strategic alliance with the North Eastern Regional Agricultural Marketing Corporation Limited (NERAMAC). This empowering collaboration harnesses the robust networks of Logistics Post and Speed Post services to seamlessly transport premium agricultural treasures—such as fiery Mizo Chilli (King Chilli), aromatic Star Anise, nutritious processed foods, and raw cashew nuts—from the lush landscapes of North East India and Assam to markets across the nation and within the region itself.

This initiative has revolutionized access for hardworking farmers in remote areas, enabling them to ship their fresh and high-quality produce to every corner of India at competitive prices with unprecedented efficiency and reliability.

C. International Mails: In order to enable the commercial integration of the people of the North-Eastern States to the mainstream, Sub-Foreign Post office (SFPO) in Guwahati and Shillong and International Business Centre (IBC) in Shillong are functioning for the benefit of North Eastern Region. Further, 122 Dak Ghar Niryat Kendras (DNK) have been notified in the North East. These are benefiting the International Mail originating from North Eastern states, boosting exports and facilitating socio-economic development in the Region.

2) Human Resource Management:

2024-25			2025-26			2026-27
Physical Target set	Physical Target achieved	Reason for shortfall in the target, if any.	Physical Target set	Physical Target achieved	Reason for shortfall in the target, if any	Physical Target set
Training 9000 officials	9000	No shortfall	Training 10800 official	8859	Will be achieved by year end	11000

3) Estates Management:

Sl. No.	Indicator	FY 24-25	FY 25-26 (Upto Nov 2025)
a	Construction of New Post Offices	10	5
b	Renovation of Postal Building	30	19
c	Solar Power Packs	8	4
d	Ramp and Rail	9	5

4) IT Induction and Modernization 2.0: Under IT 2.0, the Centre for Excellence in Postal Technology (CEPT) has developed the Advanced Postal Technology (APT) platform in-house, hosted on the MeghRaj 2.0 Cloud.

APT is designed on a microservices-based, open API architecture with a cloud-ready deployment model. It provides a single, unified user interface and delivers an end-to-end digital solution covering the entire postal value chain—from booking to delivery. Key features include QR code– based payments, OTP-enabled delivery, Digital Postal Index Number

(DIGIPIN) support for secure authentication, Advanced analytics and reporting tools for monitoring and decision-making.

The nationwide rollout was completed on 4th August 2025, bringing more than 1.70 lakh Post Offices, Mail Offices, and Administrative Units including of North-East Region and Sikkim across all 23 Postal Circles onto a single digital platform. The digital infrastructure enabled through APT is agile and scalable to meet the growing customer expectations and dynamic business environment.

2.85 Regarding new initiatives have been planned for NER for better performance under the Schemes/projects being implemented in North-East Region for the year 2026-27, the Department submitted that :

“With regards to Citizen Centric Services, it is planned to further expand POPSK services, Aadhaar Services in NER in 2026-27. Physical verification of PMEGP units under KVIC will also be completed in 2026-27 for generating employment opportunity and nurturing the entrepreneurship spirit in North East Region. To enhance financial inclusion, KYC verification of mutual fund investors in NER will be carried out extensively.”

CHAPTER – III

FINANCIAL PERFORMANCE OF THE DEPARTMENT OF POSTS

This chapter contains an analysis of the financial performance of the Department of Posts in the last few financial years.

➤ **Financial performance of Department of Posts under Revenue and Capital sections :**

3.1 The allocation to the Department of Posts under Revenue and Capital Sections during the year 2026-27 is as follows :

(Rs. in crore)

	Charged	Voted	Total
Revenue	2.00	41598.49	41600.49
Capital	0.00	1249.51	1249.51
Total	2.00	42848.00	42850.00

3.2 Details of Actual Expenditure (AE 2025-26) incurred by the Department upto January, 2026 are as under:

Rs. in crores

SECTION	BE 2025-26	RE 2025-26	Expenditure upto January 2026	%utilization w.r.t. RE	Anticipated Expenditure
Revenue Expenditure	40128.62	39336	34993.03	88.96	38946.76
Capital Expenditure	958.35	1046.11	633.83	60.59	1046.11
	41086.97	40382.11	35626.86	88.22	39992.87

A. REVENUE SECTION –

(i) Gross Expenditure :

3.3 The gross expenditure of the Department includes pensions, salaries, wages, allowances and other administrative expenses like Office Expenses, Professional Services, Domestic Travel Expenditure, Minor Works, Repairs and Maintenance, Medical, etc.

3.4 Budgetary details regarding gross expenditure under the revenue section during the last few financial years is as follows :

(Rs. in Crore)

	2022-23	2023-24	2024-25	2025-26	2026-27
Proposed	39753.40	40859.18	41800.74	41437.37	44203.28
BE	35507.27	39156.43	37654.64	40128.62	41600.49
RE	35592.83	35416.54	38160.73	39336.00	NA
Actuals	32595.57	35645.52	37528.49	28927.97*	NA

*Actual 2025-26 upto Nov, 2025

3.5 On being asked about the reasons behind the decrease in the gross expenditure budget of the Department at RE Stage in the year 2025-26, the Department stated that the Ministry of Finance has decreased the gross expenditure budget from Rs. 40128.62 Crore in BE 2025-26 to Rs. 39336.00 Crore in RE 2025-26 due to the less anticipated expenditure under the pension and salaries components of the estimated BE.

(ii) **Revenue Receipts :**

3.6 Budgetary details of revenue receipts of the Department are as follows :

(Rs. in Crore)

	2022-23	2023-24	2024-25	2025-26	2026-27
Proposed	15000.00	16379.00	12483.43	12500.00	12600.00
BE	14725.87	13439.38	12238.77	12487.11	12973.92
RE	12230.41	11408.04	12207.01	12512.13	NA
Actuals	10917.89	11321.35	11425.24	8129.91*	NA

*Actual 2025-26 upto Nov, 2025

3.7 Revenue receipts of the Department for the year 2025-26 (up to Nov. 2025) amount to Rs. 8129.91 crore which is about 64.97% of the RE Stage target for the period up to the third quarter of the financial year.

3.8 Regarding sources of revenue generation, the Department submitted that :

“The Department of Posts generates revenue through various items/heads, including:

I. Postal Services: Revenue from Speed Post (Documents), Speed Post (Parcel), International Parcel, Business Parcel, Postage Realised in Cash through Mass Mailing Services, Sale of Postage Stamps, Remotely Managed Franking Machines.

II. Agency Services: Remuneration received from Ministry of Finance for Small Savings Schemes, and Cash Certificates.

III. Other Citizen Centric services such as: Aadhaar enrollment and updation centres, Passport Seva Kendras and Common Service Centres.

During 2024-25, the Department of Posts received revenue of Rs. 11425.24 Crore against a target of Rs. 12207.01 Crore, representing achievement of more than 93.6% of the target. However, Revenue Receipts target for the FY 2025-26 is Rs. 12512.13 crore at RE stage. It is expected that department will be able to achieve its target for the year 2025-26.”

3.9 Details of Revenue earned by the Department through citizen centric services, financial services and logistic services are as follows :

(Rs. in crore)

S.No.	Service	Total Revenue earned			Service Total*
		2023-24	2024-25	2025-26*	
1.	Citizen Centric Services	327.74	507.86	687.40	1523
2.	Financial Service	6427.08	6879.63	6075.15	19381.86
3.	Logistic Service	758.46	669.26	603.11	2030.83
	GRAND TOTAL	7513.28	8056.75	7365.66	

*till Jan. 2026

3.10 Detailed break-up of the three services is provided below :

(a) Citizen Centric Services : Details of Citizen Centric Service being provided by Department along with revenue earned is as under:

Sl. No.	Citizen Centric Service Offered by DoP	Revenue Earned (in Cr.)		
		2023-24	2024-25	2025-26 (till Jan'26)
1	POPSK	52	220	144.1
2	Aadhaar New Enrolment	20.77	13.1	20.25
3	Other Biometric Updation	95.38	136.48	126.26
4	Business Post	55.13	49.17	36.88
5	e-Payment	7.77	4.19	1.13
6	e-Post	2.09	2.55	3.49
7	Retail Post	75.4	67.36	346.31
8	Direct Post	1.08	1.38	0.92
9	Media Post	3.8	3.31	2.94
10	Bill Mail Service	2.89	2.6	0.49
11	Magazine Post	5.8	5.62	3.98
12	Others	5.63	2.1	0.65
	TOTAL	327.74	507.86	687.4

(b) Financial Services : Department of Posts gets remuneration in the form of agency charges for Saving Bank & Cash Certificates services:

(Rs. in crore)

Sl.no.	Financial Service offered by DoP	Revenue earned		
		2023-24	2024-25	2025-26*
1.	Savings Banks	6227.92	6676.65	5977.23
2.	Cash Certificates	199.16	202.98	97.92
	Total	6427.08	6879.63	6075.15

*till 31.01.2026 (tentative)

(c) Logistic Services : Details of Logistic Service being provided by Department along with revenue earned is as under:

(Rs. in crore)

Sl.no.	Logistics Service offered by DoP	Revenue earned		
		2023-24	2024-25	2025-26*
1.	Business Parcel	62.94	98.60	128.46
2.	Speed Post Parcel	288.44	329.86	235.73
3.	Registered Parcel	393.52	229.41	226.57
4.	Logistics Post	13.56	11.39	12.35
	Total	758.46	669.26	603.11

*till 31.01.2026

3.11 Details regarding revenue receipts of the Department under various heads during the last five financial years are as follows :

(Rs. in crore)

DESCRIPTION	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	25-26 (upto Nov-25)
Realised in cash for Ordinary Services	653.68	541.35	777.40	924.89	79.77	48.14	27.98
Speed Post	1764.09	1239.20	1461.18	1459.32	1839.71	1767.00	1100.46
Business Post	134.38	68.89	68.76	61.62	55.35	49.43	32.67
Bill Mail Services	12.35	3.39	3.40	3.32	2.90	2.64	0.40
Postage realised through sale of Postage Stamps	159.16	89.83	97.23	99.23	95.23	96.01	55.95
Sale of Service Stamps	51.08	41.72	44.33	50.23	54.38	58.53	20.22
Postage Realised for National Bill Mail Service	1.42	1.12	4.71	3.70	2.84	1.24	0.02
Postage Realised for sale of Philatelic Stamps	33.73	20.25	15.85	18.10	16.36	16.00	5.01
Business Parcel	135.58	73.25	65.51	69.24	62.93	98.60	63.30
PRC through remotely managed franking machines	681.66	343.45	511.58	611.91	569.44	400.57	343.21
e-Commerce Revenue Receipts	3.14	4.01	0.15	0.01	-0.05	0.00	0.00
PRC for International Express Mail Service (EMS)	190.99	216.99	171.68	240.60	254.52	290.61	173.93
PRC for International Parcel	84.98	48.05	112.68	172.97	211.95	132.20	73.79
PRC for International Letters (Registered)	120.10	47.76	96.23	131.89	162.83	133.93	70.98
PRC for International App e-Packet Service	1.73	8.40	5.68	52.32	87.04	101.80	67.37
Speed Post Parcel	0.00	146.35	214.35	239.14	288.44	329.86	176.12
Registered Parcel	0.00	0.00	0.01	0.59	393.52	229.41	177.13
Revenue From Registered Letters	0.00	0.00	0.00	0.00	456.79	631.45	305.66
Magazine Post	0.00	0.00	0.01	0.78	5.59	7.52	2.99
Commission on EMO	218.46	192.04	116.03	82.57	71.19	70.40	45.23
Management of SB Govt. Securities	8302.46	6838.08	6005.88	6064.07	6227.92	6676.65	4722.90
Management of Savings Certificates	357.59	217.71	108.59	122.63	199.15	202.98	79.93
MTCE, Revival & Service Charges in r/o Silent A/c	0.77	0.05	647.49	181.20	115.29	13.94	0.01
Rent & Taxes	7.31	5.18	6.97	7.45	8.74	9.55	4.61
Recoveries from other Govt. Departments for Service rendered	2.90	3.65	3.94	9.01	4.28	4.08	9.55
Registration Fee for Cable TV Operators	4.00	3.76	3.42	3.27	6.44	2.75	0.05
Commission realised on account of Revenue Stamps	5.82	5.44	5.41	5.58	5.36	5.07	2.62
Remuneration for workers wage Account for MGNREGA	17.48	12.18	1.04	20.11	6.84	6.52	1.58

Fee/Charges received from SB depositors/ customers for interoperable ATM transactions at DOP	20.89	21.73	16.03	4.73	27.74	10.25	1.66
Transaction Charges received from MEA for PPSK	0.00	31.06	14.14	65.81	51.54	220.05	104.54
Fee Received for Aadhar Updation Work at HOs/SOs	53.02	37.89	45.69	44.69	95.24	136.99	94.73
Service Charge to be collected from UIDAI on new AADHAAR Enrolment	20.03	28.72	40.47	42.24	19.14	13.40	15.47
Revenue earned through Misc Charges on ATM Cards	0.00	0.00	0.00	0.01	79.51	48.99	30.63
Net Receipt from other Postal Administrations	0.00	27.46	24.11	6.06	28.14	0.00	0.27
Retail Post	62.54	49.64	30.98	70.06	76.23	66.73	333.34
Service Charges on e-Payment	15.13	8.61	13.60	12.07	7.79	2.42	0.86
Media Post	3.64	26.64	0.00	4.37	3.82	3.34	1.42
Logistic Post	12.79	11.37	8.61	11.72	13.54	11.39	5.86
Other items*	517.66	282.66	200.45	243.77	107.90	157.00	-22.49
Commission /Share DOP on account of Sale of Sovereign Gold Bond	0.07	1.88	0.54	2.27	5.79	0.00	0.00
Deduct Net Payment to Other Postal Administration	-92.43	-67.22	-83.36	-225.66	-479.97	-632.21	-260.51
Total	13558.19	10632.50	10860.79	10917.89	11321.21	11425.24	7869.48

* Other Items includes postal products including e-Payment, Sale of Sovereign Gold Bond, Sale of Waste papers, etc.

- 3.12 Revenue receipts from the head on 'Postage realized in cash for Ordinary Services' saw an exponential rise from Rs. 653.68 crore to Rs. 924.89 crore from the year 2019-20 up to the year 2022-23. However, the receipts under this head plunged from Rs. 924.89 crore in the year 2022-23 to Rs. 48.14 crore in 2024-25 while plummeting further down to Rs. 27.98 crore until the third quarter of FY 2025-26.
- 3.13 Similarly, revenue receipts from the heads on 'Speed Post' have seen a drastic reduction from Rs. 1764.09 crore in the year 2019-20 to Rs. 1100.46 crore in the third quarter of the year 2025-26. Moreover, revenue receipts from the activity on 'Business Post' show a constant downward trend from Rs. 134.38 crore in the year 2019-20 to Rs. 32.67 crore in the year 2025-26 (upto Nov. 2025).
- 3.14 Further, revenue receipts from 'e-Commerce' have reduced sharply from Rs. 4.01 crore to nil receipts during the years 2024-25 and 2025-26.

(iii) Recoveries :

- 3.15 Budgetary details of revenue receipts of the Department are as follows :

(Rs. in Crore)

	2022-23	2023-24	2024-25	2025-26	2026-27
Proposed	850.00	1300.00	1200.00	1500	1600
BE	850.00	1300.00	1300.00	1500	1600
RE	1200.00	1200.00	1400.00	1500	NA
Actuals	1139.24	1255.88	1188.04	1063.61*	NA

*Actual 2025-26 upto Nov, 2025

3.16 Regarding outstanding dues, the Department submitted that :

“The outstanding dues with Employees’ Provident Fund Organisation (EPFO) and Coal Mines Provident Fund (CMPF) amount to Rs. 5,38,94,780 and Rs 33,49,825,71 respectively (as on 23.12.2025). A Committee has been constituted by the department to deal with the matter and for collection of pending dues.”

3.17 No information was, however, furnished on the duration of pendency of the recoveries by the Department.

(iv) Remuneration :

3.18 Budgetary details regarding the remuneration received by the Department from the year 2022-23 up to 2024-25 are as follows :

(Rs. in Crore)

Year	Amount
2022-23	6186.71
2023-24	6427.08
2024-25	6879.63

3.19 Regarding measures being taken to reduce the operation cost being accrued against the saving schemes/accounts being operated by the Department, the Committee were apprised as under :

“Department of Posts has successfully implemented various digital initiatives to reduce operational costs and enhance customer experience. These initiatives include the adoption of Core Banking Solution, online line/mobile banking, NEFT/RTGS/ECS fund transfer facilities, e-Passbook, Automatic Teller Machine (ATM), UPI through IPPB-POSA Linkage, and Integrated CTS Cheque facilities. These advancements have streamlined operations, reduced manpower requirements, and improved overall customer satisfaction. The department's commitment to continuing digital transformation and increasing its adoption demonstrates its proactive approach to ensuring efficient and effective services.”

(v) Revenue Deficit :

3.20 The details regarding revenue deficit being faced by the Department during the last few financial yeas is as follows :

(Rs. in Crore)

	2022-23	2023-24	2024-25	2025-26	2026-27
Proposed	23903.41	29584.73	28117.31	27437.37	30003.28
BE	19931.40	24417.05	24115.87	26141.51	27026.57
RE	22162.42	22808.50	24553.72	25323.87	NA
Actuals	20538.44	23068.29	24915.21	19834.45*	NA

*Actual 2025-26 upto Nov, 2025

- 3.21 Details of Revenue target submitted by the Department for the year 2025-26 are as follows :

(Rs. in crore)

REVENUE TARGET				
	BE 2025-26	RE 2025-26	Actuals 2025-26 (up to Jan 26)	BE 2026-27
Commercial Receipts	5,550.00	5,550.00	4,379.35	5,880.00
Agency Charges	6,937.11	6,962.13	6,075.15	7,093.92
Recoveries	1,500.00	1,500.00	1,367.96	1,600.00
Total Revenue	13,987.11	14,012.13	11,822.46	14,573.92

- 3.22 Revenue deficit being faced by the Department :

DEFICIT			
BE 2025-26	RE 2025-26	Actuals 2025-26 (up to Jan 2026)	BE 2026-27
27,099.86	26,369.98	24,011.36	28,276.08

- 3.23 On being asked about measures being taken to contain revenue deficit during the year 2026-27, the Department submitted the following :

“(1.) Mails, Parcels and E-Commerce:

The Department reviews its services and products keeping in view the changing market scenario, customer needs, industry benchmarks etc. and takes necessary steps/action to modify service features to improve the postal services to increase the revenue receipts of the Department.

The following are some of the measures being taken to reduce operational costs and improve the services to attract more customers subsequently leading to increase the revenue receipts in 2026-27:

(i) Department is strengthening the marketing of the Speed Post services to onboard new customers to improve the revenue.

(ii) Department is focusing on revamping the transmission and delivery infrastructure by co-locating/ merger of mail processing hubs is under process which will help the Department in reducing the operational cost by moving away from high-rent railway premises and improving the efficiency through co-location of different mail processing units. Centralized hubs make it easier to plan efficient routes for the Mail Motor Service (MMS) resulting in enhanced route optimization, reduction in transportation costs and better space utilization with flexibility for future expansion.

- (iii) New age booking avenues such as Booking Kiosks & online booking of postal articles have been introduced to attract new customers. Department is in process of installing 70 more kiosks during this year.
- (iv) Revamped franchisee scheme has been introduced with the revised commission structure to increase the revenue of various postal products including Speed post & Registered post.
- (v) In order to provide enhanced after sale service, Single Point of Contacts have been designated for corporate customers having monthly business of Rs.10 lakh and above in all the Postal Circles.

(vi) Introduce flexible delivery options such as doorstep pickups, scheduled deliveries, Non-business Hour delivery, Holidays delivery etc. for better customer convenience.

(vii) The following key measures are also being taken to increase Parcel revenue in 2026-27, driven by the growing e-commerce sector and logistical demands:

(a) Modernizing Infrastructure: Investments in automation and improved parcel processing facilities to enhance speed and efficiency.

(b) Expanding E-commerce Partnerships: Strengthening collaborations with e-commerce giants and SMEs to handle growing parcel volumes through tailored services and bulk pricing models.

(c) Optimizing Pricing and Services: Dynamic pricing strategies and introducing value-added services.

(d) Leveraging Technology: Implementing AI-driven route optimization, demand forecasting, and improving digital booking platforms for smoother customer integration.

Additionally, the Department has developed the Postal Logistics infrastructure Project to transform the overall parcel network.

(2.) Financial Services:

DoP, with its new technology-based initiatives like ATM, E-Banking, Mobile- Banking, NEFT&RTGS, Electronic Clearing Service, CBS-GL integration, CBS-CTS integration, e-PAN validation, e-KYC etc., has improved the quality of delivery of its POSB services. To make the services available at the fingertips of the customers at any time, a facility of account opening and closure of POSB accounts has been made available through an internet banking facility. To increase revenue in Financial Services, Department organizes special campaigns, melas and promotional camps to encourage people for investment in small savings schemes.

(3.) Other Services

- i. An MoU has been signed with Khadi Village Industries Commission (KVIC) on 20th August 2024 for physical verification of units under PM Employment Generation Program, which will bring additional revenue to the Department using the existing resources.
- ii. An MoU was signed with SUUTI for door-to-door KYC verification of Mutual fund investors of SUUTI in April 2024. This will also generate revenue for the Department. Also, major mutual fund companies are being approached for their KYC verification through India Post.
- iii. User charges for various services are being rationalized to augment revenue of the Department.

(4.) General Measures.

The following are some of the measures being taken to increase the revenue receipts in 2026-27:

- i. Around 1.8 lakh mobile phones are being used by delivery staff for real time updation of delivery status Speed Post, Registered Post, Money Orders etc. through postman mobile app.
- ii. Application Programme Interface (API) Integration facility has been introduced for seamless exchange of booking and delivery data with customers.
- iii. In order to improve delivery time and visibility, performance of Speed Post and other accountable articles is regularly monitored through a well-defined set of Key Performance Indicators (KPIs) at HQ as well as Circle/Division level.
- iv. Corporate Customer Specific MIS has been introduced wherein customers can access booking and delivery MIS reports through login id and password.
- v. 24x7 CRM for bulk customers has been put in place to upload complaints in bulk and monitor the status on CRM.
- vi. Registration process of bulk customer under BNPL and NAF with DoP has been revised wherein Time limit of 2 days and 7 days has been prescribed for customer registration under Book Now Pay Later (BNPL) and National Account Facility respectively.”

B. CAPITAL SECTION

- 3.24 Budgetary details regarding capital section allocation and expenditure during the last few financial years are as follows :

(Rs. in Crore)

	2022-23	2023-24	2024-25	2025-26	2026-27
Proposed	1861.34	1514.11	1035.61	1085.13	3127.52
BE	886.62	1396.95	1262.60	958.35	1249.51
RE	1494.01	1580.07	1238.92	1046.11	NA
Actuals	1476.67	1386.89	573.84	459.84*	NA

*Actual 2025-26 upto Nov, 2025

- 3.25 Scheme-wise details of capital expenditure during the year 2025-26 is as follows :

(Rs. in Crore)

CAPITAL EXPENDITURE					
S. No.	Schemes of the Department	BE 2025-26	RE 2025-26	Expenditure till Jan. 2026	%age exp w.r.t RE
1	Postal Operations	57.00	70.00	31.12	44.46%
2	Human Resource Management	6.90	3.00	2.00	66.67%
3	Estates Management	120.00	124.16	72.90	58.71%
4	IT Project	729.00	783.50	510.54	65.16%
	TOTAL	912.90	980.66	616.56	62.87%

3.26 The Department also informed that its capital expenditure is focused on several key areas including Mail Operations, Estates Management and the IT Induction & Modernization 2.0 Project.

3.27 On being asked about the plans to completely utilize the capital outlay during the year 2026-27, the Department submitted that :

“The monitoring mechanism for review of physical and financial targets under schemes has been further strengthened. A well placed mechanism of senior officer meeting with programme divisions within the Postal Directorate and meeting with various Postal Circle Heads implementing the schemes has been set up. These meetings are being held under chairpersonship of Secretary (Posts). Dashboard meetings at the level of Hon’ble Minister of Communications are also being held regularly.”

3.28 Regarding the difference between the proposed allocation and the allocation received at the BE Stage for the year 2026-27 and steps being taken to ensure adequate availability of funds, the Department apprised the Committee as under :

“The BE 2026-27 for Capital Segment was proposed to the tune of Rs. 3127.52 crore, whereas, the BE 2026-27 allotted to the Department is Rs. 1249.51 crore. There is decrease in funds allotted to the tune of Rs. 1878.01 crore mainly due to alignment of the Scheme provisions by the Ministry of Finance to the level of annual outlays for the activities under the ongoing Postal Operations and Estates Management schemes (approved up to 2025-26). This is significantly lower than the proposed outlay for 2026-27 within the proposals for continuation of these schemes from 2026-27 to 2030-31 and the proposed outlay for 2026-27 for the new proposed Postal Logistics Infrastructure Project (2025-26 to 2030-31).”

PART II

OBSERVATIONS / RECOMMENDATIONS

BUDGETARY OVERVIEW AND ANALYSIS OF DEMANDS

1. Against a proposed allocation of Rs. 45730.80 crore, the Department of Posts has received Rs. 42850 crore at the allocation stage of Budget Estimates (BE) for financial year 2026-27. Similarly, against proposed allocations of Rs. 42373.29 crore, Rs. 42836.35 crore and Rs. 42522.50 crore from the year 2023-24 up to 2025-26, respectively, the Department received respective BE Stage allocations of Rs. 40553.38 crore, Rs. 38917.24 crore and Rs. 41086.97 crore. Further, despite an annual increase in the BE Stage allocation in absolute terms, the percentage share of the Department of Posts in the Total Central Outlay has reduced from 1.00% in the year 2021-22 to 0.80% during the year 2026-27. The Committee note that this trend indicates that the Department need to keep pace with the rapid growth of the overall Central Government expenditure. Further, it also points to increasing fiscal constraints for the Department, particularly in the context of rising committed expenditures such as salaries, allowances, and pensionary liabilities.

The Committee also observe that apart from establishment expenditures, the Department also allocates funds for various Central Sector Schemes and these allocations are determined based on physical and financial targets set for the year as well as the financial outlays approved by the Government. However, despite the Department claiming to follow a structured and disciplined financial framework to ensure efficient allocation and utilization of funds across both the Non-Scheme and Scheme segments, the Committee find that the deficit has shown an increasing trend from the year 2021-22 onwards. Furthermore, the deficit faced by the Department has shown an increase of 6.72% from the RE Stage for the year 2025-26 up to the BE Stage during the year 2026-27. The Committee observe that the gap between the expenditure and the receipts of the Department of Posts has shown a constant rise during the last five financial years leading to a resultant increase in deficit over the given duration of time.

Further, the Committee note that during the financial year 2025-26 out of the RE Stage allocation of Rs. 1133.13 crore towards the Scheme component, the Department could utilize 62.75% i.e. Rs. 711.05 crore till January, 2026 of the last quarter. The Committee also observe that of the total RE stage allocation for the year 2025-26, about 1.98% amounts to the total scheme expenditure and about 98.01% amounts to total non-scheme expenditure (up to Jan. 2026). The Committee perceive that while non-scheme expenditure on committed liabilities is unavoidable, the Department needs to work towards devising methods to augment revenue generation from effective implementation of plan Schemes and also through other innovative ways such as increasing capital investments in the postal sector, monetization of assets, capitalizing on the heritage value of postal infrastructure, increasing the ambit of citizen centric services, shifting from rented premises to Department-owned postal buildings, harnessing the potential of India Post in the area of e-Commerce etc. The Committee are of the opinion that the Department may conceptualize methods to reduce the impact of rising deficit and reduction in the percentage share of the budget of the Government. The Committee, therefore, recommend the Department to make concerted efforts towards setting and achieving realistic targets so that proposed allocations are received as per expectations and the percentage share of the Department of Posts within the Union Budget is stabilized with an upturn in ensuing financial years. The Committee desire to be apprised of the action taken in this direction, especially with regard to measures adopted for augmenting revenue generation of the Department.

2. SCHEMATIC ANALYSIS

The Committee note that apart from the presently operational Central Sector Schemes of the Department of Posts namely Postal Operations, Human Resource Management, Estates Management and IT Induction & Modernization 2.0; a new Scheme called the Postal Logistics Infrastructure Project (PLIP) has been proposed by the Department for the period from 2025-26 to 2030-31. While analysing the financial allocation and expenditure of the Department, the Committee observe that funds proposed at the BE stage in respect of Plan Schemes show an undulating trend in the form of a constant decline from Rs. 2283.65 crore proposed during FY 2022-23 to Rs. 1153.69 crore that was proposed during FY 2025-26. This contrasts with a sharp

incline in proposed BE stage allocation of Rs. 4079.98 crore for the consecutive financial year 2026-27. Further, funds allocated towards Plan Schemes during the said financial years at the BE stage show a marginal increase from financial year 2021-22 up to financial year 2023-24 followed by decline in allocations from the financial years 2023-24 up to 2025-26. RE Stage allocations towards Plan Schemes for the same financial year show a similar pattern. The Committee note that except for financial year 2024-25, there is a gap between BE Stage allocations proposed and those actually received at that stage from the financial years 2021-22 to 2025-26. In case of the financial year 2026-27, against the proposed BE Stage allocation of Rs. 4079.98 crore, the Department has been allocated an amount of Rs. 1239.02 crore at the BE stage during the said financial year.

Further, the Committee note that with respect to the BE Stage allocation towards Plan Schemes for the financial year 2026-27, apart from the highest allocation of Rs. 759.00 crore going towards IT 2.0, the Scheme on Postal Operations has received an allocation of Rs. 324.99 crore followed by Rs. 120.00 crore to the Scheme on Estates Management and the least allocation of Rs. 35.00 crore going towards the Scheme on Human Resource Management. In the light of such allocation towards the Scheme on Human Resource Management, the Committee find that the Department of Posts has human capital to the tune of about 4.74 lakh people who have been employed in 1.65 lakh post offices across the Country. In the case of the Scheme on IT 2.0, the Committee observe that during total duration of implementation from FY 2022-23 to 2029-30, this Scheme has the maximum balance of funds at the end of FY 2025-26 which amounts to Rs. 3351.22 crore with an additional allocation of Rs. 759.00 crore at the BE Stage in the year 2026-27. The Scheme on IT 1.0 Project, though, has nil allocations at BE Stage during the year 2026-27, a balance of Rs. 32.12 crore is remaining at the end of year 2025-26.

While evaluating utilization of allocated funds by the Schemes, the Committee note that about 11.47% of the RE Stage allocations were surrendered at the Final Grants Stage during the financial year 2023-24 and no reasons for such surrender of funds were furnished by the Department. Further, on under-utilization of funds during the last five years, the Department has furnished cumulative data with respect to percentage utilization of funds allocated at the BE and RE Stages and the query regarding specific schemes showing persistent under-utilization of

funds within the said duration need to be addressed. The Committee understand that during the financial year 2026-27, apart from the Scheme IT 2.0, all other Schemes show reduction in BE allocation against the amount proposed by the Department during the said financial year. While taking note of the allocated expenditure and a reduction in Scheme allocations, the Committee recommend the Department to carefully plan and prioritize expenditure for individual Schemes and to ensure that the pace of fund utilization is proportionate while avoiding under-utilization and surrender of allocated funds. The Committee would like to be apprised of the action taken in this regard along with the details of information that need to be addressed in respect of examination of Demands for Grants.

3. POSTAL OPERATIONS – Rural Business and Access to Postal Network

The Committee observe that the sub-scheme on Rural Business and Access to Postal Network under the Central Sector Scheme on Postal Operations was envisaged to comprehensively modernize and strengthen the rural postal network with the aim of providing equitable access to postal, financial and citizen-centric services, particularly in rural, hilly, tribal and underserved areas. The Committee further note that against a proposed allocation of Rs. 18.96 crore, the sub-scheme was allotted Rs. 15.00 crore at the BE Stage which was further reduced to Rs. 14.96 crore at the RE Stage during financial year 2025-26. Furthermore, during financial year 2025-26, up to November 2025, the actual expenditure under this sub-scheme amounts to Rs. 9.36 crore which is about 62.56% of the RE Stage allocation during FY 2025-26. However, for the same duration, the cumulative figures for physical targets achieved against those allotted amount to 65.96% i.e. Rs.13968.00 crore out of Rs. 21175.00 crore. The Committee note that target achievement for the activity on 'Opening of Branch Post Offices (BOs) / Sub-Post Offices (SOs) by redeployment/relocation and improving rural SO by providing infra upgrade' amounts to 23.30% i.e. 48 out of 206, for the scheme duration upto November 2025. The Committee also note that since there were no major impediments in the implementation of the sub-scheme, achievement of physical targets can be made more satisfactory. The Department may furnish the reasons for shortfall in achieving the physical targets set for financial year 2025-26.

The Committee further note that against a proposed amount of Rs. 300.97 crore for the sub-scheme during financial year 2026-27, the Department was allocated Rs. 60.00 crore at the BE Stage for that year. The Committee are also of the view that the Department would need to align the targets and implementation plans under the sub-scheme in accordance with the budget cut for the financial 2026-27. Furthermore, the Committee observe that achievement of physical targets set under the sub-scheme for financial year 2026-27 is expected to augment digitization of postal transactions for customers with an anticipated rise of almost 10% in the number of postal transactions over the previous financial year among the post offices strengthened under this sub-scheme. Accordingly, the Committee feel that this sub-scheme not only positions the postal network as a platform for governance, commerce and inclusive growth but also bridges service gaps in rural India and reinforces the Universal Service Obligation of India Post. Therefore, the Committee recommend the Department to ensure that physical targets set under this sub-scheme for financial years 2025-26 and 2026-27 are fully achieved and do not necessitate curtailing of budget allocations at the RE Stage during financial year 2026-27. The Committee would like to be apprised of the progress made with respect to physical targets and the subsequent outcome achieved in this regard.

4. POSTAL OPERATIONS – Mail and Parcel Network Optimization and International Relations

The Committee note that the sub-scheme on Mail and Parcel Network Optimization under the Central Sector Scheme on Postal Operations was envisaged to streamline mail processing through hubs and vehicle fleets while introducing performance monitoring mechanisms. The sub-scheme focuses on standardizing operations; closing infrastructure gaps; IT upgradation of infrastructure; Road Transport Network (RTN) expansion and revamping of letter boxes as 24x7 digital collection points. The Committee further note that against a proposed allocation of Rs. 145.80 crore the sub-scheme was allotted Rs. 130.34 crore at the BE Stage which was increased to Rs. 169.18 crore at the RE Stage during financial year 2025-26. However, during financial year 2025-26, up to November 2025, the actual expenditure under this sub-scheme was Rs. 62.86 crore only which is about 43.84% of the RE Stage allocation during financial year 2025-

26. Reasons for such under-utilization may be apprised to the Committee. At the same time, the Committee are pleased to note that there was no shortfall observed in achieving the physical targets set during financial year 2025-26.

Against a proposed amount of Rs. 188.18 crore for the sub-scheme during financial year 2026-27, the Department was allocated Rs. 178.12 crore at the BE Stage for that year. The Committee note that the Department would need to align the targets and implementation plans under the sub-scheme in accordance with the budget cut for financial year 2026-27. Furthermore, the Committee observe that achievement of physical targets set under the sub-scheme for Mail and Parcel Network Optimization and International Relations for financial year 2026-27 is expected to strengthen articles handling capacity with an anticipated increase of almost 2% in the articles delivered on D+0 (i.e. delivered on the same day as their receipt) from delivery offices; 15% increase in parcel handling capacity; 10% increase in the number of PPU (Parcel Packaging Units) transactions; 10% increase each in booking of shipments through online mode (Dak Niryat Kendras) value booked through online mode in comparison with the previous financial year. The Committee also observe that an increase in the delivery of articles on D+0 from delivery offices indicates enhanced operational efficiency, enabling articles to be sorted out, processed and delivered on the same day.

Taking cognizance of the enormity of the impact of this sub-scheme on the postal sector as well as on the national economy, the Committee call upon the Department to ensure that funds allotted towards the sub-scheme are optimally utilized and physical targets set for financial year 2026-27 are achieved in entirety. The Committee would like to be apprised of the progress made with respect to physical targets and the subsequent outcome achieved in this regard.

5. POSTAL OPERATIONS – Marketing functions of the Department

The Committee note that the sub-scheme on Marketing functions of the Department under the Central Sector Scheme on Postal Operations was envisaged with the objective of enhancing the visibility and awareness of postal products and services of the Department of Posts. The Committee further note that against the proposed allocation of Rs. 47.35 crore the

sub-scheme was allotted Rs. 10.00 crore at the BE as well as at the RE Stage during financial year 2025-26. Furthermore, during the year 2025-26, up to November 2025, the actual expenditure under this sub-scheme amounts to Rs. 5.25 crore which is about 52.5% of the RE Stage allocation during FY 2025-26. The Committee were enlightened that no impediments were faced while implementing the targeted activity on 'Business Promotion, Market Research and Product Development' and achievements made in the form of marketing, advertisement and awareness campaigns carried through various media options. It was also done in collaboration with other Ministries. The Committee desire that data regarding specific physical targets set for financial year 2025-26 as well as shortfall, if any, in the achievement of set targets be furnished.

The Committee note that against the proposed amount of Rs. 83.95 crore for the sub-scheme during financial year 2026-27, the Department has been allocated Rs. 48.05 crore at the BE Stage for that year. The Committee would like to caution the Department that it needs to align the targets and implementation plans under the sub-scheme in accordance with the reduction in budgetary allocation for financial year 2026-27. Furthermore, the Committee observe that achievement of physical targets set under the sub-scheme for financial year 2026-27 is expected to increase social awareness, widen the reach in local media and promote philately by reaching out to a targeted audience of about 80,000 people per campaign as opposed to 60,000 per campaign targeted in the previous financial year. Additionally, the number of news items published in local media is expected to go up from 120 in the previous financial year to 160 during financial year 2026-27. As an outcome of increased publicity and awareness, the number of people attending Dak Chaupal events is expected to go up to 18,00,000 per year with the number of transactions under citizen centric services such as POSB, Insurance, Aadhar etc. going up to 10,00,000 per year.

While appreciating the outreach and impact of the activities planned under this sub-scheme, the Committee are of the opinion that the sub-scheme on Marketing functions of the Department under the Scheme on Postal Operations merits adequate budgetary allocation and effective implementation. The Committee would like to emphasize that the Department propose realistic allocations so as to avoid drastic budget cuts at the BE and RE stages and also to ensure that physical targets set under this sub-scheme are met in entirety. The Committee would

like to be apprised of the progress made with respect to physical targets and the subsequent outcomes achieved in this regard.

6. POSTAL OPERATIONS – Philately Operations

The Committee note that the sub-scheme on Philately Operations under the Central Sector Scheme on Postal Operations was envisaged to revitalize and sustain interest in philately as a cultural, educational and heritage-preserving activity. The Committee further note that against the proposed allocation of Rs. 27.35 crore the sub-scheme was allotted Rs. 21.00 crore at the BE as well as RE Stages during financial year 2025-26. Against the RE Stage allocation of Rs. 21.00 crore, the Actual Expenditure up to November 2025, amounts to Rs. 2.14 crore only which is a 10.19% of the allocation during financial year 2025-26. The Committee desire that details regarding under-utilization of allocated funds under this sub-scheme may be furnished. With respect to achievement of physical targets set under the sub-scheme during financial year 2025-26, the Committee note that while five of the twelve activities show achievements lagging far behind the allotted target, no target has been specified for the activity on 'Sparsh'. The Committee may therefore be apprised of the details in this regard. The Committee also note that despite adequate budgetary allocations and no major impediments being encountered in the implementation of the sub-scheme, low achievement of physical targets during financial year 2025-26 has been observed.

Against the proposed amount of Rs. 44.91 crore for the sub-scheme during financial year 2026-27, the Department was allocated Rs. 38.82 crore at the BE Stage for that year. The Committee also note that the Department would need to align the targets and implementation plans under the sub-scheme in accordance with the budget cut for financial year 2026-27. Furthermore, the Committee observe that achievement of physical targets set under Philately Operations for financial year 2026-27 is expected to increase the number of Philately Deposit Accounts (PDA) from 12000 in financial year 2025-26 to 15000 in FY 2026-27. Also, the number of visitors (including students) gaining knowledge through philately exhibitions in FY 2026-27 is expected to be around 45000. Taking cognizance of the importance of this sub-scheme in expanding philatelic outreach in the Country, the Committee feel that effective implementation

of the sub-scheme and optimal utilization of allocated resources ought to be of prime importance to the Department. Therefore, the Committee recommend that the Department make concerted efforts towards achieving set physical targets during financial year 2026-27 while also ensuring that allocated funds are utilized optimally. The Committee would like to be apprised of the progress made with respect to physical targets and the subsequent outcome achieved in this regard.

7. POSTAL OPERATIONS – Quality of Service

The Committee note that the sub-scheme on Quality of Service under the Central Sector Scheme on Postal Operations primarily involves certification of service quality through evolution of a standard to improve quality and enable objective evaluation of postal services by an outside agency. The sub-scheme also aims to standardize services across the postal network in the Country. The Committee further observe that against the proposed allocation of Rs. 0.86 crore, the sub-scheme was allocated Rs. 0.66 crore at the BE as well as the RE Stages during financial year 2025-26 which remained unutilized till the third quarter of that year. The Committee, thereafter, desire that the information regarding achievement of the set target for certification / renewal of certification of 23 Post Offices during financial year 2025-26 may be furnished. The Committee also desire to be updated about the progress in respect of the development of a self-evaluating system in collaboration with the Quality Council of India (QCI).

The Committee note that no funds have been allocated towards 'Quality of Services' for financial year 2026-27 and the Department stated that the requirement of funds is low and will be met from non-scheme funds. Regarding physical targets set under the sub-scheme for financial year 2026-27, 70 Head Post Offices and 350 Sub Post offices are to be evaluated for assessment of Quality of Service. However, no details regarding funds planned to be spent under this sub-scheme have been furnished.

While evaluating the allocation and implementation of the sub-scheme on Quality of Services, the Committee recommend the Department to furnish details of the source and quantum of funds being sought for financial year 2026-27; status of progression of the self-evaluating system being developed in collaboration with the QCI; and status of achievement of

physical targets set under the sub-scheme for financial year 2025-26. The Committee would like to be apprised of the progress made in regard to each of the above along with the tangible outcome expected in this regard.

8. HUMAN RESOURCE MANAGEMENT

The Committee note that the Scheme on Human Resource Management aims for training of manpower and upkeep of training institutions. The Committee understand that against a proposed allocation of Rs. 38.87 crore the Scheme was allocated Rs. 38.87 crore at the BE Stage which was reduced to Rs. 34.97 crore at the RE Stage during financial year 2025-26. Up to November 2025, during financial year 2025-26, the actual expenditure under the Human Resource Management Scheme amounts to Rs. 17.32 crore which is about 49.52% of the RE Stage allocation during FY 2025-26. The Committee note that while less than 50% of the allocated funds have been utilized until the third quarter of the financial year, the Department has shown significant accomplishment of targets set under the Scheme during financial year 2025-26, while facing no major impediments during implementation.

Against the proposed amount of Rs. 64.99 crore during financial year 2026-27, the Department was allocated only Rs. 35.00 crore for the Scheme at the BE Stage. The Committee desire that the Department should take initiative to align physical targets and implementation plans under the Scheme in accordance with the budget cut during financial year 2026-27. Achievement of physical targets set under the Human Resource Management Scheme during financial year 2026-27 is expected to upgrade training facilities for postal workers, focus on technological integration and holistic skill enhancement while conducting 3500 training programmes to train 1.25 lakh officials. Taking cognizance of the vast human capital of about 4.74 lakh people employed within the postal sector, the Committee are of the opinion that upskilling and upscaling of available human resource ought to be a priority of the Department of Posts. The Committee, therefore, recommend that the Department work towards focused implementation of the Scheme on Human Resource Management along with ensuring complete utilization of allocated funds during the upcoming financial year. The Committee would like to be apprised of progress made in this direction.

9. ESTATES MANAGEMENT

The Committee note that the objectives under the Scheme on Estates Management include development of appropriate infrastructure, providing a congenial work environment and improvement of the delivery of postal services in a cost-effective way. The Committee further note that against a proposed allocation of Rs. 145.50 crore the Scheme was allotted Rs. 120.50 crore at the BE Stage which was increased to Rs. 124.66 crore at the RE Stage during financial year 2025-26. Furthermore, during the year 2025-26, up to November 2025, the actual expenditure under this Scheme amounts to Rs. 51.60 crore which is about 41.39% of the RE Stage allocation during FY 2025-26. The Committee note that apart from less than 50% utilization of allocated funds until the third quarter of the financial year, the Department has also been lagging in the achievement of physical targets under all of the eight (08) activities of the Scheme for financial year 2025-26. The Committee further note that the Department had to face a host of issues in the implementation of the Scheme, such as, not getting timely approval from Municipal Corporations; cancellation of tendering process due to single/high bidding; and depletion of manpower due to non-recruitment in Group 'A' cadre of the Civil Wing. The Committee also observe that while no specific budgetary allocation has been sought for implementation of GIS Survey and GIS Mapping, the rollout of an Advanced Postal Technology (APT) solution has led to a facility for geo-tagging and geo-mapping of Post Offices and any expenditure required for the GIS survey would be met from the existing fund allotment for 'Professional Services'. However, no details have been provided regarding funds allotted towards 'Professional Services' for the year 2026-27.

Further, against a proposed amount of Rs. 1429.00 crore during financial year 2026-27, the Department was allocated Rs. 120.01 crore at the BE Stage. The Committee note that the Department would need to align physical targets and implementation plans under the Scheme in accordance with the budget cut for financial year 2026-27. Furthermore, the Committee observe that achievement of physical targets set under the Estates Management Scheme during financial year 2026-27 would facilitate construction and face-lifting of post office buildings and addressing gender concerns, thus leading to improved customer experience, staff relations and

better postal operations. This would also lead to reduced long term costs, provide stability, security and control over premises without increasing the cost of lease renewal. Therefore, while taking note of the long-term impact of the implementation of this Scheme, the Committee urge the Department to make efforts to achieve physical targets while ensuring optimal utilization of allocated funds during financial year 2026-27. The Committee would like to be apprised of the action taken in this regard; about the measures adopted and progress made with respect to each of the challenges being encountered by the Department during Scheme implementation; and also, about the details of GIS Mapping and Survey being undertaken along with budgetary allocation for Advanced Postal Technology (APT) and 'Professional Services'.

10. IT INDUCTION AND MODERNIZATION

The Committee note that the Scheme on IT Induction and Modernization Project 2.0 (IT 2.0) seeks to bring the entire postal network on a single digital platform and enable the digital infrastructure through Advanced Postal Technology (APT) to meet the growing customer expectations and dynamic business environment. The Committee observe that against a proposed allocation of Rs. 729.00 crore the Scheme was allotted Rs. 729.00 crore at the BE Stage which was increased to Rs. 783.50 crore at the RE Stage during financial year 2025-26. Furthermore, during the year 2025-26, up to November 2025, the actual expenditure under this Scheme amounts to Rs. 370.95 crore which is about 47.34% of the RE Stage allocation for the year. The Committee note that despite less than 50% utilization of allocated funds until the third quarter of the financial year, the Department has informed that under physical targets set for the Scheme during the year 2025-26, it has established the Centre for Excellence in Postal Technology (CEPT) which has developed the Advanced Postal Technology (APT) platform in-house, hosted on the MeghRaj 2.0 Cloud, in order to bring more than 1.70 lakh Post Offices, Mail Offices and Administrative Units across all 23 Postal Circles onto a single digital platform. The Committee further note that during the implementation of the Scheme, the Department had to face issues related to coordination among stake holders which have been monitored through the Project Monitoring Group (PMG). However, the Committee desire that the allocated funds may be utilized optimally.

Against the proposed amount of Rs. 759.00 crore during financial year 2026-27, the Department was allocated the entire amount of Rs. 759.00 crore at the BE Stage. The Committee note that with the successful implementation of IT Project 2.0, postal services would attain the objective of being upgraded through latest technologies, thus leading to about 98% increase in monthly uptime availability of network services and an increased ease to access uninterrupted counter services by common citizens; about 20% increase in number of digital transactions made in the Department of Posts; about 20% increase in digital payment transactions by retail customers; about 85% eKYC transactions in financial year 2026-27; and about 50% decrease in time taken to open POSB account, thus increasing the ease of opening POSB accounts through eKYC by common citizens. While appreciating the developments made within the digital infrastructure under the Scheme, the Committee urge the Department to expedite the progress of ensuring Cyber Security of online applications and Data security of users database especially with respect to Post Office Savings Bank and Insurance Operations. The Committee would like to be apprised of the progress made in this regard.

11. POSTAL LOGISTICS & INFRASTRUCTURE PROJECT (PLIP)

The Committee note that for the fiscal year 2026-27, the Department has introduced a new project namely “Parcel Logistics and Implementation Project (PLIP)”, which is subject to approval from the Ministry of Finance. The Committee also observe that in the light of implementation of Budget Announcements 2025-26 with respect to transforming India Post into a large public logistics organization, a proposal for funding the Postal Logistics Infrastructure Project (PLIP) is under the consideration of the Government. While taking note of the efforts made by the Department with respect to budget announcements related to Rural Community Hub (RCH) co-location; Institutional Accounts service; DBT, Cashout and EMI pickup; Credit Services for Micro Enterprises; Assisted Digital Services; Expansion of the services of India Post Payment Bank (IPPB) in rural areas; and India Post as a Catalyst for the Rural Economy through transformation as a large public logistics organization; the Committee recommend the Department to furnish details related to measures being adopted towards fulfillment of the

objectives envisaged under the PLIP Scheme along with the details of budgetary allocations made therein. The Committee would like to be apprised of the actions taken in this regard.

12. NORTH-EASTERN REGION

The Committee note that so far as the implementation of Schemes of the Department in the North Eastern Region (NER) is concerned, the Department has been able to achieve more than 90% expenditure targets with respect to Revised Estimates (RE) for the last three financial years and it aims to completely utilize the NER funds for the FY 2025-26. Further, regarding the Parcel Network Optimization Project under the Scheme on Postal Operations being operated in NER, the Committee note that this initiative has revolutionized access for hardworking farmers in remote areas, enabling them to ship their fresh and high-quality produce to every corner of India at competitive prices with unprecedented efficiency and reliability. The Committee also observe that in order to benefit the International Mail originating from North Eastern States, to boost exports and facilitate socio-economic development in the NER, Sub-Foreign Post office (SFPO) have been established in Guwahati and Shillong and International Business Centre (IBC) are functioning in Shillong along with 122 Dak Ghar Niryat Kendras (DNK) being notified in the North East. Further, the Committee are pleased to note that Schemes on Estates Management, Human Resource Management and IT 2.0 are functioning at optimal rates in the North Eastern Region along with the focus on new initiatives being on citizen centric services for generating employment opportunity, nurturing the entrepreneurship spirit in North East Region and enhancing financial inclusion in the Region.

With respect to budgetary allocations, the Committee understand that about 64.59% of the RE Stage allocation of Rs. 111.31 crore is utilized upto January 2026 and an amount of Rs. 123.90 crore is allocated towards the NER component for financial year 2026-27. While appreciating the pace of fund utilization and achievement of physical targets under Schemes in NER, the Committee call upon the Department to ensure that funds are optimally utilized and physical targets are achieved satisfactorily during the remaining part of financial year 2025-26. The Committee would like to be apprised of the progress made in this regard along with the details of plans conceptualized by the Department for financial year 2026-27.

13. FINANCIAL PERFORMANCE OF THE DEPARTMENT – Revenue Section

The Committee comprehend that the gross expenditure under the Revenue section includes pensions, salaries, wages, allowances and other administrative expenses like Office Expenses, Professional Services, Domestic Travel Expenditure, Minor Works, Repairs and Maintenance, Medical, etc. Further, the Committee understand that sources of revenue generation in the Department include revenue receipts from services broadly categorized as Citizen Centric Services, Financial Services, Logistic Services – recoveries in the form of revenue received from other Government agencies in lieu of services by the Department and remuneration from financial and insurance services. During financial year 2025-26, it is seen that the Revenue Expenditure of the Department up to January, 2026 is Rs. 38946.76 crore, which is about 88.96% of the RE Stage allocation. During the last three financial years, the revenue earned by the Department under various services has fluctuated from Rs. 7513.28 crore in FY 2023-24 to Rs. 8056.75 crore in FY 2024-25 and Rs. 7365.66 crore until January, 2026 during financial year 2025-26. Revenue earned from Financial Services has been the largest contributor towards revenue receipts with Rs. 19381.86 crore being received from the financial services from financial year 2023-24 to FY 2025-26 (January 2026). Remuneration received from Savings Banks has constituted a major share of income received over the years financial year 2023-24 to FY 2025-26. Logistic services have been receiving a major chunk of revenue from the Speed Post Parcel and Registered Parcel whereas revenue generated against services such as 'Other Biometric Updation', 'Retail Post' and 'POPSK' have been major shareholders in the revenue generated by the Department from Citizen Centric Services.

Regarding revenue receipts under various other heads during the last five financial years, the Committee observe that receipts from the head on 'Postage realized in cash for Ordinary Services' saw an exponential rise from Rs. 653.68 crore to Rs. 924.89 crore from financial year 2019-20 up to financial year 2022-23. However, the receipts under this head plunged from Rs. 924.89 crore in the year 2022-23 to Rs. 48.14 crore in 2024-25 while plummeting further down to Rs. 27.98 crore until the third quarter of FY 2025-26. Similarly, revenue receipts from the heads on 'Speed Post' have seen a reduction from Rs. 1764.09 crore in the year 2019-

20 to Rs. 1100.46 crore in the third quarter of the year 2025-26. Moreover, revenue receipt from the activity on 'Business Post' indicates a downward trend from Rs. 134.38 crore in financial year 2019-20 to Rs. 32.67 crore in FY 2025-26 (upto Nov. 2025) and those from 'e-Commerce' have dwindled sharply from Rs. 4.01 crore to nil receipts during financial years 2024-25 and 2025-26. Furthermore, the Committee note that regardless of the revenue generation, the Department of Posts continue to face a deficit over the years. Revenue Deficit has increased from Rs. 20538.44 crore in financial year 2022-23 to Rs. 24915.21 crore in financial year 2024-25 and further expected to be at Rs. 26369.98 crore by the end of financial year 2025-26. Projected figure for the deficit expected to be faced by the Department during financial year 2026-27 is Rs. 28276.08 crore, whereas, the Revenue Target for revenue generated from receipts and recoveries by the Department has risen marginally from Rs. 14012.13 crore (RE Stage projection) during financial year 2025-26 to Rs. 14573.92 crore during the year 2026-27.

Taking note of the ever-increasing gap between revenue receipts and the revenue expenditure of the Department of Posts, the Committee are of the opinion that the issue of rising deficit can be mitigated by the Department by constantly improving customer services at every arena of its public dealings and work steadfast for optimum revenue generation. The Committee urge the Department to take immediate steps with respect to citizen centric, financial and logistic services which have been lagging behind in terms of revenue generation and focus on effective implementation of the sub-scheme on Quality of Services as the Committee feel that apart from postal infrastructure, the quality of service of postal services hold immense potential in attracting more customers, thereby augmenting revenue generation. The Committee would like to be apprised of the steps taken in this regard.

14. FINANCIAL PERFORMANCE OF THE DEPARTMENT – Capital Section

The Committee note that expenditure under the Capital section of the Department is mainly focused on several key areas including Mail Operations, Estates Management, IT Induction & Modernization 2.0 Project. During the last four financial years, the pattern of capital expenditure has shown significant under-utilization of funds along with a constant downward trend, in such a way that, the capital expenditure of the Department went from Rs. 1476.67 crore

in financial year 2022-23 to Rs. 573.84 crore in financial year 2024-25. Further, by the beginning of the fourth quarter (January 2026) of financial year 2025-26, the Department could utilize Rs. 616.56 crore i.e. only 62.87% of the RE Stage allocation of Rs. 980.66 crore under the Schemes head. The Committee understand that whereas there is low utilization of funds allocated under the Capital section, the allocations proposed by the Department under this head have gone from Rs. 1085.13 crore during financial year 2025-26 to Rs. 3127.52 crore during financial year 2026-27. The Committee may, therefore, be apprised of the reasons for low utilization of capital outlay or the mismatch between funds proposed during consecutive years. The Committee, therefore, recommend that sincere attempts be made to ensure optimum utilization of capital outlays in the remaining part of financial year 2025-26 and also that proposals for fund allocation may be made keeping in mind the requirements of Schemes as well as the utilization pattern of funds allocated during previous financial years, so that realistic demands are made without inviting any drastic cuts at the stage of fund allocation by the Ministry of Finance. The Committee would like to be apprised of the actions taken in this regard.

New Delhi;
13 March, 2026
22 Phalguna, 1947 (Saka)

DR. NISHIKANT DUBEY,
Chairperson,
Standing Committee on
Communications and Information Technology.

Overview of Physical Targets set and Outcomes envisaged for Schemes of the Department during 2026-27

S.No.	Scheme / Sub-Scheme	Output 2026-27			Outcomes 2026-27			
		Output	Indicators	Targets	Outcome	Indicators	Targets	
1.(i)	Postal Operations – (i) Rural Business and Access to Postal Network	1. Strengthen the rural postal network and enhance citizen centric service delivery. (Rural Business)	1.1 No. of Branch Offices standardized and branded during FY 2026-27	167	1. Augmentation in digitization of postal Transactions for the convenience of customers	1.1 (%) increase in the no. of Postal transactions in these Post Offices with reference to the previous financial year	10%	
			1.2 Number of SOs (Sub Post Offices) upgraded in term of critical infrastructure during the FY 2026-27	38				
			1.3 Number of BOs (Branch Post Offices) upgraded in term of critical infrastructure during the FY 26-27	2416				
			1.4 Number of letter boxes installed in rural areas in the FY 26-27	11846				
			1.5 Number of Signages installed in rural areas in the FY 26-27	11846				
			1.6 Provision of cash chests in rural areas in the FY 26-27	3896				
			1(ii)	Postal Operations – Mail and Parcel Network Optimization and International Relations (ii)a Mail Network Optimization			Mail Network Optimization	2.1 Total no. of unregistered L1 and L2 Mail offices upgraded in the FY 2026-27*

			2.2 Total no. of branches of delivery post offices upgraded in the FY 2026-27	1700			
	(ii)b Parcel Network Optimization	Parcel Network Optimization	3.1 Construction of Parcel Hubs (L2) in the FY 2026-27 (in Numbers)	16	3. Increase in Handling Capacity	3.1 (%) increase in parcel handling capacity in comparison to previous financial year	15%
			3.2 Establishment of Parcel Packaging Units (PPUs) in the FY 2026-27 (in Numbers)	100	4. Provide reliable packaging to customers to ensure reliability in parcel transmission and delivery	4.1 (%) increase in number of PPU	10%
	(ii)c International Relations	4. Strengthen India Post's role in International trade facilitation	4.1 Number of exporters workshops to be organized in the FY 2026-27.	100	5. Increase in shipment booked and export value	5.1 (%) Increase in the shipments booked through online mode (DNK Portal) in comparison to previous financial year	10%
			4.2 Number of Office of Exchange (OEs), out of total 8, to be upgraded in the FY 2026-27	1		5.2 (%) increase in export value booked through online mode (DNK Portal) in comparison to financial year	10%
1(iii)	Postal Operations – Marketing functions of the Department	5. Marketing Functions of Department	5.1 No. of Social Media Campaigns conducted for public awareness in FY 2026-27	20 per year	6. Social Awareness, Wider reach/ presence in local media & Promotion of Philately	6.1 No. of people digitally outreached through social media public awareness campaign in FY 2026-27 with	80,000 people per campaign
			5.2 No. of press interactions in the FY 2026-27	20 per year		6.2 No. of news items published in local media in FY 2026-27 as compared to 120 news items in previous financial year	160 per year
			5.3 No. of Dak Chaupals organised in	18,000	7. Publicity & Awareness	7.1 No. of people attended Dak Chaupal in FY 2026-27	18,00,000

			the FY 2026-27			7.2 No. of Transactions (POSB, Insurance, Aadhar etc. related services)	10,00,000 per year
			5.4 Number of Philately advertising and publicity campaigns to be organized in FY 2026-27	2 campaigns (Dhai Akhar & SPARSH)	8. Promotion of Philately	8.1 No. of new Philately Deposit Accounts (PDAs) to be opened in FY 2026-27 as compared to 12000 PDAs in the previous financial year	15000
			5.5 Number of Philatelic exhibitions to be organized in FY 2026-27	33		8.2 Number of visitors in exhibitions (including students) who will gain knowledge about Philately in FY 2026-27	45000
2	Human Resource Management	1. Human Resource Management - Upgradation & Expansion of training facilities (as per best practices & industry standards) in Training Centres/Workplace Training Centres (WTC)/Setting up new Regional Training Centres (RTCs)	1.1 Number of Training Programmes conducted in FY 2026-27	3500	1. Upgraded training facilities for postal workers, focusing on technological integration and holistic skill enhancement	1.1 Number of trained online/offline, officials who are adopting new practices in FY 2026-27 with reference to 1.25 Lakh officials in the previous financial year	1.25 Lakhs
			1.2 Number of officials to be trained in FY 2026-27 (in Lakh)	1.25 Lakhs			
			1.3 Number of Postal Training Centres (PTCs), out of total 6, to be Upgraded in FY 2026-27	2			
			1.4 Number of Workplace Training Centres (WTCs), out	50			

			of total 484, to be upgraded in FY 2026-				
3.	Estates Management	1. Construction and face-lifting of post office buildings and addressing gender concerns leading to improved customer experience staff relations and better postal operations	1.1 Number of new Post Offices' buildings constructed in FY 2026-27	45	1. Reduced long-term cost, provides stability, security and control over the premises without increasing cost of lease renewal.	1.1 Number of newly constructed Post Offices' buildings which are functional and operational in FY 2026- 27	40
			1.2 Number of existing Postal Buildings / Administrative office / Office space upgraded in 2026-27	45		1.2 Number of existing buildings / Administrative office space made accessible to PwDs in FY 2026-27	40
			1.3 Number of heritage buildings preserved in FY 2026-27.	4			
4.	IT Induction & Modernization 2.0	1. Continuous Network access to connect with each office to at least two different Network providers	1.1 No. of Departmental Post Offices where network hardware is upgraded for continuous network access in FY 2026-27	20000	1.Ease to access uninterrupted counter Services by Common Citizen ai Post Offices	1.1(%) monthly uptime availability of Network Services at Departmental Post Offices	98%
		2.Upgrataion of Postal Services through latest technologies	2.1 No. of Post Offices where facilities upgraded with the latest technologies such as real-time tracking of mail items, online booking of services in the FY 2026-27	100000	2.Augmentatio n in digitalization of Postal transactions for the convenience of the customers	2.1 (%) Increase in number of digital transactions made in DoP including CBS (Core Banking Solution), IMS (Insurance Management Solution) and Booking of Articles with reference to the previous financial year	20%
					3.Increase in digital payment transactions by retail customers at counters	3.1 (%) of Digital payments transactions vis-à-vis cash payment by retail customers at	20%

						counters in the FY 2026-27	
		3.To implement the eKYC solutions for all Post Office Savings Bank (POSB) Schemes	3.1 No. of Post Offices where eKYC solution rolled out in the FY 2026-27	65000	4.Streamlined processes and customer satisfaction with electronic verification system	4.1 (%) of eKYC based transactions to be done in FY 2026-27	85%
			3.2 No. of POSB accounts opened through eKYC in FY 2026-27	1 Crore	5. Ease to open POSB accounts through eKYC by Common Citizen	5.1 Decrease in average time taken in opening of a POSB account as compared to previous year	50%

**STANDING COMMITTEE ON COMMUNICATIONS AND
INFORMATION TECHNOLOGY (2025-26)**

MINUTES OF THE EIGHTH SITTING OF THE COMMITTEE

The Committee sat on Wednesday, the 25th February, 2026 from 1030 hours to 1235 hours in Committee Room 'Samanvay 3', PH, New Delhi.

PRESENT

Dr. Nishikant Dubey - Chairperson

MEMBERS

Lok Sabha

2. Shri Anup Sanjay Dhotre
3. Shri S. Supongmeren Jamir
4. Smt. Poonamben Hematbhai Maadam
5. Shri G. Kumar Naik
6. Shri Shafi Parambil
7. Ms. Kangna Ranaut
8. Shri Radheshyam Rathiya
9. Shri Arun Kumar Sagar
10. Shri Devesh Shakya

Rajya Sabha

11. Shri Saket Gokhale
12. Smt. Priyanka Chaturvedi
13. Shri Amar Pal Maurya
14. Shri Kartikeya Sharma
15. Shri Lahar Singh Siroya

SECRETARIAT

- | | | | |
|----|---------------------|---|------------------|
| 1. | Shri H.C. Bisht | - | Joint Secretary |
| 2. | Smt. A. Jyothirmayi | - | Director |
| 3. | Shri Rajesh Mohan | - | Deputy Secretary |

LIST OF WITNESSES

DEPARTMENT OF POSTS (MINISTRY OF COMMUNICATIONS)

Sl. No.	Name	Designation
1.	Ms. Vandita Kaul	Secretary
2.	Shri Subrat Das	Member (Technology)
3.	Smt. Manisha Sinha	Member (Financial Services)
4.	Shri Harpreet Singh	Member (Operations)
5.	Shri Shreeshail Malge	Joint Secretary and Financial Advisor
6.	Shri Ramchandra Kisan Jayabhaye	General Manager (Operations), PLI Directorate
7.	Shri Adnan Ahmed	CGM (Parcel)
8.	Smt. Kalpana Singh	DDG (Budget)
9.	Shri Pradeep Kumar	DDG (Training, Sports & Welfare)
10.	Ms. Rajul Bhatt	DDG (Financial Services)
11.	Shri Sachin Mittal	DDG (Corporate Planning)
12.	Shri Raj Kumar	DDG (Personnel)
13.	Shri Dushyant Mudgal	DDG (Mail Operations and Estates)
14.	Ms. Ritu Jakhmola	ADG (Budget)
15.	Shri Anurag Srivastava	Director (Internal Audit)

2. At the outset, the Chairperson welcomed the Members to the Sitting of the Committee convened to examine Demands for Grants (2026-27) related to the Department of Posts (Ministry of Communications).

(Witnesses were then called in)

3. The Chairperson welcomed the Secretary, Department of Posts and other officials accompanying her to the Sitting of the Committee. Thereafter, the Chairperson took up for discussion various aspects of the budgetary allocation made to the Department for the FY 2026-27, such as, total allocation made under Demand No.12; reasons for shortfall in recoveries made by the Department; reasons behind mounting revenue deficit and steps being taken to address the same; various Schemes being run by the Department and their objectives; steps being taken to monetize postal assets and redevelopment of land parcels etc.; reasons for the sudden surge of expenditure under various Heads of the Department; and also sought information on the perspective of the Department with regard to budget allocation in the FY 2026-27.

4. Subsequently, the representatives of the Department of Posts (DoP) made a power point presentation providing an overview of the spectrum of functions performed by the Department and highlighted their key businesses and initiatives which *inter-alia* included : (i) An overview of India Postal Network and Services; (ii) Key business of the Department; (iii) Details of services offered by the Department; (iv) Details of various events hosted; (v) Various initiatives undertaken by the Department to bring Government services to the doorstep of common people; (vi) Details of various training provided; (vii) Overview of Estates Management Scheme; (viii) Budget and Financial performance of the Department during the FY 2025-26 against allocation received for FY 2026-27 with respect to outlay and expenditure; scheme-wise allocation for various projects; (ix) Various proposals submitted by the Department during the 16th Finance Commission Cycle; (x) Scheme-wise details of Capital Expenditure performance during the FY 2025-26; and (xi) North-Eastern Region Expenditure Performance for the last 5 years. The Department also apprised the Committee of the reasons behind revenue deficit and also about the details of the newly launched Scheme DHRUVA (Digital Hub for Reference & Unique Virtual Address).

5. Thereafter, the Members sought clarifications on various issues which, *inter-alia*, included : (i) Benefits accrued out of the 'citizen centric services' centered around doorstep delivery of Holy Blessing Services from the 118 registered temples; (ii) Restoration of Kolkata GPO and other heritage postal infrastructure and developing them as tourist hubs; (iii) Steps being taken to shift post offices from rented premises to Department owned buildings and returns expected in the event of postal asset monetization; (iv) Exploring the redevelopment of 1460 vacant plots of Postal assets in collaboration with NBCC; (v) Harnessing the potential of Estates for commercial utilization and revenue generation; (vi) Exploring the possibility of monetization of assets to curb the rising revenue deficit; (vii) Details regarding conceptualization and implementation of the DHRUVA Project by the Department; (viii) Mechanization of beats and digitization of various postal forms presently available in paper form; (ix) Need to assess the relocation of post offices on the basis of footfall and area being covered in order to avoid inconvenience to the rural poor; (x) Status of postal services being offered such as the Railway Mail Service (RMS), Inland postal services etc. in different parts of the Country; (xi) Strategies being adopted to increase capital investments in the postal sector in the face of rising expenditure on committed liabilities such as pension, wages, salaries etc.; (xii) Need to examine the pattern of fund utilization and severe under-utilization of allocated funds until the last quarter of the financial year; (xiii) Measures being adopted to gain adequate funds to enable upscaling of postal services and upskilling of manpower in the postal sector across the country; (xiv) Reasons behind mismatched allocations against the amount proposed for PLIP Scheme and behind nil allocation towards important sub-scheme components such as Quality of Services, Parcel Operations etc. for the upcoming financial year; (xv) The need for taking measures such as audits to enable effective implementation of Schemes such as IT 2.0 which help prevent lags owing to incompatibility between the updated software and the existing hardware in Post Offices; (xvi) Reasons behind phasing out of the Civil Wing of group 'A' Cadre and its resultant fallouts over the implementation of Estates Management Scheme;

(xvii) To explore the viability of asset management with NBCC over the earlier Request for Expression Of Interest (REOI); (xviii) The need for conducting Dak Chaupal Events in the Aspirational Districts of the Country; (xix) To explore the potential of India Post to become a revenue generating institution and a strong competitor to private players; (xx) The need to secure postal land and estates in various districts in the North East and expand the stretch of postal infrastructure and services being offered there; (xxi) Possibility of automating postal logistic operations through the use of artificial intelligence (AI); and (xxii) To analyse the services being offered by private players through their own e-Kart logistic vis-à-vis services being offered by India Post and to emulate best practices for improving parcel delivery services in the postal sector.

6. The representatives of the Department of Posts responded to most of the queries raised by the Members. The Chairperson, then, directed that written replies to points on which information was not readily available may be furnished to the Committee within ten days.

7. Thereafter, the Chairperson thanked the representatives of the Department for deposing before the Committee.

The witnesses then withdrew.

A copy of the verbatim proceedings of the Sitting has been kept on record.

The Committee, then, adjourned.

**STANDING COMMITTEE ON COMMUNICATIONS AND
INFORMATION TECHNOLOGY (2025-26)**

MINUTES OF THE TENTH SITTING OF THE COMMITTEE

The Committee sat on Friday, the **13th March, 2026** from 0945 hours to 1000 hours in Committee Room No. '1', Block A, Extension to Parliament House Annexe, New Delhi.

PRESENT

DR. NISHIKANT DUBEY- Chairperson

MEMBERS

Lok Sabha

2. Dr. Rabindra Narayan Behera
3. Shri S. Supongmeren Jamir
4. Shri Appalanaidu Kaliseti
5. Dr. M.K. Vishnu Prasad
6. Ms. Kangna Ranaut
7. Shri Ramasahayam Raghuram Reddy
8. Shri Arun Kumar Sagar
9. Shri Devesh Shakya

Rajya Sabha

10. Shri Sujeet Kumar
11. Shri Amar Pal Maurya
12. Shri S. Niranjan Reddy
13. Shri Lahar Singh Siroya

Secretariat

1. Shri Harish Chandra Bist - Joint Secretary
2. Smt. A. Jyothirmayi - Director
3. Shri Rajesh Mohan - Deputy Secretary

2. At the outset, the Chairperson welcomed the Members to the Sitting of the Committee convened to consider and adopt four draft Reports on Demands for Grants (2026-27) relating to the Ministries/Departments under the jurisdiction of the Committee.

3.* XXXX XXXX XXXX XXXX XXXX XXXX

4. The Committee, then, took up the following four draft Reports for consideration and adoption:-

(i) * XXXX XXXX XXXX XXXX XXXX XXXX

(ii) * XXXX XXXX XXXX XXXX XXXX XXXX

(iii) Draft Report on Demands for Grants (2026-27) relating to the Department of Posts (Ministry of Communications).

(iv) * XXXX XXXX XXXX XXXX XXXX XXXX

5. The Committee adopted the Reports without modifications and also authorized the Chairperson to finalize the draft Reports and present the same to the House during the current Session of Parliament.

The Committee, then, adjourned.

* Matter not related to this Report.