

Goa Single Window System

User Manual

Goa Single Window System was developed under the e-District and Ease of Doing Business initiatives undertaken by the state of Goa. The aim of this online platform is to bring all government-to-citizen (G2C) and government-to-business (G2B) services, respectively, in one common place to facilitate the users. The online system has end-to-end functionality so that users do not have to visit various departments. Furthermore, the online system is completely transparent.

The main features of the single window system are:

- Common online application and user profile
- Online document submission
- Online payment
- Online submission of complete application with status tracking
- Online intimation of department remarks and final response
- Digitally issued certificates/licenses/permissions
- Online download of certificates/licenses/permissions
- Online dashboard for all departments and services showing total number of applications received and disposed of, average and median time taken for processing applications
- Central Inspection System for Department of Labour, Inspectorate of Factories and Boilers, Department of Legal Metrology and Goa State Pollution Control Board
- Third party verification of validity of certificates/licenses/permissions
- Online document repository for storing digital documents

With the above features, the single window eliminates all physical touchpoints between the users and various government departments. Features such as common application and document repository (digilocker) also provide added convenience to the users so that they don't have to provide the same information multiple times.

Goa Investment Promotion and Facilitation Board (IPB) is the state Investment Promotion Agency (IPA) and the owner of the G2B single window system. The same may be accessed through the website of IPB at <https://www.goaipb.goa.gov.in/single-window/>. For G2C services, e-District portal may be accessed through the Goa Online website at <https://goaonline.gov.in/HomePage>.

Both platforms are developed and maintained by Goa Electronics Limited (GEL). While the registration for business users and citizen users is separate, both platforms are inter-linked for added convenience.

The list of services available on the single window are:

The screenshot displays a web portal with a background image of a traditional Goan church. The portal is organized into four main sections, each with a globe icon and a title. Each section contains a list of services, each preceded by a gear icon and followed by a right-pointing arrow. A red 'Less...' button is located between the 'IT Policy Schemes' and 'Planning & Statistics' sections.

- Police**
 - Fine Payment
- Investment Promotion Board**
 - New Investment
 - Know your approvals
- IT Policy Schemes**
 - Land/Builtup Area Rebate Scheme
 - Lease Rental Subsidy Scheme
 - Capital Investment Subsidy Scheme
 - Registration & Stamp Duty Subsidy Scheme
 - Power Subsidy Scheme
 - Solar Power Subsidy Scheme
 - Internet Subsidy Scheme
 - Salary Subsidy Scheme
 - Campus Recruitment Assistance
 - Patent Filing Reimbursement Scheme
 - Quality Certificate Reimbursement Scheme
 - Market Support Scheme for Smaller Business Units(Pre Approval)
 - Market Support Scheme for Smaller Business Units(Reimbursement)
 - Performance Linked Grant Scheme for Smaller Business Units
 - Interest Subsidy for Smaller Business Units
 - Lease Rental Rebate Scheme for Goan Diaspora
 - Capital Investment Subsidy Scheme for Goan Diaspora
 - Special Incentive Allowance Scheme
 - Certification Program for Goan IT Professionals
 - Employee Training Program for IT Units
- IT Policy 2018**
 - Register under IT Policy
- Planning & Statistics**
 - Birth Certificate
 - Correction in Birth Certificate
 - Death Certificate
 - Correction in Death Certificate
- Public Grievances**
 - Grievance Registration



Industries, Trade & Commerce

⚙️ Registration under Umbrella Scheme and other Incentives Schemes >



Fire & Emergency

⚙️ Initial NOC >

⚙️ Final NOC >

⚙️ Incident reporting >

⚙️ Renewal NOC >



Legal Metrology

⚙️ License as manufacturer of weights or measures >

⚙️ Registration of manufacturers/packers/importers of packaged commodities >

⚙️ Renewal as repairers of weights or measures >

⚙️ Renewal as dealers of weights or measures >

⚙️ License as dealers of weights or measures >

⚙️ Renewal as manufacturer of weights or measures >

⚙️ License as repairers of weights or measures >



Goa Housing Board

⚙️ Registration of Tenements (Individual) >

⚙️ Registration of Tenements (Institutional⁹)

Less...



Cooperative Societies

⚙️ Registration of cooperative society >



Factories & Boilers

⚙️ Integrated Returns >

⚙️ Registration & grant of factory license >

⚙️ Amendment of factory license >

⚙️ Renewal of boilers >

⚙️ Renewal of factory license >

⚙️ Registration of boilers >

⚙️ Approval of plans (Registered/Unregistered factories) >

Less...



Goa Start-up Policy 2017 Schemes

- ⚙ Skill Development Promotion scheme >
- ⚙ Prior Approval on R&D Expenditure >
- ⚙ Grant for incubation centers >
- ⚙ Matching Grant scheme >
- ⚙ IPR Reimbursement scheme >
- ⚙ Seed Capital scheme >
- ⚙ Application Under R&D Reimbursement Scheme >
- ⚙ Stamp Duty Reimbursement >
- ⚙ Co Working Space/Incubators/Accelerators Subsidy scheme >
- ⚙ Reimbursement of Expenses for Startups Operating from Leased/Private Owned Premises scheme >
- ⚙ Technology Fellowship and Patent promotion scheme >
- ⚙ Trademark Reimbursement scheme >
- ⚙ Skill Development Fee reimbursement scheme >
- ⚙ Salary Reimbursement scheme >
- ⚙ Interest Subsidy Reimbursement Scheme >

Less...



Goa Start-up Policy 2017

- ⚙ Register as Incubator >
- ⚙ Register as Start-up >



Pollution Control Board

- ⚙ All consents and authorization >



Animal Husbandry & Veterinary Services

- ⚙ Kamdhenu / Infrastructure Scheme >
- ⚙ Pashupalan Scheme >
- ⚙ Dairy Equipment Scheme >
- ⚙ Incentives to Green Fodder Cultivation Scheme >
- ⚙ Scheme for Tribal & Scheduled Caste Families Dairy Kit >
- ⚙ Subsidy for Transportation of Poultry Feed Scheme >
- ⚙ Gramshakti >
- ⚙ Varah Palan Scheme >
- ⚙ Financial Assistance for Infrastructure of Poultry Farm >
- ⚙ Gopal Ratna Award Scheme >
- ⚙ Community Dairy Farming >

Less...



Goa Industrial Development Corporation



EDC Ltd

- House Tax Payment Service >
- Renewal/Extension of lease >
- Lease Payment Service >
- Water bill Payment Service >
- Transfer of Plot >
- Surrender of Plot >
- Change in name, product, constitution of allottee >
- Issue of no due certificate >
- Issue of NOC for bank loan purpose >
- Issuance of NOC for power connection >
- Issuance of NOC for road cutting >
- Issuance of NOC for tree cutting >
- NOC for water connection >
- Sublease of plot >
- Application for allotment of plot/land under industrial category >
- Application for water connection >

Online Payment >

Less...



Revenue



Transport

- Registration under PC&PNDT Act, 1994 (Amended, 2003) >
- Issuance of digitally signed survey plan >
- Land Records Search >
- Income Certificate >
- Divergence Certificate >
- Domicile Certificate >
- Matriz Certificate >
- Sound Permission >
- Caste Certificate >
- Residence Certificate >
- Form D >
- Form I and XIV >
- Statistics of land disputes >
- Conversion of Land >
- Partition of land >
- Natural Calamity Application >

Goods Carriage Permit >



Home

⚙️ Noc to return to Goa from foreign countries. >



Labour & Employment

- ⚙️ Amendment of License for contractor under contract Labour >
- ⚙️ Form ER-1 (Quarterly Return) >
- ⚙️ Amendment of Shops and Establishment Registration >
- ⚙️ Amendment for Establishment Employing Migrant Labour >
- ⚙️ Amendment of License for Contractor under inter-state migrant workmen >
- ⚙️ Amendment for Establishment Employing Contract Labour >
- ⚙️ Notification of Vacancies >
- ⚙️ Labour and Employment card >
- ⚙️ Placement of Notified Vacancy >
- ⚙️ Acknowledgement for Vacancy and Job Fair >
- ⚙️ List of available Vacancies >
- ⚙️ Shops and Establishment Registration >
- ⚙️ Contractor Renewal (Migrant Labour) >
- ⚙️ Contractor Registration (Migrant Labour) >
- ⚙️ Contractor Registration (Contract Labour) >
- ⚙️ Motor Transport Renewal >
- ⚙️ Establishment Employing Contract Labour >
- ⚙️ Shop and Establishment Renewal >
- ⚙️ Establishment Employing Migrant Labour >
- ⚙️ Contractor Renewal (Contract Labour) >
- ⚙️ Motor Transport Registration >
- ⚙️ Establishment Employing Building Workers >
- ⚙️ Integrated Return >

Less...



CM Office

- ⚙️ Economic Revival Suggestions >
- ⚙️ Budget Suggestions (2020-2021) >



Electricity

- ⚙️ Electricity bill payment >
- ⚙️ Application of new power supply connection LT and HT voltage level >



Directorate of Women and Child Development

- Financial Incentives to Mothers who deliver a Girl Child (MAMTA) Scheme >
- Master Trainers Registration - Swawlamban Scheme >
- Swawlamban Scheme >
- Shelter Home for Women >
- Registration of Child Care Institution (CCPS) >
- Child Care and Protection- Grant in Aid >
- Internship Scheme for Students of Counselling, Psychology, Social work etc. >

Less...



Directorate of Health Services

- Home Isolation Permission (Covid Asymptomatic) >



Town & Country Planning

- Certificate of Land Use >



State Registrar

- Nil-Encumbrance Certificate >
- Marriage Certificate >



Public Works Department

- Registration of Contractors for works and services >
- Application for New Sewerage Connection >
- Water bill payment >
- Goa Telecom Infrastructure Policy, 2020 >
- Noc for Road Cutting >
- Water Connection Application >



Municipal Administration

- NoC from Municipality or other Local Body for State License for Food Business >

Less...



Tourism

- Application for Registration/Renewal of Hotel/Guest House >
- Application for Registration/Renewal for Travel Agent >
- Application for Event Registration >
- Application for Commencement of Hospitality Business >



Directorate Of Skill Development And Entrepreneurship

- Application for ITI Admission >

More services are being added to the online platform on a regular basis.

Instructions for Business Registration

Visit the IPB single window portal at <https://www.goaipb.goa.gov.in/single-window/> and register under the applicable category:

Register under Single Window System as

> Indian Individual > Registered Indian Business

> Foreign Individual > Registered Foreign Business

***Indian Individual:** Indian Individuals are persons with valid Indian ID such as PAN and Aadhaar seeking to invest in Goa.

***Foreign Individual:** Foreign Individuals are persons who do not have valid Indian ID and are seeking to invest in Goa.

***Registered Indian Business:** Registered Indian Business is a business registered anywhere within India with a valid Company PAN that is currently operating in or seeking to invest in Goa.

***Registered Foreign Business:** Registered Foreign Business is a business registered outside India which does not have a Company PAN and is seeking to invest in Goa.

Please be ready with the right ID and other supporting documents based on the category selected. Valid email and phone number is required for verification purposed as shown below:

Register - Indian Individual

Email*:

Mobile No.*:

Generate OTP

Register - Foreign Individual

Email*:

Mobile No.*:

Generate OTP

Once you complete registration, you will be required to fill a common application form, also known as the business profile form. This form captures all the basic information that is required to obtain various licences and clearances within the state.

Business Entity Name *:

Enter your name

Required

Country *:

India

Address *

Enter address



Address cannot be blank

Required

Email*:

Mobile No.*:

State *:

GOA

Taluka*:

Village*:

Pincode *:

403001

Business Entity Profile



Legal name of Business entity* ⓘ [Please enter name as per your registration certificate]

Business Constitution*

Choose one

Have you registered with [Registrar of companies/shops and establishment/Factories and Boilers/Registrar of co-operative societies/Stamps]?*

☒ Yes ☐ No

Scale/Category*

Choose one

CIN/LLPIN of the company* ⓘ Find CIN/LLPIN

Incorporation Date*

PAN*

AJWKN8965K

Website

Registered Head Office Address in India



☐ Tick if the company has global headquarter

☒ Tick if the unit name is same as Business entity name

India Unit/Branch/Office Name* ⓘ

Test_business_BRAP2019

Line of Activity*

Choose one

Product/Services*

Goa State PCB Classification * ⓘ

Choose one

State*

Choose one

Complete Address*

Panaji- Goa

Landline*

Fax

Email

Total facilities/operating units in india*

Total facilities/operating units in Goa*

Nos

Nos

Stock Exchange/Share holder/Partner Share Details(If any)

Add/Edit Equity Detail

Add/Edit Stock Exchange Details

Share Holder Name*

Equity*

ADD

Skip

Registered Unit/Facility/Office in Goa with registration details

☐ Tick if the functional unit is same as Registered Unit

Registered Goa Unit/Facility/Office Name* ⓘ [This name will get printed towards the service you avail in GoaOnline]

Test_business_BRAP2019

Line of Activity*

Choose one

Product/Services*

Goa State PCB Classification* ⓘ

Choose one

State*

GOA

Complete Address*

Bldg/plot no/area/locality

Taluka*

Choose one

City/Village*

Choose one

Pincode*

Landline*

Fax

Email

Located in Industrial Estate*

Choose one

Registered with*

Choose one

Registration Number*

Registration Date*

Date of Commercial Operation*

Type* ⓘ

Choose one

GSTIN (if any)

Company ESIC No. (if any) ⓘ

PF No. (if any) ⓘ

[Please provide GSTIN/UAN/Company ESIC/PF No. etc to get automated reminders towards various services]

Save & Next

Complete all mandatory fields and other information that is available. Save and proceed to next step

You can add multiple units to your profile. At the time of applying for a service, simply select the unit for which the application is being made, all relevant information will be fetched from the profile.

Online Application

The screenshot shows the GOA INVESTMENT FACILITATION BOARD website. The top navigation bar includes links for Covid-19, Home, About Us, Inbox, Services, Tracking, Profile, Notification, and My Menu. The Services menu is open, displaying a list of options: All Services, Citizen Services, Ease of Doing Business, Payment Services, IT Services, Incentives, and Services Dashboard. The main content area features the GOA INVESTMENT logo and a 'Business Entity/Register your Organization' section. Below this, there is a 'Test_business_BRAP2019 Edit' link and two buttons: 'Add New Unit' and 'Submit proposal for a new unit'. A message states 'No registered units added. Click Add new unit button to link a registered unit.' A 'User Manual' download button is also visible.

All services may be accessed through the profile page. Select services menu option. For G2B services, select Ease of Doing Business. For G2C services, select Citizen Services. Alternatively, you can select All Services and the list as shown on pages 2-7 will be displayed. Select on desired service and proceed to online document upload and payment as shown below:

List of documents to be uploaded will appear on the right side. On the left side, select the document from your system and the appropriate category from the dropdown options. Once all required documents have been uploaded, a checkbox will appear next to each category or type of document.

The screenshot shows the 'Choose & Upload Documents' screen. On the left, there are dropdown menus for 'Type of Document*' and 'Document*', a file upload section with a 'Choose File' button, and a 'Declaration' section with a 'Confirm & Submit' button. On the right, a 'List of Mandatory Documents' is displayed, including items like Boiler Certificate, Design Drawing, FORM II(1), FORM III, FORM IV-A, IBR Calculation sheet, and IBR test certificate of mountings and fittings. Each item has a checkbox and a link to a sample document.

Payment screen will appear with details such as the application ID, name of applicant, amount, etc. Verify the amount and click on proceed to pay

The screenshot shows the 'Payment Request Confirmation' screen. It displays fields for 'Acknowledgement No:', 'Application ID:', 'Party Name:', 'Towards:', and 'Amount Payable:'. Below these fields, there is a 'Payee Details' section. At the bottom, there are two buttons: 'Proceed to pay Rs. 1' and 'Cancel'.

Once your payment is made, you will receive an e-challan receipt in the format shown below:

The screenshot shows the eChallan Payment Gateway interface. At the top, there is a header with the 'eChallan Payment Gateway' logo on the left, the text 'Directorate of Accounts Government of Goa' in the center, and the Government of Goa emblem on the right. Below the header, a central box displays the 'e-Receipt' details. At the bottom of this box are two buttons: 'Go to Dept. Website' and 'Print'.

e-Receipt	
Echallan Number:	201900085883
Total Amount:	Rs.1
Bank Received date:	22/01/2019 12:59:47
Bank Reference number:	CPM4978858
Status:	Success
Status description:	Completed successfully.


Acknowledgement number is generated which can be used for tracking purpose. Format shown below:

The screenshot shows a green banner with a white checkmark icon and the text 'Your application has been submitted successfully'. Below this, it says 'The acknowledgement no. for your application is' followed by a blank space, and then ', Kindly use this acknowledgement no. to track the status of your application.' At the bottom left of the banner is an orange 'Close' button.

Online Application Tracking and Download

You will receive email and SMS updates on the email ID and mobile number provided at the time of registration. You can also log into your user dashboard to monitor the status of all your online applications in one place.

Alternatively, you can also use the Tracking page to enter the application details and track the status of your application.

[Covid-19](#) [Home](#) [About Us](#) [Inbox](#) [Services](#) [Tracking](#) [Profile](#)

Track Status

[Track Status](#)[Verify Certificate](#)

Department *

Choose Department

Service *

Choose Service


Acknowledge No *

Enter Acknowledge No

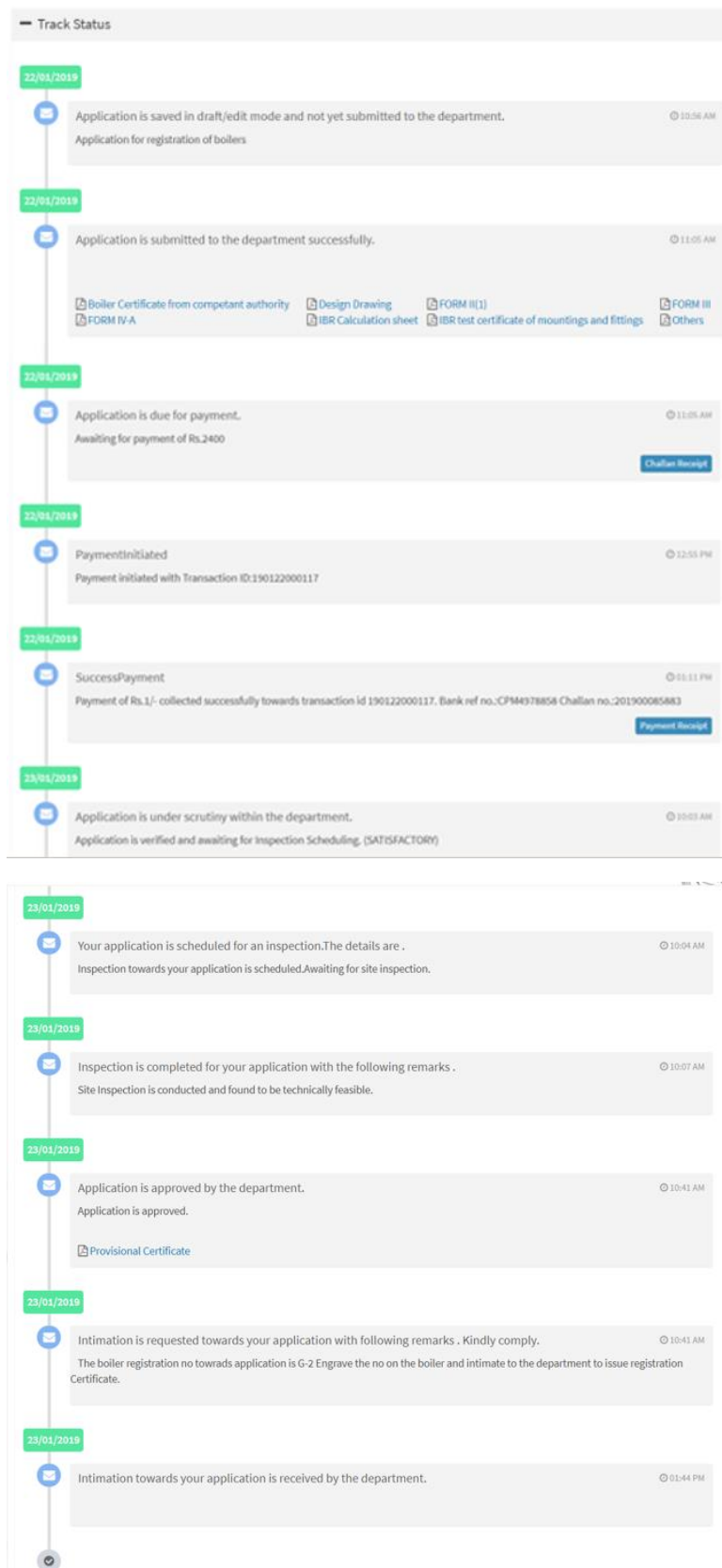
Enter Captcha Below *

VSRKTB

Captcha




Sample status tracker shown below



Online certificate appears in your dashboard once it is issued by the department and can be downloaded from there. The certificates are digitally signed by the authorised signatories and hold the same value as the physically signed documents issued in offline system.

Sample certificate is shown below:



GOVERNMENT OF GOA

PUBLIC WORKS DEPARTMENT (Subdivision IV Porvorim)

Works Division

(INSTALLATION BILL)

No.: 33

Name of consumer: Vdfbdf Dfvdvdf Vfdvdfv

Address: CDSSCVE DSCDFV, Salvador-Do-Mundo,

Telephone no.:

Minimum consumption: 4.0 m³

Category: Domestic / Buildings

No. of persons: 4

House no: CDSSCVE

Consumer code: 34

Meter no. size: 0 / 15

Initial reading: 0

Labour and Plumber charges

Material(10% Admin(1st Art 11 of water suply)
(Express with communication (a bye-laws))

Connection fees(Charges Art.32 of water Supply Bye-Laws(b))

Meter installation fees

Testing Fees

Guarantee deposit(Art. 33 of water supply bye-Laws c))

Amount(Rs.)

1.00

0.00

0.00

0.00

0.00

0.00

Total(Rs.) 1.00

Rupees: One only

Remark: Kindly contact this office if first water consumption bill is not issued with in the three months from connection date.Pipeline has to be replaced compulsorily after eight years.

Received the amount of this bill

Verified by


Organised by seen

Dated: 28/12/2020

Prachi Naik
(T.P/J.E)

prachi naik
(Assistant Engineer)

prachi naik
ASSISTANT ENGINEER
Assistance Engineer(Subdivision IV Porvorim)
Signed Date 28/12/2020 04:44 PM
This is a digitally signed and computer generated document
Print Date: 28-Dec-2020 04:43:53 PM




Page No.: 1

NOTE: This is a dummy document prepared for reference purpose only. The information presented is not accurate or binding on any parties or departments.

Instructions for Citizen Users

Citizen users may visit Goa Online at <https://goaonline.gov.in/> and click on register to create a profile.

In order to register, you must provide a valid email ID, mobile number and Aadhaar number. Aadhaar number is required to create your personalised digilocker and for e-signing applications and other declarations. Please ensure that your Aadhaar number is linked to the correct mobile number for OTP verification purpose.

Name as per Aadhaar *:	Aadhaar No./Virtual Id *:
<input type="text"/>	<input type="text"/>
Country *:	Date of Birth*:
<div>India</div>	<div> <input type="text"/></div>
Address *	
<input type="text"/>	
Email*:	Mobile No.*:
<input type="text"/>	<input type="text"/>
Gender*:	State *:
<div></div>	<div>GOA</div>
Taluka*:	Village*:
<div></div>	<div></div>
Pincode *:	
<input type="text"/>	

Once the registration is complete, a user profile is created with basic information that is required by all departments. Beyond this step, same process is followed as that for business users. Please note that if a citizen user wishes to avail G2B services, a business profile will have to be created.

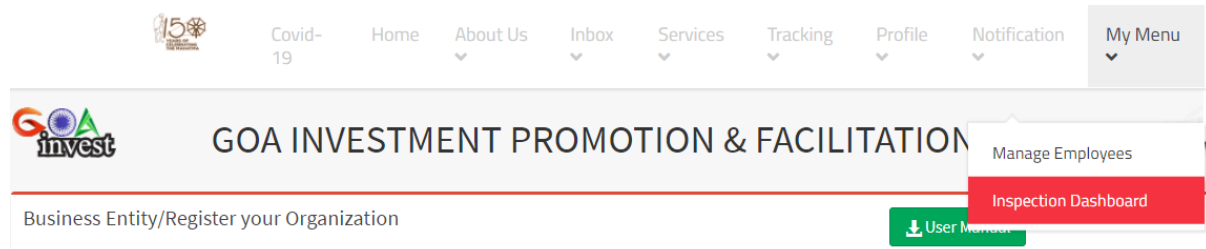
Central Inspection System

With the Central Inspection System (CIS) of the single window, department such as Labour, Factories and Boilers, Legal Metrology and Pollution Control Board, are now able to schedule joint inspections online in a fully automated and randomized manner. This eliminates any possibility of favouritism or other bias in the way inspections are done. Concerned departments have come up with their respective risk-based classification of businesses. These risk classifications are programmed in the CIS which randomly selects businesses for inspection as and when they become eligible. Jurisdiction-wise inspectors are also programmed in the system. Inspectors are randomly allocated to businesses and the same inspector is not assigned to the same business in consecutive years.

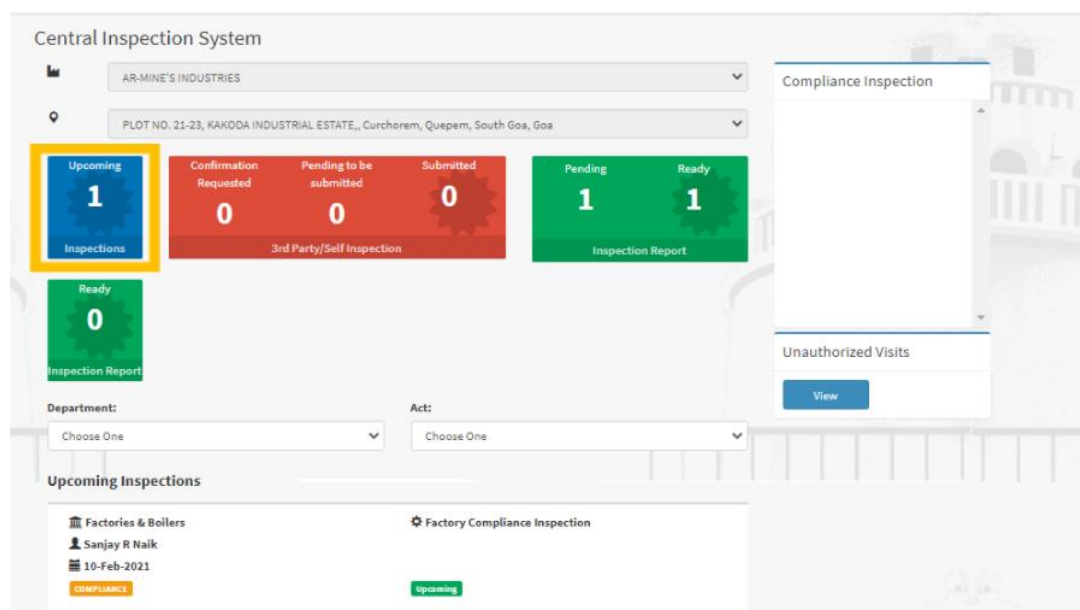
Business users can see their upcoming inspections through their CIS dashboard. They can also view and download the digitally-prepared inspection report within 48 hours of the completed inspection. Besides the regularly scheduled compliance inspections, the departments may conduct surprise inspections in case they are in receipt of complaints. In such cases, no prior notification will be given to the business, however, such inspections can only be scheduled after the same has been authorized

by the concerned Heads of the Department. In case of an authorized visit by an inspector, the business can report the same using the CIS dashboard.

To access your CIS dashboard, please login to your business account and select on My Menu. Click on Inspection Dashboard



Sample dashboard shown below:



NOTE: Inspection shown is for demonstration purpose only.

Online Service Dashboard

In order to bring complete transparency in online service delivery, an exhaustive dashboard of all online services has been made available in the single window. Users do not need to register to view this dashboard. Simply visit the Goa Online page, select on Services and click on Service Dashboard. On the following page, you may click on the + sign against the department name to see all services under that department. Sample shown below

Statistics

Online Single Window System

Registration & Renewal Services

Incentives

Central Inspection

Online Single Window System

+ Animal Husbandry & Veterinary Services

+ Cooperative Societies

+ Directorate of Health Services

+ Factories & Boilers

Service Selection Wizard

All Services

Citizen Services

Ease of Doing Business

Payment Services

IT Services

Incentives

Service Dashboard

Online Single Window System

+ Animal Husbandry & Veterinary Services

+ Cooperative Societies

+ Directorate of Health Services

+ Factories & Boilers

Service	Time as per Public Service Guarantees Act (in days)	Applications Received	Applications Processed	Average Approval Time (in days)	Median Approval Time (in days)	Minimum Approval Time (in days)
Integrated Returns	-	560	-	-	-	-
Half Yearly Returns	-	922	-	-	-	-
Annual returns of accidents and dangerous occurrence	-	350	-	-	-	-
Approval for Factory Plan(Registered Factory)	90	178	112	178	164	17
Approval for Factory Plan(Unregistered Factory)	90	114	79	153	116	11
Registration of Factories	21	80	41	104	54	2
Renewal of Factories	21	467	219	111	84	1
Registration of Boilers	30	25	-	-	-	-
Renewal of Boilers	30	387	336	29	17	3

Third Party Verification

The online single window system can also be used by third parties to verify the validity and legitimacy of documents issued through the online mode. Third parties such as financial institutions may require to verify documents such as Trade Licence, Shops Registration, Pollution Control Board Consents, etc. for purposes of loan sanctions or other grants and aid. In other cases, citizens may wish to verify licenses for contractors that are issued by state departments before hiring them for services. In such cases, instead of relying on the licensee, the third parties can simply type the license number in the online single window and verify if the same is valid. This online process eliminates the possibility of falsification of records and prevents fraud.

To access this feature of the single window, visit the Goa Online page and select the Tracking option from menu. Click on Verify Certificate. Please note that users do not have to register to access this feature.

In the following page, select the desired department, name of the service/license and license/certificate number. Complete Captcha verification. The output will be displayed on the right side of the screen. Sample shown below.



Verify Certificate

Validate Credentials of Certificate/N.O.C issued through Goa Online portal

[Track Status](#)

[Verify Certificate](#)

Department *

Choose Department

Service *

Choose Service

Certificate No *

Enter Certificate No

Enter Captcha Below *

QF2MYM



Verify Certificate

Validate Credentials of Certificate/N.O.C issued through Goa Online portal

Department *

Public Works Department

Service *

Water Connection Application

Certificate No *

PWD[2020-21]37

Enter Captcha Below *

PP58M2



Captcha

Search

Reset

Certificate Details

Application No :
PWD2000041

Application Date :
28-Feb-2020

Connection Name:
Bupendra Anand Gaonkar

Consumer Category:
Non Domestic

Consumer Sub-Category:
Shops

Connection Release Date:
19-Oct-2020

Address :
Shop No. 359,Gavona,Chorao,Triswadi,North Goa,403102

NOTE: This is a dummy document prepared for reference purpose only. The information presented is not accurate or binding on any parties or departments.