Shri Narendra Modi
Hon'ble Prime Minister

CAPACITY BUILDING COMMISSION

Annual Capacity Building Plan for Ministry of Electronics and Information Technology (MeitY)

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List of Abbreviation

Abbreviation	Definition
ACBP	Annual Capacity Building Plan
NISG	National Institute for Smart Government
VLE	Village Level Entrepreneur
G2C	Government to Citizen
B2C	Business to Customer
MeitY	Ministry of Electronics and Information Technology
IPHW	Industrial Promotion - Electronics & Hardware Manufacturing Division
IT	Information Technology
ITeS	Information Technology enabled Services
ICT	Information and Communication Technology
NIC	National Informatics Centre
SCL	Semiconductor Complex Limited
DIC	Digital India Corporation
UIDAI	Unique Identification Authority of India
ESC	Electronics Export and Computer Software Promotion Council
NeGP	National e-Governance Plan
CISO	Chief Information Security Officer
PLI	Production Lined Incentive
LMS	Learning Management System
SME	Subject Matter Expert
S&T	Science and Technology
NIFM	National Institute for Finance Management
MTS	Multi-Tasking Staff
ISEA	Information Security Education and Awareness

Abbreviation	Definition
MIS	Management Information System
SCL	Semiconductor Laboratory
ERNET	Education and Research Network
NIELET	National Institute of Electronics & Information Technology
ISB	Indian Schools for Business
IIM	Indian Institute of management
CDAC	Centre for Development of Advanced Computing
XLRI	Xavier School of Management (XLRI or formerly Xavier Labour Relations Institute)
IIPA	Indian Institute of Public Administration
OAC	office automation cell

1. Executive Summary

1.1 Context

The Union Government launched Mission Karmayogi, also referred to as the National Program for Civil Services Capacity Building (NPCSCB) in September 2020. The program aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of "competency driven training and human resource management" by transitioning from a 'rules-based' system to a 'roles-based' system" with the overall aim of democratization of the competency development opportunities of the civil services. Under this Program, Capacity Building Commission (CBC) was constituted in 2021 to fulfil the vision of Mission Karmayogi. An integral part of CBC's mandate is to facilitate the preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and Organisations of the Government of India.

1.1.1 Annual Capacity Building Plan

The main objective of creating an ACBP is to understand and document the capacity building needs of an MDOs at individual, organizational and institutional levels. Once the needs are understood, ACBP implementation will involve identifying interventions, both training and non-training, that will help bridge the capacity building gaps identified. Thus, the ACBP is expected to assist the development and enhancement of capacities of an individual official as well as the capabilities of the MDO. The content of an ACBP will be based on two aspects: (i) three lenses, comprising of national priorities, citizen centricity and emerging technologies, and (ii) three pillars at individual, organizational and institutional level. Therefore, as a step in this direction, the ACBP for Ministry of Electronics and Information Technology (hereby referred to as "The Ministry") has been prepared

1.2 ACBP for Ministry of Electronics and Information Technology

The ACBP preparation process of the Ministry began in the month of June 2022 with a kick-off meeting held under the leadership of the Additional Secretary, MeitY. It was followed by several interactions with the leadership of the Ministry. The existing top-down approach did not capture the requirements of the employees, therefore, a hybrid of bottom-up and top-down approach was decided upon. The key premise behind adopting the strategy was to capture all the requirements (functional, domain, behavioral) comprehensively.

Data collection and collation exercises were initially targeted to prepare a baseline for training and capacity building at the institutional level. Primary surveys were carried out in a consultative mode and pre-set questionnaire format method. Consultations held were by way of interviews and workshops and across levels within the organisation, and as decided by the Head of the department. At an individual level, for every unique role at the institution, the competency requirements were identified as (i) Domain competency which is related to knowledge and expertise related to the sector, division, and the respective

focus areas, (ii) Behavioural competency which is related to behaviour and soft skills, and (iii) Functional competency include cross cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise. At an organizational level, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimisation, personnel management, partnerships, and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc. The Ministry envisages implementation of the annual CBP through its Capacity building unit (CBU). This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

1.3 Quick Wins for Ministry of Electronics and Information Technology

A total of 60 meetings were held and more than 100 officers were interacted with. These in-depth consultations were undertaken comprehensively which resulted in the identification of some 'quick wins' critical for setting the stage for future interventions in the Ministry.

A total of 13 'quick wins' have been identified which include Dakshata training module by iGOT, hands-on training on GFR & GeM, an induction model for the semiconductor division, basic/advanced level training on Microsoft office suit, etc. These will be offered in an online/offline/hybrid model to suit the needs of the officers.

The identified 'quick wins' are spread across various divisions of the Ministry such as the Human Centred Computing division, semi-conductor division, cyber payments division, cyber security division etc. Additionally, a few of the 'quick wins' such as Visioning and RFP evaluation have been identified for the entire Ministry, the training for which will be held in a comprehensive manner for all the officials.

Furthermore, the 'quick wins' have been matched with the appropriate training institutions such as iGOT, IIM-A, Indian School of Business, National Institute for Smart Government, the Semi-Conductor Laboratory of MeitY, etc. thus establishing an equilibrium by matching the demand side (interventions) with the supply side (training institutions).

1.4 Macro Picture of Capacity Needs Analysis (CNA) Exercise

A total of 62 Capacity Needs Analysis (CNA) forms were received from the officials across nine divisions of the Ministry. This allowed for a comprehensive and in-depth study of the capacity requirements of the officers, both at the individual as well as the organisational level. The individual level capacity requirements were further divided into behavioural, functional and domain categories.

At the individual level, a total of 625 interventions have been identified. The maximum number of which are in the functional category (333), followed by domain (177) and then behavioural (115).
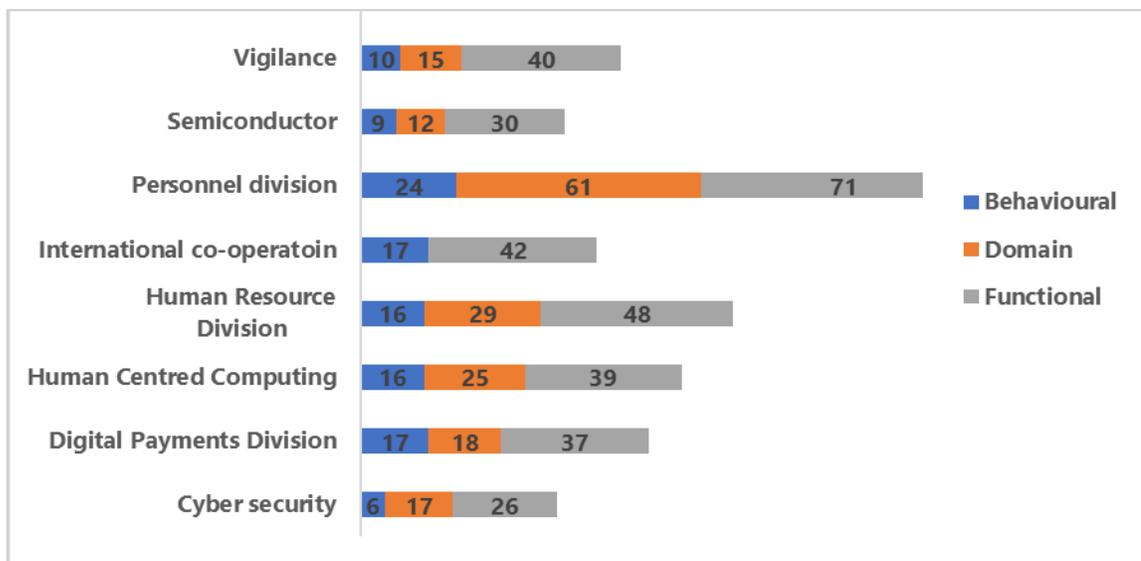
Figure 1: Division wise break up for type of interventions

At the organisational level, a total of 60 interventions have been identified across the 9 divisions. These interventions are divided into 5 major categories, with the maximum number of interventions under Partnership & relationship (19), followed by Personnel Management (16), Technology & Data (09), Resource & Asset (08), and System & process (08)
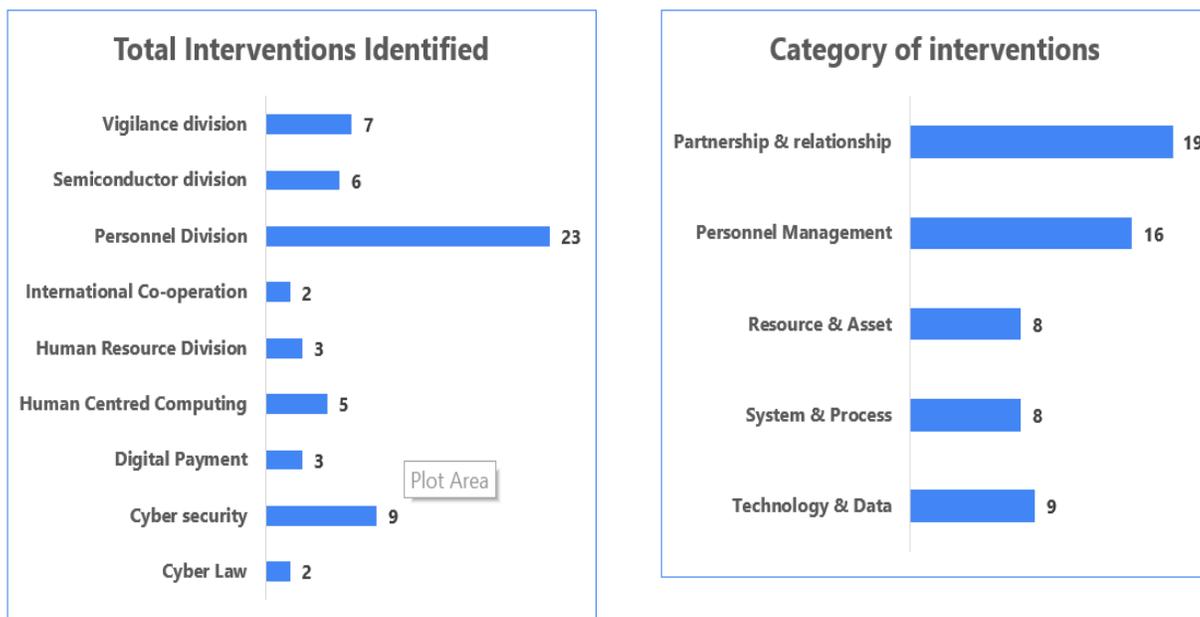
Figure 2:Break up of Category wise interventions identifies

2. Introduction to the report

2.1 Background to the report

In any large-scale organisation, efficiency depends on two elements, the technical efficiency of an individual to perform the allocated work and the less tangible efficiency of the organisation as a corporate body derived from the collective spirit and outlook of the individuals of which the body is composed. This is also true for Indian civil services which is largely responsible for the public administration and critical to the delivery of a range of public services and core governance-related functions. The unparalleled contribution of government officials to the proper functioning of government makes it essential that they be equipped with the right attitudes, skills, and knowledge aligned to the vision of a New India.

The Government of India in its endeavour to build an agile and future-ready civil service drive is striving for the standardisation and harmonisation of capacity building interventions across the Indian civil services landscape through the **National Programme for Civil Services Capacity Building (NPCSCB) - Mission Karmayogi**. The aim is to create a competent civil service rooted in Indian ethos, with a shared understanding of India's priorities, working in harmonisation for effective and efficient public service delivery.
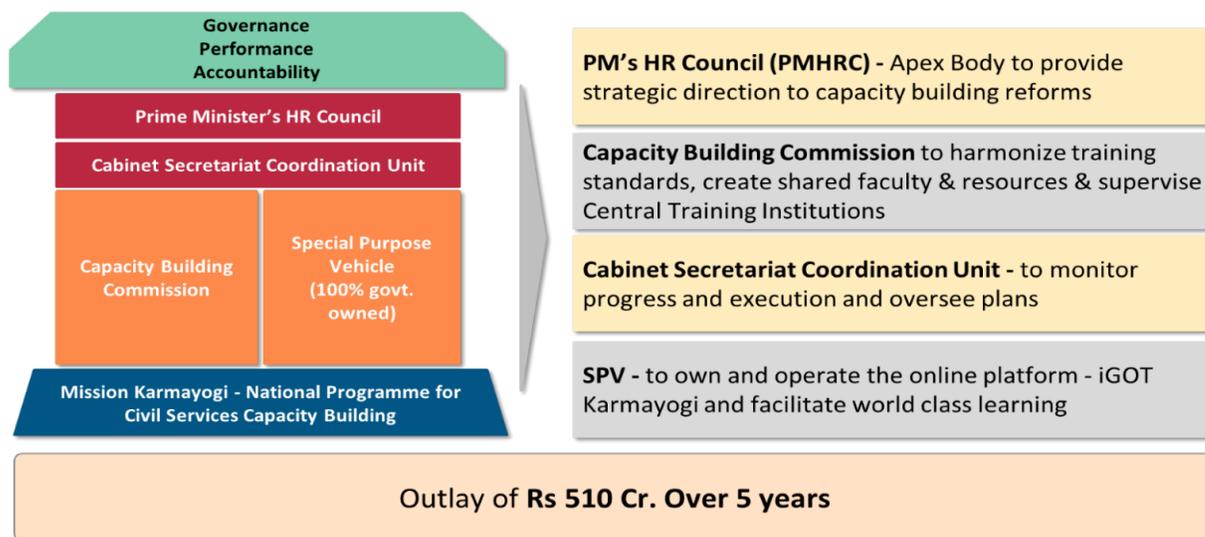
Figure 3:Details of Mission Karmayogi

In this context, National Institute for Smart Government (NISG) has been entrusted with the responsibility of developing Annual Capacity building Plan (ACBP) for the Ministry of Electronics and Information technology (MeitY). The ACBP will provide a detailed analysis of individual and collective organisational needs, based on which interventions will be designed, implemented, and monitored. Regarding supply side, the focus will be on improving the government learning and

development ecosystem. Targeted interventions across focus areas such as training needs assessment, learner engagement and effective convergence and collaboration will guide the civil servants to engage, perform and deliver efficiently.

Creation of the Annual Capacity Building Plan majorly involves 5 key steps, spread across 2-3 months. The first step involves a kick-off meeting with the Secretary of the Ministry/Department. This is followed by the process of Capacity Needs Analysis in consultation with the Department. Training and non-training capacity buildings are identified and are drafted into a plan. This plan (ACBP) is finally finalised with the Secretary of the Ministry/Department.
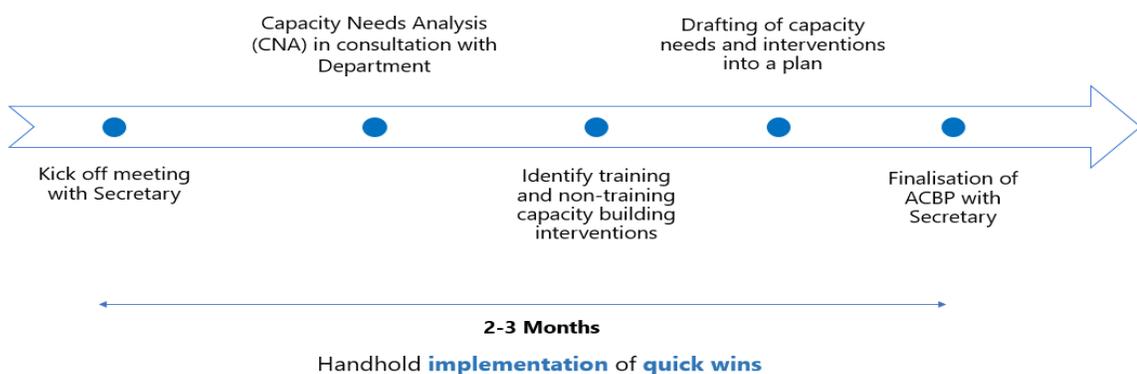
Figure 4:Steps for creating the annual capacity building plan

An important component of the Annual Capacity Building Plan is the **Capacity Needs Analysis (CNA).** The first step in the process is having detailed discussions with officials of the ministry/department and setting up a Capacity Building Unit at the ministry. Post the initial interaction, key competency requirements are identified and mapped with the future requirements of the department. These requirements are categorised into 3 categories (domain, functional and behavioural) for individuals and into 5 buckets (Technology, Systems and processes, Resources and Assets, Partnerships, Personnel management) for the Organisation. Furthermore, priority intervention areas are identified and documented, including the training as well as the non-training interventions.

Mapping of work undertaken by staff/officials working in **unique** designations/roles across various levels in the department and **mapping key internal organisational practices**

Mapping future requirements of the department for example, training required for anticipated sectoral challenges

Identification of training and non-training capacity building interventions through which individual and organisational gaps can be addressed, **enlisting priority interventions**, leveraging internal resources available to the department like **training institutes**

Meeting with officials of Ministry/Department
Identification of a nodal officer/**CBU head**
Detailed discussions with regards to the preparation of ACBP, formats to be followed for information collation

Identification of required competencies and the gaps thereof at individual level for each unique role and **identification of organizational capacity gaps** based on self-declaration by the department

Labelling identified gaps into 3 categories (Domain, Functional, Behavioural) for individuals and into 5 buckets for the organisation (Technology, Systems & Processes, Resources & Assets, Partnerships, Personnel Management)

Documentation of capacity building interventions
Training interventions (Individual): Finalise list of courses , level of training (basic, advanced), duration and method (online/offline)
Non-training interventions (Organisational): Year wise list of initiatives to be undertaken

Figure 5:Process of Capacity Needs Analysis

This report provides a broad overview of the vision and the goals of Ministry of Electronics & Information Technology. Additionally, the report provides the vision, mission, work allocation and organogram of the various divisions of the Ministry. It summarizes the competency requirements of the various divisions of the Ministry, and highlights some of the interventions that can be marshalled in short, medium, and long term. Furthermore, a few quick wins have been identified, involving induction module for semiconductor division, visioning, RFP evaluation, hands-on training on GeM, Dakshata training by iGOT, AI/ML, etc. which can be implemented in the short term to have an immediate impact and kick-start the capacity building program in the Ministry.

2.2 Coverage of the report

The focus of this report has largely been on setting the context and understanding the vision and objectives of the ministry. The aim is to create a framework for building the capacity building roadmap to define the following:

a. What does the department want?
b. Where does the department stand currently, in terms of their capacity needs?
c. What are the identified capacity gaps and needs?

2.3 Approach and methodology

2.3.1 Phase I: Secondary Research

The available information about the ministry/department was collected, reviewed and analysed to understand the existing status of the ministry. This phase allowed us to understand the broad organizational structure, typical roles, various divisions, organizations, institutions, stakeholders etc. This exercise also helped to understand and know the ministry's functioning, processes and associations.

2.3.2 Phase II: Consultations and discussions

This phase allowed us to conduct preliminary activities required to identify all the stakeholders and bring them on board on common ground. The approach followed was largely based on the consultations with different officials of the Ministry.

The team met various officials of the identified divisions and held elaborate discussions to understand the capacity needs in terms of the domain functional and behavioural areas. A semi-structured interview was conducted to identify the existing capacity gaps   and requirements of the different divisions of the Ministry.

2.3.3 Phase III: As Is Analysis and Assessment

Based on elaborative interactions and discussions held with the officials and information drawn for the relevant documents, a detailed as-is assessment for various divisions have been carried out which has been explained in detail in the subsequent sections.

3. Ministry of Electronics and Information Technology

3.1 About

Ministry of Electronics and Information Technology (MeitY) is responsible for formulation, implementation, and review of national policies in the field of Information Technology, Electronics and Internet (all matters other than licensing of Internet Service Provider).

3.2 Vision

E-Development of India as the engine for transition into a developed nation and an empowered society.

3.3 Mission

To promote e-Governance for empowering citizens, promoting the inclusive and sustainable growth of the Electronics, IT & ITeS industries, enhancing India's role in Internet Governance, adopting a multipronged approach that includes development of human resources, promoting R&D and innovation, enhancing efficiency through digital services and ensuring a secure cyber space.

3.3.1 Organisational Structure of the ministry

The Secretariat of the Ministry of Electronics and Information Technology (MeitY) is headed by Secretary, who is assisted by Financial Advisor, and Group Coordinators and Heads of Organisations under the administrative charge of MeitY. The organisation chart is as follows: -
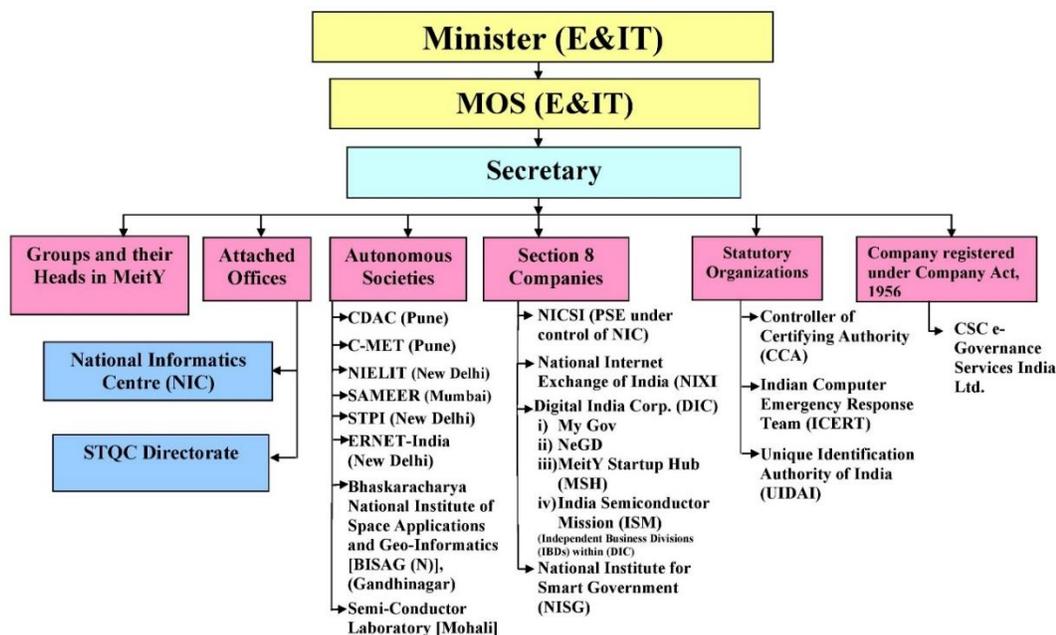
Figure 6:Organisational Chart of Ministry of Electronics and Information Technology (MeitY)

To operationalise the objectives of MeitY, schemes are formulated and implemented, either directly or through its Responsibility Centres (Organisations/Institutions) under its jurisdiction. To make the technology robust and state-of-the-art, collaborations with the academia and the private/ public sector is also sought. MeitY has two Attached Offices (viz., NIC, STQC), six Autonomous Societies (viz., CDAC, CMET, NIELIT, SAMEER, STPI and ERNET India), three Section 8 companies [viz., NICSI, NIXI and Digital India Corporation (DIC)], three Statutory Organisations (viz., CCA, ICERT and UIDAI) and one Company registered under Companies Act. 1956 (viz., CSC e-Governance Services India Ltd.) under its charge to carry out the business allocated to the Ministry.

3.3.2 Objective
a. **e-Government**: Providing e-infrastructure for delivery of e-services
b. **e-Industry**: Promotion of electronics hardware manufacturing and IT-ITeS industry
c. **e-Innovation / R&D**: Implementation of R&D Framework - Enabling creation of Innovation/ R&D Infrastructure in emerging areas of ICT&E/Establishment of mechanism for R&D translation
d. **e-Learning**: Providing support for development of e-Skills and Knowledge network
e. **e-Security**: Securing India's cyber space
f. **e-Inclusion**: Promoting the use of ICT for more inclusive growth
g. **Internet Governance**: Enhancing India's role in Global Platforms of Internet Governance

3.4 Broad functions of the Ministry of Electronics and Information Technology
Based on the broad objectives, the Ministry of Electronics and Information Technology has following major functions:

- Policy matters relating to information technology; Electronics; and Internet (all matters other than licensing of Internet Service Provider)
- Promotion of internet, IT and IT enabled services
- Promotion of Digital Transactions including Digital Payments
- Assistance to other departments in the promotion of E-Governance, E- Commerce, E-Medicine, E- Infrastructure, etc
- Promotion of Information Technology education and Information Technology-based education
- Matters relating to Cyber Laws, administration of the Information Technology Act. 2000 (21 of 2000) and other IT related laws
- Matters relating to promotion and manufacturing of Semiconductor Devices in the country
- Interaction in IT related matters with international agencies and bodies e.g. Internet for Business Limited (IFB), Institute for Education in Information Society (IBI) and International Code Council – on line (ICC)
- Initiative on bridging the Digital Divide: Matters relating to Digital India Corporation (DIC)
- Promotion of Standardization, Testing and Quality in IT and standardization of procedure for IT application and Tasks
- Electronics Export and Computer Software Promotion Council (ESC)
- National Informatics Centre (NIC)
- Initiatives for development of Hardware/Software industry including knowledge– based enterprises, measures for promoting IT exports and competitiveness of the industry.
- All matters relating to personnel under the control of the Ministry
- Unique Identification Authority of India (UIDAI)
- Semi-Conductor Laboratory, Mohali

3.5 National priorities influencing the Ministry & Departments
In recent times, the citizens as well as the businesses have followed an irreversible shift towards digital first choices, further fuelling rapid growth of digital economy in the country in the post

pandemic world. Few of the national priorities which are influencing the ministry directly as well as indirectly are identified below:

I. **USD $1 Trillion digital economy**: The ministry aims at contributing ~20% to the national target of India as $5 Trillion economy by creating a digital economy of $ 1 Trillion

II. **Secure & resilient cyberspace:** With increasing internet penetration, digital presence of businesses and citizens are increasing exponentially. To provide a secure cyber space to operate, the ministry has devised Cyber security Policy 2013. Constant effort of the ministry has help India to take 10th position in the latest Global Cyber Security Ranking 2020.

III. **Sustainable Development Goals (SDG India)**
   a. SDG 8: Decent Work & Economic Growth
      The efforts to make India self-reliant in manufacturing of electronic component is contributing to increased employment in manufacturing sector
   b. *SDG 9: Industry, Innovation, and Infrastructure*
      Ministry has taken proactive steps and devised policies to position India as a global hub for Electronics System Design and Manufacturing (ESDM) by encouraging and driving capabilities in the country for developing core components, including chipsets, and creating an enabling environment for the industry to compete globally.
   c. SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive Institutions at all levels
   d. By 2030, provide legal identity for all, including birth registration through Aadhar Card

IV. **Digital India Mission**: A highly ambitious programme to prepare India for a knowledge future with a focus on three areas: Digital Infrastructure as a Utility to Every Citizen; Governance & Services on Demand; Digital Empowerment of Citizens.

V. **Make In India:** The ministry has devised frameworks to promote Make in India products through various schemes such as Production Linked Incentive (PLI) in for Electronics System Design and Manufacturing (ESDM)

VI. **Ease of Doing business:** An index, prepared and monitored by world bank, has influenced the ministry to curate business friendly policies, promoting entrepreneurship in the country-both in manufacturing as well as service sector

VII. **E-governance:** e-Governance in India has steadily evolved from computerization of Government Departments to initiatives that encapsulate the finer points of Governance, such as citizen centricity, service orientation and transparency. National e-Governance Plan (NeGP) was devised to take a holistic view of e-Governance initiatives across the country, integrating them into a collective vision and a shared cause. The plan comprises of 31 Mission Mode Projects and approved in 2006. To develop and support core infrastructure required to promote e-governance, policies, and projects such as State Data Centres (SDCs), State-wide Area Networks (S.W.A.N), Common Services Centres (CSCs) and middleware gateways i.e., National e-Governance Service Delivery Gateway (NSDG), State e-Governance Service Delivery Gateway (SSDG), and Mobile e-Governance Service Delivery Gateway (MSDG) are undertaken.

VIII. **E-government development index (EGDI):** presents the state of E-Government Development of the United Nations Member States. The index reflects to reflect how a country is using information technologies to promote access and inclusion of its people. In 2020, India stood 100th position out of 193 countries.

3.6 Citizen centric goals

To digitally empower citizens, the Ministry of Electronics and Information Technology has been pursuing a few citizens centric goals as mentioned below:

a.   Digital Identity:
   I.   **Aadhaar**, being a unique digital ID, provides a powerful platform for authenticating a resident anytime and anywhere.
  II.   **e-Pramaan** is a standard based National e-Authentication framework, which facilitates authentication and security of users accessing various government services on mobile and fixed platforms.
 III.   **Online e-Sign (e-Hastakshar**): e-Sign is an online electronic signature service, which can be integrated with service delivery applications via an Application Programming Interface (API) to facilitate an e-Sign user to digitally sign a document. Total 22.85 Crore e-Sign issued
  IV.   **Aadhaar Data Vault (ADV) as a service:** While using Aadhaar services of UIDAI, if any service/application requires to store Aadhaar number in their application, the same should be stored in encrypted format in a separate system Aadhaar Data Vault (ADV)'. In order to facilitate the same, this project has been initiated. Major objective of the project is to enhance infrastructure enhancement to cater various requirements of Aadhaar Data Vault.

b.   **Robust infrastructure creation for delivery of government services:**
   i.   Through **State-wide Area Network (SWAN) scheme**, to connect all State/UT Headquarters up to the block level via District/ sub-Divisional Headquarters, in a vertical hierarchical structure with a minimum bandwidth capacity of 10 Mbps per link.
  ii.   **State Data Centre (SDC):** Under the SDC scheme, Data Centres to be established in all the States/UTs to consolidate services, applications, and infrastructure to provide efficient electronic delivery of Government to Government (G2G), Government to Citizen (G2C) and Government to Business (G2B) services.
 iii.   **GI Cloud (Meghraj):** To take advantages of cloud computing and accelerate delivery of e-Services in the country, Government of India has embarked upon an ambitious initiative – "GI Cloud", which has been named as 'MeghRaj".

c. **Mobile Seva Platform:** Mobile Seva is an innovative initiative aimed at mainstreaming mobile governance in the country by enabling all government departments and agencies at the centre, state and local levels to deliver services through mobiles through various channels such as SMS, IVRS and mobile apps. Total 1,046 m-apps developed and hosted live on Mobile Seva Appstore for different platforms. Most popular apps like UMANG, Aarogya Setu, BHIM, Digilocker and many more are now available on Mobile Seva Appstore.

d.   **e-District MMP:** To ensure end-to-end workflow and delivery of high-volume services electronically by undertaking Business Process Reengineering (BPR) of services and providing easy, anywhere and anytime access to Government services. The e-District MMP covers 709 districts across 28 States&6UTs. MeitY has identified 10 categories (5 mandatory + 5 State/UT Specific) of high-volume citizen centric public services at district and subdistrict level will be taken up to be electronically delivered under this project.

e.   **All service through online & mobile**
   i.   **Unified Mobile Application for New-Age Governance (UMANG):** UMANG app helps in addressing major problems/ challenges in delivery & consumption of citizen centric services by way of unifying the major citizen centric services from various government departments of

Centre and States in a single unified mobile app. UMANG has about 1375 services from 271 departments of Central Government departments and Government departments of 33 States/UTs along. About 3.99 Crore users are registered with UMANG.

ii. **Digi locker:** Targeted at the idea of paperless governance, DigiLocker is a platform for issuance and verification of documents & certificates in a digital way. In this pursuit, a critical mass of over 477 Crore authentic documents have been made available to the citizen of the country through DigiLocker. The initiative is helping the government to move away from legacy systema and provide all the documents digitally.

iii. **E-Hospital and Online registration system (ORS):** The e-Hospital system is a one-stop solution which helps in connecting patients, hospitals and doctors on a single digital platform. ORS is the patient interface of e-Hospital for citizens to book online appointment for the hospitals. ORS is a system to link hospitals across the country for online appointment and providing patient centric services like viewing lab reports, checking blood availability status etc.

f. **Direct Benefit Transfer** With the aim of reforming Government delivery system by re-engineering the existing process in welfare schemes for simpler and faster flow of information/funds and to ensure accurate targeting of the beneficiaries, de-duplication, and reduction of fraud Direct Benefit Transfer (DBT) was started on 1st January 2013. DBT covers 314 schemes in 53 ministries.

g. **Service delivery through Common Service Centres:** The primary objective of the CSC is to provide e-governance services within the reach of the citizen, by creating the physical service delivery ICT infrastructure. It helps in making a transparent service delivery mechanism and eliminating citizens' effort in visiting government offices. Currently, 28 central government services are offered to the citizens through CSC network using the centralized Digital Seva Portal. State G2C services, ranging from 10 to 400 in various states, are also being delivered through the CSCs in collaboration with various State Governments and their Departments. By partnering with Government and Private Service Providers, CSC SPV is enabling the CSCs to deliver a wide range of services and thus ensuring the viability and sustainability of the CSCs.

h. **Digi Dhan:** Through DigiDhan mission, the ministry is focused on promotion of Digital Transactions including digital payments ecosystem. Under the mission, the ministry has taken following actions: -

   i. Incentive scheme for promotion of RuPay Debit cards and low-value BHIM-UPI transactions (P2M)

   ii. Banks were awarded for their efforts to promote digital payments in the country

   iii. MeitY celebrated Digital Payments Utsav" on 5th December and launched a special three-month awareness campaign for promotion of Digital Payments in the country. A digital payment anthem 'Chutki Baja Ke' has been launched, which highlights the ease of digital payments.

i. Digital Literacy:

   i. **Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA):** Aimed at ushering digital literacy in rural India by covering 6 crore rural households (one person per household) by 31.03.2023. The scheme is implemented through CSC e-Governance services India Limited.

   ii. **National Digital Literacy Mission:** The scheme has been formulated to impart IT training to 52.5 lakh persons, including Anganwadi and ASHA workers and authorized ration dealers in all the States/UTs across the country so that the non-IT literate citizens are trained to become IT literate so as to enable them to actively and effectively participate in the democratic and developmental process and also enhance their livelihood. Altogether 52.5 lakh persons,

including Anganwadi and ASHA workers and authorized ration dealers will be trained under the programme in two phases.

iii. **Digital Literacy through Citizen Service Centres (CSCs):**

   a. **Industry collaboration**: To support and spread Digital Literacy in India, CSC Academy has collaborated with many reputed organisations such as Indusind Bank, Cap-Gemini Technology Private Limited, MacAfee India, ECI, HDFC Bank Ltd and Helpage India to provide an opportunity to train a round two lakh fifty thousand candidates in Rural/Semi urban region in Digital Literacy across India.

   b. **Deployment of Vans for Digital Literacy:** It's an initiative of CSC Academy in association with various companies under CSR project aimed at spreading awareness about digital, financial and language literacy along with the awareness about various govt services

iv. **Availability of digital resources/services in Indian languages:**

   a. **Natural Language Translation Mission:** Initiative to enable the wealth of governance-and-policy related knowledge on the Internet made available in major Indian languages. Pilot project is initiated for developing prototype Speech Technologies for Indian English, Tamil, Hindi languages for English-Hindi; English-Marathi; Hindi-Telugu language pairs and Optical Character Recognition system for Kannada language.

   b. **National Public Digital Platform:** MeitY is coming with a National Public Digital Platform for language to provide universal access to content i.e., boost the delivery of digital content in all Indian languages. This would result in the creation of a knowledge-based society where information is freely and readily available and would make the ecosystem and citizen "Aatma Nirbhar".

   c. **Localisation Project Management Framework:** MeitY had funded to C-DAC, Pune for developing a Localisation Project Management Framework viz. GIST-Translate, which is a Web based platform for connecting different localisation components providing aid in localization of websites, documents etc. This portal facilitates the role-based localization to the users, like Website Authority/ WA (One who submits websites, documents for translation), Translation Agency/TA (one who provides translations) and Super Admin/SA (CDAC). Translations are provided in form of Jobs whose lifecycle can be monitored by the WA which helps in maintaining the content changes in real time for a multilingual website.

3.7 Sectoral technological roadmap

   a. **E-mobility:**

   i. **Development of Electric Vehicle Sub- System**: Keeping in view the present and future technological requirements of Electric Vehicles (EVs) and to enhance the local manufacturing of the subsystem, technology development in the areas of electric motor/controller etc., for EVs such as two-wheeler, three-wheeler and e-Rickshaws have been progressing at three institutes i.e., Delhi Technological University, New Delhi, IIT Kharagpur and IIT Madras in a consortium mode.

   ii. **Autonomous Last mIle VEhicle (ALIVE):** To have our own technology for Autonomous vehicle suitable for Indian traffic conditions, this project has been taken up and progressing at IIIT Delhi. It will be a prototype autonomous vehicle with limited autonomy to move in a predefined area. Sensor placement on vehicles in the simulation platform (CARLA), testing the LIDAR-Camera Cross calibration, and integration with the computing infrastructure within the vehicle is in process.

b. **Unmanned Aerial Vehicle (UAV)**
   i. **Artificial Intelligence (AI) Driven High Throughput Phenotyping using Unmanned Aerial Vehicle (UAV)**: A system to measure Phenotyping traits and crop management to provide efficient, cost-effective, non-invasive, and automated mechanisms to Breeding scientists is being developed at IIT Hyderabad
   ii. **Stream Data Analytics Framework for Precision Farming using Unmanned Aerial Vehicle (UAV) :** The project aims for the development of sensors: a) for collection of aerial data of the fruit crop field; b) to capture soil and other environment parameters for irrigation management and soil nutrient analysis; and c) development of the Artificial Intelligence based framework for yield estimation and early detection of crop diseases with the centralized interface for information sharing and dissemination.

c. **Design and Development of a Unified Blockchain Framework for offering National Blockchain Service and creation of a Blockchain Ecosystem :**As a part of this MeitY initiative, Unified Blockchain Framework will provide a technology stack that would aid in rapid development of Blockchain applications, scaling the deployment for developed applications, emerge shared infrastructure and enabling cross domain application development. The framework would hence be capable of hosting design patterns based on Smart Contract Templates addressing requirements of various domains for faster development and on-boarding of applications and providing standard API gateway for integrating the critical national applications on the Blockchain Framework.

d. **High Performance Computing:** MeitY has been engaged in indigenous R&D in HPC Components (including processor, server board, interconnect, cluster, and cooling system), HPC System Software, HPC Applications, HPC Solutions and Services, Big Data & Analytics and Quantum Computing along with design, development, and deployment of peta-scale computing machines across the country under National Super Computing Mission. Along with deployment of supercomputing infrastructure, more than 11000 students, researchers, and faculties have been trained toward generation of HPC aware manpower.

e. **Technology development and applications in Industrial Electronics:** MeitY has conceptualised and evolved major programmes targeted to address the specific technological needs of the Power Electronics, Industrial Automation, Road Transport Sectors and Agriculture & Environment. Some of these include National Mission on Power Electronics Technology (NaMPET), Automation Systems Technology Centre (ASTeC) Intelligent Transportation System (ITS) and Electronics Applications in Agriculture & Environment (e-AgriEn). Generally, the projects undertaken by the Division are implemented through MeitY's own societies such as C-DAC, SAMEER, national laboratories such as CSIR, CPRI and other research agencies.

f. **R&D in Medical Electronics & Health Informatics:** Ministry has sponsored many R&D projects in Medical Electronics & Health Informatics. A few of these technologies have already been transferred to potential manufacturers for commercial production. Technology/ products have been developed for the visually challenged people and successfully implemented in several blind schools in the country. MeitY had also sponsored development of Telemedicine technology to provide quality healthcare to patients in rural/ remote locations through specialists. Under Telemedicine pilot projects implementation during the last decade, Telemedicine centres were set up in various States

g. **Electronic Materials & Components Development:** MeitY has undertaken multiple R&D to support the manufacturing value chain and manpower training in the areas of Electronics Materials, Components, Photonics, Electronics waste recycling and Additive Manufacturing

h. **Nanoelectronics research and innovation:** Major Nanoelectronics Centres of international standards have been established at premier institutes in the country. The state-of-the-art nanofabrication facilities at these Centres have become very popular both in India and abroad. Also, the Indian Nanoelectronics Users Programme (INUP) initiated by MeitY is being implemented at Centre of Excellence in Nanoelectronics (CEN) at IISc and IIT Bombay and has provided a great opportunity for R&D community all over the country for accessing state of the art nanofabrication facilities for undertaking research and skill development in Nanoelectronics.

i. **ICT Solutions for India's Northeast Heritage:** A project is being implemented jointly at C-DAC Pune, C-DAC Silchar and NEHU Shillong, to provide a state of art ICT solutions for the digitization, preservation, protection, dissemination, and promotion of the NE heritage. North-East Heritage portal (NE heritage portal) has been developed and deployed for integrated search and retrieval over various digitized collections from the museums from northeast states. This portal is meant to offer online visibility to the Northeast Heritage and boost the tourism.

4. Objective and Goal of divisions/groups of ministries

4.1 Cyber Security Division

4.1.1 Mission

To build a secure and resilient cyberspace for citizens, businesses, and Government

4.1.2 Vision

To protect information and information infrastructure in cyberspace, build capabilities to prevent and respond to cyber threats, reduce vulnerabilities, and minimize damage from cyber incidents through a combination of institutional structures, people, processes, technology, and cooperation

4.1.3 Objectives

a. To create a secure cyber ecosystem in the country, generate adequate trust & confidence in IT systems and transactions in cyberspace and thereby enhance adoption of IT in all sectors of the economy

b. To create an assurance framework for design of security policies and for promotion and enabling actions for compliance to global security standards and best practices by way of conformity assessment (product, process, technology & people)

c. To strengthen the Regulatory framework for ensuring a Secure Cyberspace ecosystem

d. To enhance and create National and Sectoral level 24 x 7 mechanisms for obtaining strategic information regarding threats to ICT infrastructure, creating scenarios for response, resolution, and crisis management through effective predictive, preventive, protective, response and recovery actions

e. To enhance the protection and resilience of Nation's critical information infrastructure by operating a 24x7 National Critical Information Infrastructure Protection Centre (NCIIPC) and

    mandating security practices related to the design, acquisition, development, use and operation of information resources.

f. To develop suitable indigenous security technologies through frontier technology research, solution-oriented research, proof of concept, pilot development, transition, diffusion and commercialisation leading to widespread deployment of secure ICT products / processes in general and specifically for addressing National Security requirements.

g. To improve visibility of the integrity of ICT products and services by establishing infrastructure for testing & validation of security of such products

h. To create a workforce of 500,000 professionals skilled in cyber security in the next 5 years through capacity building, skill development and training

i. To provide fiscal benefits to businesses for adoption of standard security practices and processes.

j. To enable protection of information while in process, handling, storage & transit to safeguard privacy of citizen's data and for reducing economic losses due to cybercrime or data theft.

k. To enable effective prevention, investigation, and prosecution of cybercrime and enhancement of law enforcement capabilities through appropriate legislative intervention

l. To create a culture of cyber security and privacy enabling responsible user behaviour & actions through an effective communication and promotion strategy.

m. To develop effective public private partnerships and collaborative engagements through technical and operational cooperation and contribution for enhancing the security of cyberspace

n. To enhance global cooperation by promoting shared understanding and leveraging relationships for furthering the cause of security of cyberspace

4.1.4 Organogram
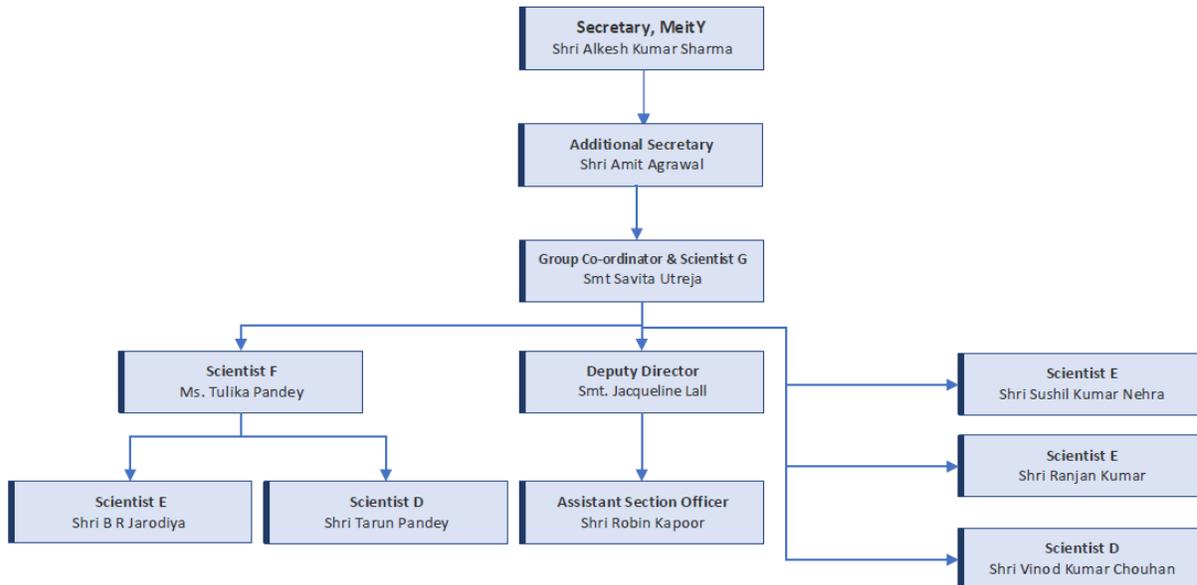
Figure 7: Organogram of Cyber Security Division

4.1.5 Work allocation shared by division

- R&D in Cyber Security: Technology development through conceptualisation and implementation of Cyber Security R&D projects in emerging areas and capacity building
- Engaging with R&D institutions and academia to identify and establish research hubs for cyber security and evolving new projects.
- Engage with cyber security experts and practitioners to identify short medium and long term thrust areas & evolving new projects
- Budget/financial matters related to R&D in cyber security
- Publicity on social media with respect to achievements
- Annual and five-year plan aligning with the Draft Cabinet Note (DCN) for Digital India 2.0 along with budget projections
- EFC aligning with Digital India 2.0
- National Cyber Security Policy/Strategy and other policy matters
- Union War book
- Nodal officer for MeitY for National Security Committee on Telecom, NSCS matters
- Setting up NER CSIRT, PMA matters
  o Inter-ministerial coordination and coordination with Niti Aayog/NSCS in the domain of Cyber Security Technology development
  o Appellate Authority for RTI related to Cyber Security
  o Parliament matters and parliament questions
  o PMO matters and VIP references related to Cyber Security

- o International Cooperation related to Cyber Security
- o Response to communication from Secretary/AS/AS office/GC as the case may be
- o Monitoring of select sponsored projects & Member-convenor-PRSG
- o Digital forensics including 79A scheme
- o Cyber Security grand challenge project 2.0
- o Cyber Security standards and issues invlolving MOUs
- o Global Cyber Security Index
- o Cyber security issues in emerging areas
- o Mobile security and mobile application security issues
- o Evolving new projects
- o Cyber security meetings / Follow-up meetings chaired by Cabinet Secretary/Home Secretary
- o MeitY Vision @2047
- o Matters related to critical information Infrastructure
- o Engagement of consultants and outsourced manpower
- o Cyber Surakshit Bharat Training Programme
- o Public procurement (preference to Make in India) order for Cyber Security Products
- o International Cooperation / International matters related to cyber security
- o CERT-in coordination, budgetary matters, including NCCC
- o R&D projects evaluation, ToT and establishing collaboration with startups/industry
- o Standardization activity in the domain of Cyber Security
- o Database of R&D projects
- o File management system along with e-Office
- o Signing of Administrative approvals, sanctions, contracts, agreements, and formation of committees.

4.1.6 Linkage of National Priority with Mandate of Department

Cyberspace is the common platform being used by citizens, civil society, businesses and Governments for messaging, communication, and dissemination of information online. The emerging technologies such as Internet of Things (IoT), Machine Learning (ML), Artificial Intelligence (AI) and 5G, etc., are going to add various connected devices in cyberspace in near future. The ubiquity of smartphones, the popularity of social media, and successful digital inclusion projects by the government have markedly increased Indians' digital presence — and their overall privacy risk exposure. In 2015, Honourable Prime Minister Shi Narendra Modi said the world faces a "bloodless" cyberwar threat.

To achieve a trillion-dollar Indian digital economy, the cyber space needs to be protected from cybercrimes, boosting confidence among all stakeholders to be connected digitally. Some of the steps taken by government to address the challenges are listed as below: -

- National Cyber Security Policy 2013
- National Cyber Security Strategy 2021 (Under the process of approval)
- Cyber Surakhit Bharat: A capacity building program for CISOs
- Notification for preferential Market Access for Cyber Security Products

• Notification of Forensic Labs as 'Examiner of Electronic Evidence' under Section 79A of the Information Technology Act, 2000
• Indian Computer Emergency Response Team for incidence response

4.1.7 Capacity Required at individual level: Competency Requirements of Positions

#	Designation	Role(s)	Capacity required
01	Group Co-Ordinator	Group Coordinator for following: ○ Cyber Security ○ R&D in Cyber Security ○ Indian Computer Emergency Response Team (ICERT)	• Leadership & Team Management • Project Management • Knowledge Management • Change Management
		Chief Information Security Officer (CISO) for MeitY	• Training on Information Security • Updates on trends/landscape on Cyber Security
02	Scientist E	Parliament Matters & Parliament Questions	Parliamentary matter
			Legislative Writing
		Internship Schemes Engagement of Consultants / Outsourced Manpower	Human resource Management
		• Evolving New project • Cyber Security Grand Challenge Project 2.0	• Project Management • GFR • RFP • Innovation Management
		Cyber Security Meetings/ Follow-up meetings chaired by Cabinet Secretary / Home Secretary	Central Secretariat Manual of Office Procedure (CSMOP)
		Central Public Grievances Officer for Cyber Security Division	1.Grievance mechanism & procedures 2.Operational Training on CPGRAMS
		• NCCC Co-ordination, NCCC progress report (NCCC - National Cyber Co-ordination Centre) - for real time cyber threat assessment and situational awareness for proactive preventive actions	Certified Chief operating officer certification
		• Cyber Crisis management plan (CCMP/CISO) & Information Security Management System (ISMS) Implementation • Deputy CISO/ CISO related activities	Certified Chief operating officer certification
		Dealing with RFPs	• Understanding of financial assessment of proposals. • Understanding of legal aspects of RFPs
		Member of Quad Cyber Security Group	Strategic negotiations

#	Designation	Role(s)	Capacity required
		Matters related to Critical information Infrastructure (NCIIPC- National Critical Information Infrastructure Protection Centre) Matters.	• Information Technology Act • Understanding of appropriate plans, adoption of standards, sharing of best practices for protection of Critical Information Infrastructure.
		MeitY vision@2047	• Cyber Security Law • Knowledge on setting up Start-ups
		implementation of 1000 Days MeitY's Vision, vision@2047	Visioning & Strategic thinking
		Cyber Security Standards	ISO 27001 certification
		Cyber Security issues in emerging areas	Cyber securities in IoT,5G,AI/ML
		Mobile Security and Mobile application security issues	Understanding of new technologies and their implication on cyber security
		MHA Meetings and associated issues, cyber-Security issues in various Ministries/ Sectors	Cyber crimes
		Global Cyber Security Index	• Stakeholder management • latest trend on cyber security
03	Scientist D	Cyber Surakshit Bharat training programme for CISO	• Project Management • Strategics planning • Stakeholder engagement
		International cooperation / International matters related to cyber security	• Strategic negotiation • Global standards on Cyber security • Secure supply chain of cyber security products • Aspect of Information security
		CERT-In Coordination	Project management
		• CERT-In budgetary matters, including NCCC • Financial/ budgetary Support for assigned Cyber Security project	Budgeting
		1. PMO Matters & VI P references related to Cyber Security 2. Response to communication front Secy/ AS/AS office as the case may be	• Noting & drafting • Cabinet note preparation
		Central Public Information Officer (CPIO) for Cyber Security Division	RTI Act 2005
		Parliament Matters & Parliament Questions.	Parliamentary matter
			Legislative writing

#	Designation	Role(s)	Capacity required
		• Logo support and 'NOC' for Conferences/summit/ Workshops etc. • Evolving New projects	Project Management

4.1.8 Capacity Required at Organisational level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Technology & data	Management information System (MIS) for efficient project monitoring	Requirement of MIS for project under progress to monitor - progress of project - budget utilization - milestones identified & achieved
System & Process	Knowledge Management System (KMS)	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
Resource & Asset	Licenced software	The organisational may opt for licenced software for widely used applications (Example: word processing, spreadsheets, presentation etc)
Partnership & relationship	Industry exposure in CISCO, IBM, Microsoft may be explored	Industry exposure may be helpful to officers to understand current cyber security scenario, and best practices.
	Tie up with IITs , IISc, CDAC to get updated trends in cyber security (half yearly)	Information sharing with officers in physical/virtual mode as well as booklet form for future reference
	Tie up with IISc Bangalore	Provision for sponsored seats in IISc Bangalore for higher studies (M. Tech & PhD)
Personnel Management	• Fellowship program • Deployment of Project Management Unit (PMU) • Young Professional	The interns work for 2-3 months and leave, not adding enough value to the dept. Any such fellowship program with 6 months duration would be beneficial for both students as well as ministry

4.2 Cyber Law Division

4.2.1 Functions

a. Provides legal recognition to electronic documents and a framework to support e-filing and e-commerce transactions and provides a legal framework to mitigate, check cybercrimes.
b. Developing framework related to data governance and data protection
c. Custodian of Information Technology Act 2000 and its amendment in the year 2008
d. Effective deterrence provisions (Sections 43, 43A, 66, 66B, 66C, 66D, 66E, 66F, 67, 67A, 67B, 72 & 72A) in terms of compensation/ penalty and punishment to deal with cybercrimes such as damage to computer system, computer related offences, sensitive personal data leak, identity theft, cheating by personation, violation of privacy, cyber terrorism, online pornography including child pornography, breach of confidentially and privacy, breach of lawful contract etc.

4.2.2 Organogram
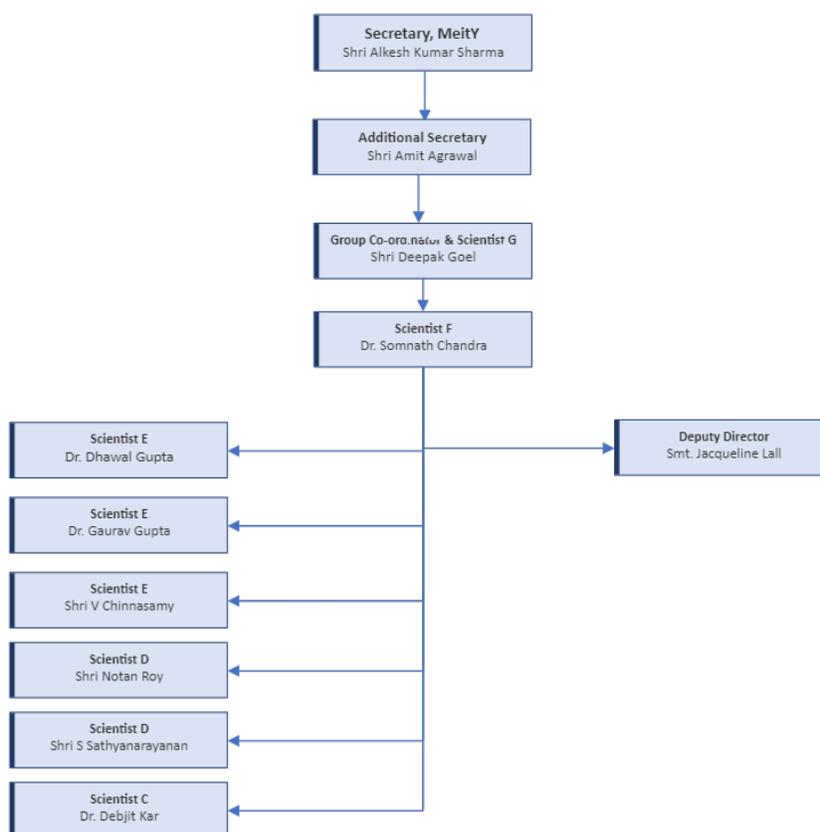
Figure 8:Organogram of Cyber Law division

***Authentication awaited from Division*

4.2.3 Linkage of National Priority with Mandate of Department

a. The division is entrusted with developing a secure cyber space which is Open, Safe, Trusted, Accountable, evolvable cyber space for all the stake holders. A safe cyber space is key for growth of digital economy of the country.

b. Data protection is declared as one of the fundamental rights to citizen of India. Framing policies to protect fundamental rights of the citizen is covered by the mandate of the division.

4.2.4 Individual Capacity Building

As no work allocation was shared after repeated request to the respective division, the work allocation/ role has not been mentioned. The capacities identified are based on the brief interaction the team had with a few officials of the division.

Rank/Designation	Capacity Required
Scientist F/E/D/C	Legislative Writing
	Public Policy
	Techno Legal Framework & Legal implications of modern / emerging technologies such as IoT, Blockchain, Artificial Intelligence, etc.
	Understanding of Competition law, Company Law, copyright act, IPR Protection from the legal aspect of information technology and 'Big-Tech'

4.2.5   Organisational Capacity Building

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Partnership & relationship	Tie up with DRDO/ ISRO / BARC/CDAC	Training on quantum computing

4.3 Semiconductor Mission under IPHW

4.3.1 Vision

The vision of ISM is to build a vibrant semiconductor and display design and innovation ecosystem to enable India's emergence as a global hub for electronics manufacturing and design in a more structured, focused, and comprehensive manner.

4.3.2 Objectives

- Formulation of a comprehensive long-term strategy for developing semiconductors & display manufacturing facilities and semiconductor design ecosystem in the country in consultation with Government ministries / departments / agencies, industry, and academia.
- Facilitation in the adoption of trusted electronics through secure semiconductors and display supply chain, including raw materials, specialty chemicals, gases, and manufacturing equipment.
- Enabling a multi-fold growth of Indian semiconductor design industry by providing requisite support in the form of Electronic Design Automation (EDA) tools, foundry services and other suitable mechanisms for early-stage start-ups.
- Promoting indigenous Intellectual Property (IP) generation and encourage, enable and incentivize Transfer of Technologies (ToT).
- Enabling collaborations and partnership programs with national and international agencies, industries and institutions for catalysing collaborative research, commercialization, and skill development.

4.3.3 Organogram
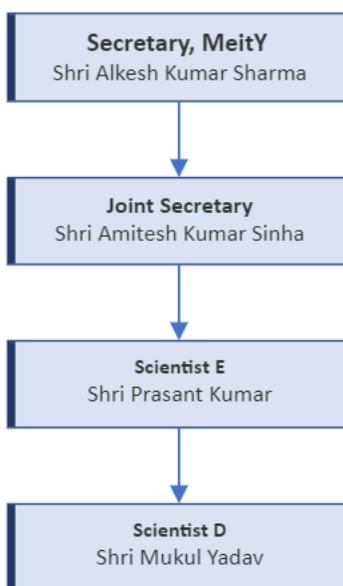
Figure 9: Organogram of Semiconductor Division (IPHW)

4.4.4 Linkage of National Priority with Mandate of Department

Semiconductor division under IPHW is tasked to grow an ecosystem for Electronics System Design and Manufacturing industry and make India self-reliant. Because of the success of Production Linked Incentive (PLI) schemes, domestic production of electronic goods has increased at a CAGR of 17.9% since 2015-16. The division directly impacts the following national priorities: -

a. *SGD 8: Decent Work & Economic Growth*
   The efforts to make India self-reliant in manufacturing of electronic component is contributing to increased employment in manufacturing sector
b. *SGD 9: Industry, Innovation, and Infrastructure*
   Ministry has taken proactive steps and devised policies to position India as a global hub for Electronics System Design and Manufacturing (ESDM) by encouraging and driving capabilities in the country for developing core components, including chipsets, and creating an enabling environment for the industry to compete globally
c. *Increasing contribution of manufacturing sector in Indian GDP*
d. *Improving Ease of Doing Business*

4.4.5 Capacity Required at Individual Level

Designation	Roles	Capacity Required
Joint Secretary	Driving National Semiconductor Mission	Semiconductor Manufacturing
		Semiconductor Supply chain
		Knowledge on cost of equipment, transfer of technology, IP transfer etc (from International Business Strategy)
		Public Policy
	Leading semiconductor division	1. Leadership & Team Management 2. Project Management 3. Knowledge Management 4. Change Management
Scientist E	**Semiconductors and Display Fab Ecosystem** 1. Scheme for setting up of Semiconductor Fabs in India 2. Scheme for setting up of Display Fabs in India 3. Scheme for setting up of Compound Semiconductors / Silicon Photonics /	Semiconductor Manufacturing
		Public Policy
		Semiconductor Supply chain
		Establishment Rule for company

Designation	Roles	Capacity Required
	Sensors Fab and Semiconductor Assembly, Testing, Marking and Packaging (ATMP) / OSAT facilities in India 4. Modernisation of semiconductor laboratory, Mohali -Semiconductor supply chain mapping -Semiconductor Manpower Development and Training Programme	Understanding business models of semiconductor companies
		Direct & Indirect Tax
		Legislative writing
		e-waste management
		Financial modelling
	Project Management: a. Centre of Excellence on AMOLED Display (IIT Madras) b. National Centre on Flexible Electronics (NCEFlexE-IIT Kanpur) c. TRIAC-EDM Training Program (NIELIT) d. Establishment of Gallium Nitride (GaN) e. Ecosystem Enabling Centre and Incubator (GEECI), IISc - India Conditional Access System (ICAS)	Program Management
		GFR
		RFP
	PPM-MII order 2017 & public grievance	GeM
		Procurement procedure
	Electronic development Fund (EDF)	Private equity /VC funding
	Quad Cooperation International Cooperation on Semiconductors	Strategic negotiation
		International Trade
Scientist B/C (Fresher)		Semiconductor Manufacturing
		Semiconductor Supply chain
		Understanding business models of semiconductor companies
		Legislative writing
		Business Communications
		Taxation
		Financial modelling

4.4.6 Capacity Required at Organisational Level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Resource & Asset	Need of licenced software (Adobe tools and Microsoft tools)	The organisational may opt for licenced software for widely used applications (Example: word processing, spreadsheets, presentation etc)
Partnership & relationship	Tie up with • Interuniversity Microelectronics Centre (IMEC), Belgium • Industrial Technology Research Institute (ITRI), Taiwan	The division is responsible to promote wafer Manufacturing in the country, which is at a very nascent stage. Domain expertise may be leveraged for advanced countries through MoU with the mentioned institutions. The mentioned institution further has tie ups with industries, allowing much required industry exposure to the officers in wafer manufacturing, understanding of supply chain of chemicals required for wafer manufacturing.
	Industry exposure	Industry exposure in any of the following • Intel • TSMC • Samsung -Display fabrication unit • ST microelectronics • TI semiconductor • Western Digital
	1-week mandatory training in Semiconductor Complex Lab (SCL, Mohali)	As wafer manufacturing is in nascent stage, mandatory training for all incoming officers across level is required.
	Interaction with International Business strategy (IBS)	IBS may share information on equipment cost, Transfer of technology cost, IP transfer cost etc on a regular basis
	Tie up with IITs (IIT Bombay) for sponsored seat for higher studies and research (PhDs and PDF)	Sponsored seat in technical university (example: IIT Bombay, IIT Delhi) for semiconductor manufacturing related course work (in line with DRDO) . A timebound course in IIT Bombay (any other university as the dept. may find it suitable) for new Joinee: Policy intervention is needed (institutional intervention)

4.4 Digital Payments

4.4.1 Mission

To transform India into a digitally empowered society and knowledge economy.

4.4.2 Vision

The Vision is to provide facility of seamless digital payment to all citizens of India in a convenient, easy, affordable, quick and secured manner.

4.4.3 Objectives

Digital payments division under MeitY has the following objectives:

a. To work on various strategies, ideation with multiple stakeholders including Banks, Central Ministries/Departments and States, to create an ecosystem to enable digital payments across the country.
b. To conduct Training and workshops on digital payments awareness along with other Ministries
c. To promote materials on publicity of digital payments including IEC materials and share the same with stakeholders to create awareness and sensitization
d. To track and monitor the progress of digital payments / transactions achieve by banks via the 'Digital Payment' dashboard

4.4.4 Organogram
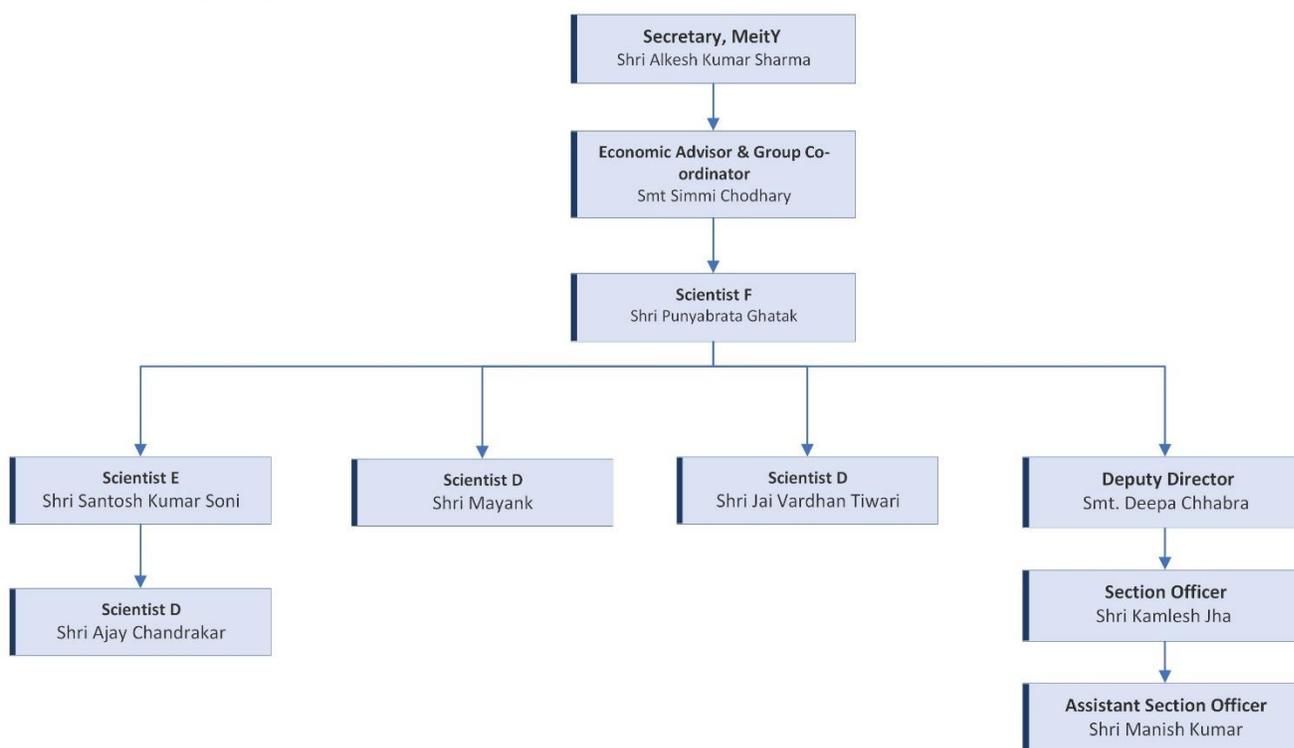
Figure 10: Organogram of Digital Payments Group

4.4.5 Linkages of National Priorities with mandate

India's digital payments market is at an inflection point and is expected to more than triple from US$3 trillion today to US$10 trillion by 2026. They are expected to constitute nearly 65% of all payments by 2026, up from 40% in 2022. However, in order to achieve these targets, it is important to have a proper linkage of the National Priorities with the mandate of the division. This can be seen as follows:

- **USD $1 Trillion digital economy**: The ministry aims at contributing ~20% to the national target of India as $5 Trillion economy by creating a digital economy of $ 1 Trillion by 2026
- **Secure & resilient cyberspace:** With increasing internet penetration, digital presence of businesses and citizens are increasing exponentially. To provide a secure cyber space to operate, the ministry has devised Cyber security Policy 2013. Constant effort of the ministry has help India to take 10th position in the latest Global Cyber Security Ranking 2020.
- **Sustainable Development Goals (SDG India)**
  - SDG 8: Decent Work & Economic Growth: The efforts to make India self-reliant in manufacturing of electronic component is contributing to increased employment in manufacturing sector
- **Ease of Doing business:** An index, prepared and monitored by world bank, has influenced the ministry to curate business friendly policies, promoting entrepreneurship in the country-both in manufacturing as well as service sector

4.4.6 Capacity Required at individual level

Designation	Roles	Capacity Required
Economic Advisor/Group Coordinator	1. Digi Dhan Mission 2. Digital Economy Suggested	Leadership & Team Building
		Project Management
		Technology relating to domain -Banking procedure -Electronics devise used in digital payment -Cyber security in digital payment - Blockchain applications in Digital payments - fraud detection using AI/ML
		Change Management
		Stress Management
		Knowledge Management
		Visioning & Strategic Thinking

Designation	Roles	Capacity Required
Scientist F	1. Promotion of Digital Payments 2. Supervision of administrative work related to DPD section 3. Coordination Work	1. Knowledge of electronics of devices used in digital payment systems and their development 2. Project Management
		Change Management
		Stress Management
		Knowledge Management
		Visioning & Strategic Thinking
Scientist E	1. Promotion of Digital Payments 2. Regulatory matters w.r.t digital payments 3. Grievance officer	Cyber Security of Digital Payments
		Innovative digital payment solutions
		Public Grievances
		Change Management
		Stress Management
		Knowledge Management
		Visioning & Strategic Thinking
Scientist D	1. Promotion of Digital payments 2. Coordination with Ministries/Departments, States/Uts, for promotion of digital payments 3. Public Information officer 4. Cyber Security of Digital payments	1. Blockchain applications in Digital payments 2. Cyber Security of Digital Payments 3. Applications of AI/ML
		Artificial intelligence and machine learning in fraud detection
		Innovative digital payment solutions
		Training on Cyber laws (IT Act, 2000 and PSS Act 2007)
		GeM
		PFMS
		RFP Development
		Change Management

Designation	Roles	Capacity Required
		Stress Management
		Knowledge Management
		Project Management
		Visioning & Strategic Thinking
Deputy Director	1. Administrative matters of Division 2. Annual Plan/Budget & Audit matters 3. Administrative/Financial sanctions 4. Coordination of Parliament Matters 5. Returns sought by various division	Training regarding procedure of PFMS
		General Finance Rule
		Change Management
		Stress Management
		Knowledge Management
		Visioning & Strategic Thinking
Section Officer	Administration work related digital payment Division. Financial matter related to Digital Payment Division. Any other communication and conveying the information seeking by Other ministries and Division of MeitY. Reply to Audit observations	Training on PFMS
		General Finance Rule
		Data Visualisation in Excel
		Time Management
		Stress Management
		Writing Skills
		Business Communications
		Data Management
		Record Management
		Data Analytics
		Knowledge Management
Assistant Section Officer	1. Administration work related digital payment Division. Financial matter related to Digital Payment Division. 2. Any other communication and conveying the information seeking by Other ministries and Division of MeitY.	Training regarding procedure of PFMS
		General Finance Rule
		Noting & Drafting
		Digital Orientation (Word, Excel, PPT)

Designation	Roles	Capacity Required
	3. Initiating proposals/Drafting OM/Notifications/circulars/Admin Approvals/ work orders and issue thereof related to DE&DPD. Reply to Audit observations 4. Any other work assigned by senior officers from time to time.	Time Management
		Stress Management
		Writing Skills
		Business Communications
		Data Management
		Record Management
		Data Analytics
		Knowledge Management

4.4.7 Capacity Required at organisational level

Intervention Category	Intervention	Objective of the exercise
Technology & Data	Automation of weekly report generation	Automation of weekly reports generation from multiple data sources. Currently, the weekly report to Cabinet Secretary and PMO is generated manually.
	Support from NIC to handle dashboard related issues	Requirement of resources (e.g., from NIC) to manage the dashboard and troubleshoot any issues that arise with respect to uploading of data and access to the dashboard
Resource and Asset	Requirement of global journals (paid version)	Need subscription of global journals on digital payments which are usually paid Journals. Currently, only free journals are available.

4.5 Human Centered Computing

4.5.1 Mission

Communicating & moving up the knowledge chain by overcoming language barrier

4.5.2 Vision

Harness natural language technologies to enable a diverse ecosystem of contributors, partnering entities and citizens for the purpose of transcending language barriers, thereby ensuring digital inclusion and digital empowerment in an AatmaNirbhar Bharat.

4.5.3 Objectives

The objectives of the division are as follows:

a. Research and Development of Language Technology
b. To develop AI based language technologies for 22 scheduled Indian languages
c. Proliferation of Language Technology
d. Development of Standards related to Language Technology
e. Creating and accessing multilingual knowledge resources and integrating them to develop innovative user products and services.

4.5.4 Organogram
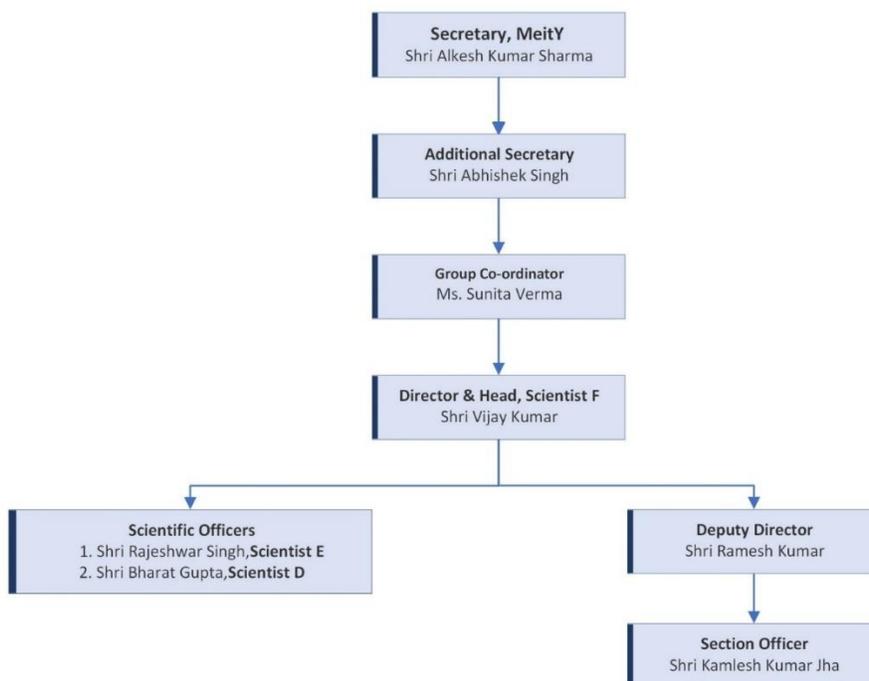
Figure 11: Organogram of Human Centred Computing

4.5.5 Linkages of National Priorities with mandate

The division directly impacts the following national priorities: -

a. **Digital India Mission**: In order to prepare India for a knowledge future with the focus on Digital empowerment of Citizens, HCC under MEITY will play an important role in ensuring accurate translation of Language Technology

b. **E-Governance**: e-Governance in India has steadily evolved from computerization of Government Departments to initiatives that encapsulate the finer points of Governance, such as citizen centricity, service orientation and transparency. HCC can help ensure that a holistic plan is developed incorporating all the languages of the country to better reach the common citizens.

c. **National Language Translation Mission (NLTM):** Digital India Bhashini. By developing a national digital public platform for language to provide universal access to content i.e., boost the delivery of digital content in all Indian languages the ministry will be able to create a knowledge-based society where information is freely and readily available in accordance with achieving 'Atmanir bharta'

4.5.6 Capacity Required at individual level

Designation	Role	Competency required
Economic Advisor/Group Coordinator	Co-ordination and leading the division	Leadership & Team Management
		Management & Supervision (Project Management)
		Training on Public Policy
		Basics on Technology relating to domain • Scrum Methodologies • Natural Language processing • Artificial Intelligence/ Machine learning • GPU Cloud Architecture • AWS/Azure Modelling • Deep Learning
		Change Management
		Knowledge Management
		Project Management
		Visioning & Strategic Thinking
		Stress Management

Designation	Role	Competency required
		Business Communications
Scientists D/E/F	01. Steering TDIL Programme & providing thought leadership 02. Implementation of National Language Translation Mission (NLTM) 03. National Public Digital Platform on Language Technologies 04. National Representation in Standards Organizations 05. Overall coordination with NITI Aayog, Vision and Mission document etc. 06. Open-Source Software Tools Localization 07. Dataset building Guidelines 08. AI Models for language technologies 09. Script Grammar & Localization Standards 10. Coordination with Unicode 11. Stakeholder consultations 12. TDIL portals 13. Crowd sourcing of large speech data sets to enable Indian language Speech-speech solutions 14. Conceptualizing new projects in upcoming areas 15. Language interfaces in UPI123PAY application 16. National Language Translation Mission - EEU 17. Engagement with states and MoU with stakeholders 18. Language interfaces in e-Sanjeevani application 19. Making available language services in GeM	Project Management
		Parliamentary procedure

4.5.7 Capacity Required at organisational level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Technology & Data	Management Information System (MIS)	MIS would streamline project monitoring and will save a lot of efforts spent for data and report preparation
System & Process	Knowledge Management System (KM Portal)	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
Partnership & Relationship	Tie up with technical universities	Tie up with IITs, IIITs and **Stanford University** to get regular updates on Natural Language Processing. Officer may get physical/virtual sessions from eminent professors as well as information in booklet form for further study
	Industry exposure	Industry exposure in Facebook and Microsoft
	• Fellowship program • Deployment of Project Management Unit (PMU) • Young professional	The interns work for 2-3 months and leave, not adding enough value to the dept. MDO may look for non-conventional ways of engaging manpower such as • long-term fellowship program for MS, MTech and PhD fellows from IITs, NITs, IIITs (Tie ups to be explored) • Engaging Project Management Units (PMUs) to leverage industry expertise

4.6 Human Resource Division (HRD)

4.6.1 Mission

The mission of the Human Resource Division is to ensure availability of trained human resources for the manufacturing & service sectors of electronics and IT industry in the Ministry of Electronics and Information Technology.

4.6.2 Objectives

a. To create a re-skilling/up-skilling ecosystem for B2C in emerging and futuristic technologies.
b. To build capacity in Information security, training of Government personnel and creation of mass Information Security awareness
c. development of human resource in the area of Electronics Product Design and Production Technology at various levels (Certificate, Diploma, Postgraduate and Research Professionals) with adequate competence levels.
d. To impart digital literacy to the masses via the Grass Root Level: Scheme for Digital Literacy program of the Ministry.
e. To Create skill development facilities in deprived areas through strengthening of National Institute of Electronics and Information Technology (NIELIT)

4.6.3 Organogram
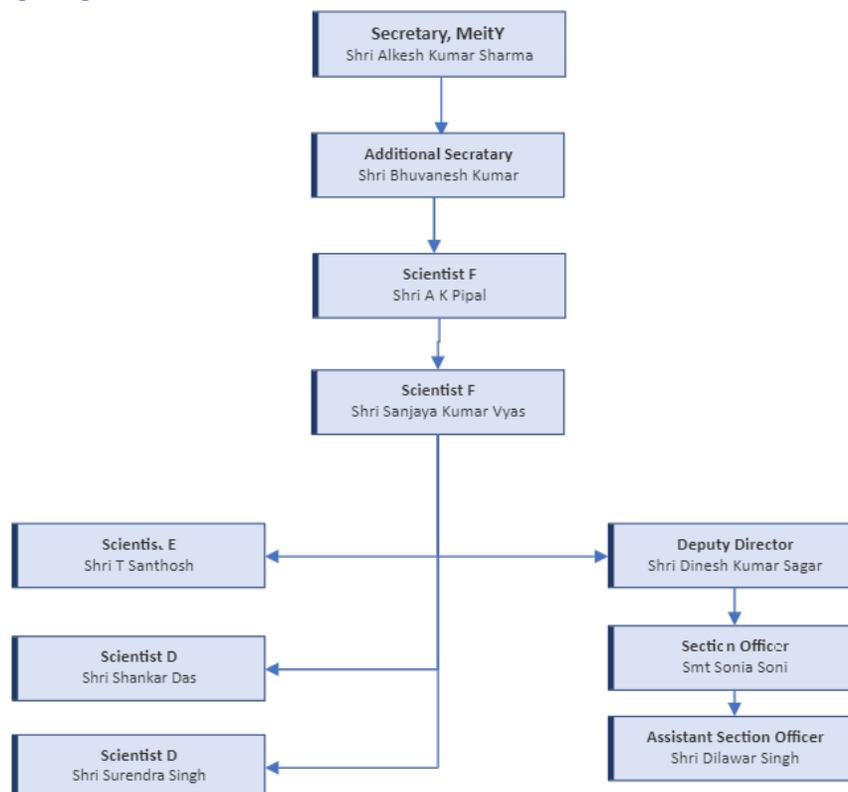
Figure 12:Organogram of Human Resource Division

4.6.4 Capacity Required at individual level

Rank/ Designation	Role	Capacity Requirement
Scientist F & HoD	Working as HoD for the following: 1. Human Resource Development Division 2. e-Learning Division 3. IT for Masses Division 4. National Digital Library Cell	Leadership & Team Management Project Management Stress management Communication skills Change Management Knowledge Management
	CVO of CMET Society, CVO SAMEER	Vigilance procedure & Manual Investigation of vigilance matter Drafting on disciplinary proceedings
	1. Matters relating to NIELIT Society 2. RTI Appellate Authority of HRD, e-Learning, IT for Masses and NDL Cell. 3. Nodal Officer, MeitY, Tribal Sub Plan 4. Sub-Appellate Authority of Public Grievance for HRD, e-Learning, IT for Masses and NDL Cell. 5. All matters referred to by other Ministries/ Departments towards skill development, courses, technology etc 6. Annual Plan, Annual Report, Matters related to Budget & Audit, Parliament, VIP references and Coordination etc 7. SCSP, TSP and Gender Budget matters	RTI Act 2005 Right to Information - Appellate Authority Public Grievance Mechanism Parliamentary Matters

Rank/ Designation	Role	Capacity Requirement
	8. All matters relating to HRD to support availability of trained human resources for the manufacturing & service sectors of Electronics and IT industry 9. Identify gaps emerging from the formal sector. 10. Planning & organizing the implementation of program in non-formal and formal sectors for meeting these gaps. 11. New HRD Proposals/ initiatives in line with MeitY policies viz. NPE, NPIT, Cyber Security Policy, R&D Policy, etc. 12. Monitoring and implementation of projects/ schemes in HRD Division, IT for Masses Division, e-Learning Division and NDL Cell. 13. Formulation, Implementation and Monitoring of projects for SC/ST, Women in general and in North-Eastern States particular	Project Management Public Policy Evaluation of Government scheme RFP Formulation Noting & Drafting
Scientist D	To implement & monitor the schemes & projects of HRD division and e-learning division in the area of E&ICT	Public Policy
		Project Management
		Design Thinking
		Direct & Indirect Tax
		Legislative writing
		Change Management
		Knowledge Management
		Visioning & Strategic Thinking
		Stress Management
		Microsoft word
		Microsoft Excel

Rank/ Designation	Role	Capacity Requirement
		Microsoft Presentation
		Advance Data Analytics
		SSC Rules
		Communication skills
		Parliamentary Matters
	Parliamentary related matters (Coordination at all levels)	Emerging technology: • AI/ML • Big Data • Cyber security • IoT • Block chain • Semiconductor manufacturing • Robotics • Drone technology
	Advance training in various emerging technology AI, Big data, Cyber Security, IoT) at intermediate level which will help during scheme implementation	• Operation of CPGRAM
	PGO matters with respect to HRD Division	Public Grievance Process
		General Finance Rule
Joint Director	1.All administrative/finance matters related to various projects/programs/schemes being implemented by various division of MeitY (HRD, National digital library and e-learning) 2.Nodal officers of scheme (Manpower development & PMGDISHA) which includes the co-ordination between central nodal agencies and sub agencies 3.Maintenance of funds allocated for the	Record Management- RTI
		RTI Act 2005
		Microsoft word, Excel, Presentation, Projects
		PFMS
		Change Management
		Knowledge Management
		Project Management
		Visioning & Strategic Thinking

Rank/ Designation	Role	Capacity Requirement
	said schemes and maintaining the UCs/Unspent balance. 4.Preparation & issue administrative approvals of Grant in aid to the grantee institution & maintaining records related to instalment release, utilization certificates etc 5.Handling the matter received from various institutions for logo/financial support 6.Processing the matter for nomination to various committee/ conference/seminar 7.Preparation & issues various constitutions of high-level committee, PRGS, empowered committee, notification, meeting notice	Stress Management
		Communication Skills
		General Finance Rule
		Establishment rule
Section Officers	• All administrative /finance related matters of various project, program, scheme being implemented by HRD • Administrative, finance & budget related matter • Annual Plan, Annual report outcome budget & performance budget • Audit Matters of HRD	General Finance Rule RFP formulation & evaluation
	• VIP matters • Co-ordination activity	Parliamentary Matters
		Noting & Drafting
		Writing & communication skills
	Public Grievances	Process of public grievance Operation of CPGRAM Portal
	Handling RTI queries	RTI Act 2005

Rank/ Designation	Role	Capacity Requirement
		Record Management - RTI
	Suggested programs	Data Analytics
		Data Visualization
		Record management
		Data Management
		Time Management
		Stress Management
Assistant Section Officer	• All administrative /finance related matters of various project, program, scheme being implemented by HRD • Administrative, finance & budget related matter • Annual Plan, Annual report outcome budget & performance budget • Audit Matters of HRD	General Finance Rule RFP Formulation & evaluation
	• VIP matters • Co-ordination activity	Parliamentary Matters
		Noting & drafting
		Writing Skills & Business Communications
	Public Grievances	Process of public grievance Operation of CPGRAM Portal

Rank/ Designation	Role	Capacity Requirement
	Handling RTI queries	RTI Act 2005 Record Management-RTI
	Suggested programs	Stress Management
		Data Analytics Data Visualisation in Excel
		Data Management
		Record Management
		Time Management
		Knowledge Management

4.6.5 Capacity Required at organisational level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
System & Process	Knowledge Dissemination Session	Intra- minitrial level knowledge dissemination would help interaction with officer and promote cross domain knowledge sharing
Personnel Management	Capacity building of JSA, SSA	Officer Assistants, JSA, SSA may be developed into a workforce trained in e-Office, Noting & Drafting, email writing and Microsoft Suite. Such initiative would allow shifting of non-core activities of Assistant Section Officers (ASOs) and Section officer (SOs) such as putting up a letter in e-office, preparing initial draft etc. This initiative would further help officers focus on more important functions more effectively.
	Policy on Work from Home (WFH)	Such intervention would help officers bring balance in work-life

4.7 Vigilance Division

4.7.1 Mission

To handle all vigilance matters of the Ministry of Electronics and Information Technology and the societies under its administrative control.

4.7.2 Objectives

Objectives of the Vigilance division can be broadly divided into three categories:

- Preventive Vigilance
- Punitive Vigilance
- Surveillance and detection Vigilance

While 'punitive action' for commission of misconduct and other malpractices is certainly important, 'surveillance' and 'preventive measures' play comparatively a more important action which is likely to reduce the occurrence of vigilance cases.

4.7.3 Functions

Functions of the Vigilance department are as follows:

- Minimize corruption and malpractice
- Institute preventive vigilance
- Help officers to take clean and effective decisions
- Help to prepare the best practice chart at all levels
- Bring about change in work culture and work ethics
- Create vigilance awareness
- Help to reduce multiplicity of decision-making levels
- Help to develop transparency and minimize discretionary powers

4.7.4 Organogram
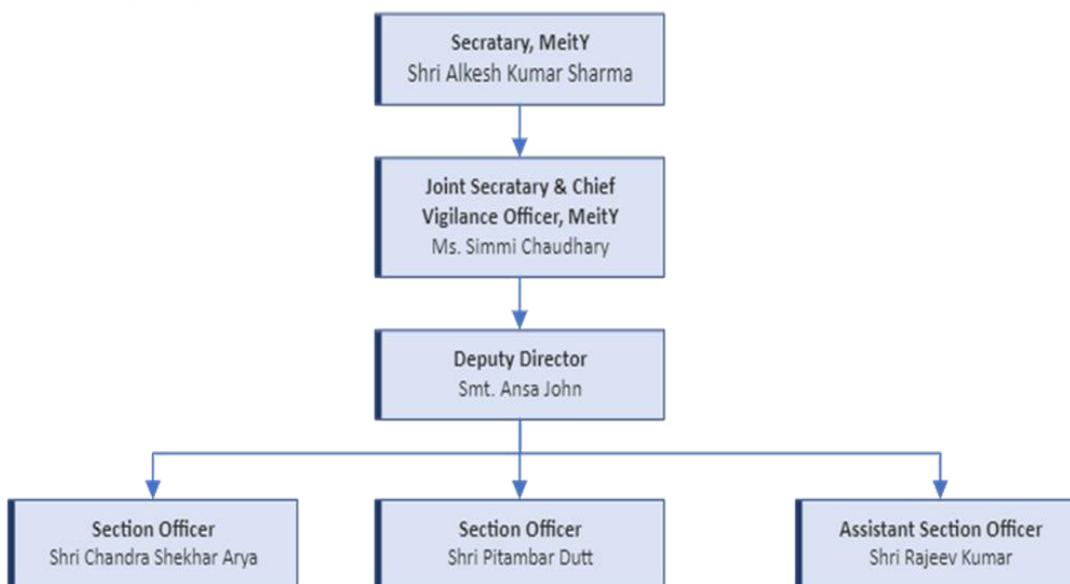
Figure 13: Organogram of Vigilance Division

4.7.5 Capacity Required at individual level

Designation	Role	Capacity Required
Chief Vigilance Officer	Driving the vigilance section All vigilance related matter of MeitY	Leadership & Team Management
		Stress Management
		Visioning & Strategic thinking
		Knowledge Management & Change Management
		Communications Skills
		Vigilance procedure & Manual
		Establishment Rule
		Litigation Management
		Preventive Vigilance
		GFR
Deputy Director	Driving the vigilance section	Leadership & Teamwork

Designation	Role	Capacity Required
		Change Management
		Knowledge Management
		Project Management
		Visioning & Strategic Thinking
		Stress Management
		Communications Skills
	1. Examining of complaints 2. Investigation of complaints where necessary 3. Constituting a committee to conduct investigation 4. Identifying complaints which are required to be taken up for investigation 5. Appointment of IO/PO 6. Examining the IO report 7. Obtaining decision of competent authority 8. Interacting with Central Vigilance Commission/CBI/CIC on vigilance matters 9. RTI/Grievances 10. Grant of vigilance clearance 11. Preparing material for Annual Report 12. Reports/Returns 13. Preparing agreed list / ODI 14. Appointment of CVOs of autonomous organisations 15. Appointment of VOs of attached offices/statutory bodies	General Finance Rule
		Tendering rules (services & goods)
		GeM
		Procurement procedure
		Budgeting procedure
		Litigation Management
		Preventive Vigilance
		RTI Act 2005
		Grievances redressal
		Microsoft word, Excel, Presentation
		Noting & Drafting
Section officer	1. Examinations of vigilance complaints 2. Examination of investigation reports 3. Seeking advice from CVC	Budgeting procedure
		Procurement procedure
		Cash and Accounts
		Public Administration

Designation	Role	Capacity Required
	4. Processing the cases for granting vigilance clearance 5. Examination of APR folders 6. Processing the cases for granting vigilance clearance	Examining Vigilance complaints
		Litigation Management
		RTI Act 2005
		Grievances redressal
		Microsoft word, excel, Presentation skills
		Noting & Drafting
		Time Management Knowledge Management
		Stress Management
		Writing & communication Skills
		Data Management Data Visualization in Excel Analytics Record Management
Assistant Section Officer	1. Appointment of CVO/VO of section under MEITY 2. Grant of vigilance clearance of MEITY officers/staffers/DDG level officer of NIC and DG/MO level officer of "society" under MEITY 3. Examination of APR Folders/staff of MEITY 4. Sensitizing the officials to vigilance aspect accurately	Procurement procedure
		Cash and Accounts
		Noting & Drafting
		Time Management
		Stress Management
		Writing & Communication Skills
		Data Management Data Visualization in Excel Data Analytics
		Record Management
		Knowledge Management

4.7.6 Capacity Required at organisational level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
System & Process	Knowledge Dissemination session regularly (monthly, bimonthly, quarterly)	1. As vigilance is a very dynamic subject, regular knowledge dissemination session would help officers to be updated on different aspects of vigilance. 2. The forum may be used to invite any guest lecture (online/offline) to discuss on latest as well as past cases
	Knowledge Management Portal	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
Partnership & relationship	Tie ups with agencies such as CBI, CVC, UPSC, NIA is critical. 3 days of mandatory training in such investigating agency once in every 6 months will keep officers updated	As the domain of vigilance is dynamic in nature, the officers need to be at the top of the heap to identify and mitigate vigilance related cases
Personnel Management	Online APAR in line with S&T officers	Online filling of APAR is available for only S&T cadre. The same to be followed for Non-S&T Cadre for timely submission and review of APAR
	Weekly/Monthly Planner (online, to be part of e-HRMS) to be a component in APAR	The modification will bring more ownership to officers and allow management to track progress of various activities/task undertaken by officers
	Mandatory Training man-days to be kept in KPI	This provision will further ensure that ACBP would be implemented effectively on ground.
	Job rotation of Non-S&T cadre as per the regulations	Job rotation would allow the organisation to develop cross-functional workforce, enabling leaders of future. Further, job rotation would break the Silos and promote a more collaborative work culture as officers would be more aware about the challenges faced by other divisions. As per DoPT regulations, job rotation of workforce sensitive division in 3 years and non-sensitive division in 5 years. If this timeline feels short for job rotation of officers, the time duration may be increased. Further job rotation of officers in senior management (from Deputy Director and above to be 5 years, allowing

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		exposure to officers and fresh perspective to the division itself) Currently, job rotation is a challenge due to capacity limitations. Through ACBP, the capacity gap may be mitigated over the period. Many training courses would be available in iGOT platform for easy access to officers. Through refresher courses, the officers may further reinforce their capacity on a regular basis while KM portal would help officers to leverage experience of the organisation in conducting similar functions.

4.8 Personnel Division

4.8.1 Mission

Effective implementation of Personnel Policies of Government for achieving desired level of delivery for the employees through suitable job roles, capacity building and timely appraisals

4.8.2 Linkage to National Priorities

- **Employment generation**: Filling up the vacant position as aligned with employment generation in the country
- **Capacity Building**: Ensuring capacity building of officers in MeitY as directed under Mission Karmayogi
- **Customer Centric Service Delivery**: Time bound service delivery to the internal customers of the organisation in a citizen centric manner
  As a nodal agency to cater the administrative requirement of all other departments under the ministry, Personnel division under MeitY has following functionalities as categorized under six groups.

4.8.3 Personnel Division I

a. Personnel & establishment matter related to O/o MEIT & MoS(E&IT), all Group A and Group B gazetted officer of MeitY

b. Matters related to apex level appointment in digital India corporation (DIC), national E governance division (NeGD), MyGov, STQC, NIC etc

c. Matters related to CCA, NIC, STQC, ICERT, UIDAI etc.

d. Recruitment to the post of S&T posts in MeitY and ICERT

e. All the Establishment, Personnel & Administrative matters relating to O/o Minister and minister of states (appointments etc) & isolated gazetted post (Group A and Group B) & the officers deputed under central staffing schemes (secretary level onwards) & IES officers posted by department of expenditure

f. Matters relating to Right to Information Act, 2005 in respect of the posts dealing with.

g. Matters related to UIDAI including appointment of Chairperson and Members, pre and post appointment issues.

h. Matters related to apex level appointment in Digital India Corporation (DIC).

i. Promotion, Transfer/posting, RTI, Deputation, In-situ upgradation, Sanctions for Leave encashments matters in respect of the officers of MeitY Non S&T cadre.

j. Application requiring NoC for Passport, higher studies

k. Dealing with cases of House Building Allowance Bill of Salary to Consultant (Tech.) and Creation of e-sanctions through PFMS related to salary to consultant (tech.).

l. Medical reimbursement claims of S&T and Non- S&T gazetted employees, officers of isolated post of MeitY

4.8.4 Personnel Division II

a. All establishment matters in respect of ASO, PA and Stenographers, MTS, JSA, SSA, Staff Car Driver, Library, Xerox operator, Despatch Rider, Hindi Translator and isolated posts (receptionist, Security Supervisor, Transport Supervisor, Vigilance asst., Store asst., Caretaker) including maintenance of respective service books, reservation rosters

b. Matter relating to appointment/posting of personal staff of MoE&IT and MoS

c. Posting/Transfer and reimbursement of tuition fee in r/o all non-Gazetted employees

d. Matters relating to contractual employees, consultants

e. Matter relating to Honorarium under FR 46(b)

f. Grant of medical permission/ credit facility Matter relating to GPF, Withdrawal/Advance

g. Matter relating to LTC and Leave encashment

h. Reimbursement of Tuition Fees in respect of all non- Gazetted officers

i. Providing information of RTI act 2005

j. Provision for budget, fund for salary, furnishing report & information on finance

k. Grand of MACP scheme

l. Report related to manpower and e-shamikha

m. Matters related to parliamentary questions and VIP references

4.8.5 Personnel Division III

a. Personnel Policy, review & promotion of S&T (Group 'A' and below Group A) Officer

b. Disciplinary cases

c. Re-verification /Special verification of C&A in respect of officials working in sensitive nature work

d. Matters relating to RTI/PGs etc

e. Matters relating Recruitment rules

f. Matters relating Court cases

g. Issues related to APARs, information under conduct rule, 1964, FR 56(J) and IPR

4.8.6 Autonomous Body Co-ordination Division

a. All matters including appointment of CEOs in respect of NIELIT, SAMEER, C-DAC and ERNET, SCL, STPI, C-MET,

b. Issues relating to Rationalization of Autonomous Bodies.

c. Coordination work relating to Laying of Annual Report in respect of Societies in both the Houses of Parliament.

d. All RTI matters and the disposal of RTI and PG matters in the online portal

4.8.7 MS(O&M) Section

a. The matters related to allocation of Business Rules.
b. Allocation of work to MOS(E&IT) with the approval of MeitY.
c. Allocation of functional responsibilities of MeitY to AS/JS and GCs and HODs.
d. The matters related to Delegation of Financial and Administrative Powers in MeitY.
e. Coordination and consolidation of Quarterly 'Executive Summary for Secretary" on important administrative issues pertaining to Personnel, Admin., Vigilance, Public Grievances, Finance, Parliament matters and MPs/VIPs reference etc.
f. Tendering advice to Sections in MeitY on MS(O&M) aspects and Interpretation of various provisions of MOP, simplification of Rules/ Procedures.
g. Drawing/updation of various Organizational Charts and background material in respect of MeitY and displaying the same on the website of MeitY under Rule 4(1)(b) of RTI Act, 2005.
h. Annual O&M inspection of all the section of MeitY including its Attached and Subordinate Offices.

4.8.8 General Co-ordination Group

a. Matter related to Foreign Deputation, MeitY Canteen, Government Accommodation/hostel Accommodation of DST, Implementation e-office.
b. Preparation of Rolling plan on the portal of department of expenditure
c. Sexual Harassment case
d. Report on representation of SC/ST/OBC
e. Nomination of officers of MeitY for various purposes
f. Appointment of Nodal Officers for various purposes
g. Online updation of AVMS portal of DOPT
h. Uploading of information on India code portal of M/o law & justice
i. Coordination with respect to Updation of legal case of MeitY and Its offices on the portal LIMBS of M/o Law   & Justice
j. Induction training of S&T and Non-S&T Officials of MeitY and its organisation
k. Award Cell of MeitY
l. Preventive measures regarding Covid-19
m. General election/ Delhi election
n. Parliament Questions / VIP Reference/grievances/Parliamentary assurance
o. foreign training (DFFT) Scheme of DoPT
p. Welfare   Matters and observance of   various days
q. Matter relating to exposure to newly recruited IAS Officers as Assistant Secretary In Central /Ministry Department
r. Capacity Building Unit of MeitY
s. Comment of personnel division on cabinet notes received from another ministry/department
t. Matter relating to IGoT Platform

4.8.9 Organogram

Figure 14:Organogram for Personnel Division

4.8.10 Capacity Required at Individual Level: Competency Requirements of the position

Designation	Role (s)	Capacity
Director	• Personnel & establishment matter related to all officers & staff of MeitY • Overseeing observance of Organizational and paper management aspects in respect of MeitY. • All matters relating to MS(O&M) in MeitY and its Attached Offices and other constituents units under the control of MeitY	Establishment rule
		Recruitment Rule
		Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)
		Pension Rules
		Central Services (Medical Attendance Rule) 1944
		Central Government Health Sceme (CGHS)
		FRSR

Designation	Role (s)	Capacity
		Effective Communication / Writing
		RTI Act 2005
		GeM
		Tendering rules (services & goods)
		General Finance Rule
		RFP Evaluation
		E-Office
		E-HRMS
		Work life balance
		Leadership
		Strategic thinking
		Visioning
		Negotiation Skills
		Program/Project Management
		Decision making using spreadsheet
		Change Management
		Knowledge Management
Joint Director	a) Personnel & establishment matter related to all officers & staff of MeitY b) All matters relating to MS (O&M) in MeitY and its Attached c) Offices and other constituents units under the control of MeitY. d) Overall supervision	Establishment rule
		Recruitment Rule
		Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)
		Pension Rules
		Central Services (Medical Attendance Rule) 1944

Designation	Role (s)	Capacity
		Central Government Health Sceme (CGHS)
		FRSR
		Effective communication / writing
		RTI Act 2005
		GeM
		Tendering rules (services & goods)
		General Finance Rule
		RFP Evaluation
		E-Office
		E-HRMS
		Work life balance
		Leadership
		Strategic thinking
		Visioning
		Negotiation Skills
		Program/Project Management
		Decision making using spreadsheet
		Change Management
		Knowledge Management
Deputy Director	• Foreign Deputation • Preparation of Rolling plan on the portal of department of expenditure • MeitY Canteen	Establishment rule
		Recruitment Rule
		Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)

Designation	Role (s)	Capacity
	• Government Accommodation/hostel Accommodation of DST • Sexual Harassment case • Report on representation of SC/ST/OBC • Implementation e-office • Nomination of officers of MeitY for various purposes • Appointment of Nodal Officers For various purposes. • Online updation of AVMS portal of DOPT • Uploading of information on India code portal of M/o law & justice • Coordination w.r.t. Updation of legal case of MeltY and Its offices on the portal LIMBS of M/o Law & Justice • Induction training of S&T and Non-S&T Officials of MeltY and its organisation • Award Cell of MeitY • Preventive measures In regard to Covid-19 • General election/ Delhi election • Parliament Question/VIP Reference/grievances/Parliamentary assurance • foreign training(DFFT) Scheme of DoPT • Welfare Matters and observance of various days. • Matter relating to exposure to newly recruited IAS Officers as Asstt. Secretary In Central /M1nietry Department. • Capacity Building Unit of MeitY • CGHS/AMA	Pension Rules
		Central Services (Medical Attendance Rule) 1944
		Central Government Health Scheme (CGHS)
		FRSR
		Effective Communication / Writing
		RTI Act 2005
		GeM
		Tendering rules (services & goods)
		General Finance Rule
		RFP Evaluation
		E-Office
		E-HRMS
		Work life balance
		Leadership
		Strategic thinking
		Visioning
		Negotiation Skills
		Program/Project Management
		Decision making using spreadsheet
		Change Management
		Knowledge Management

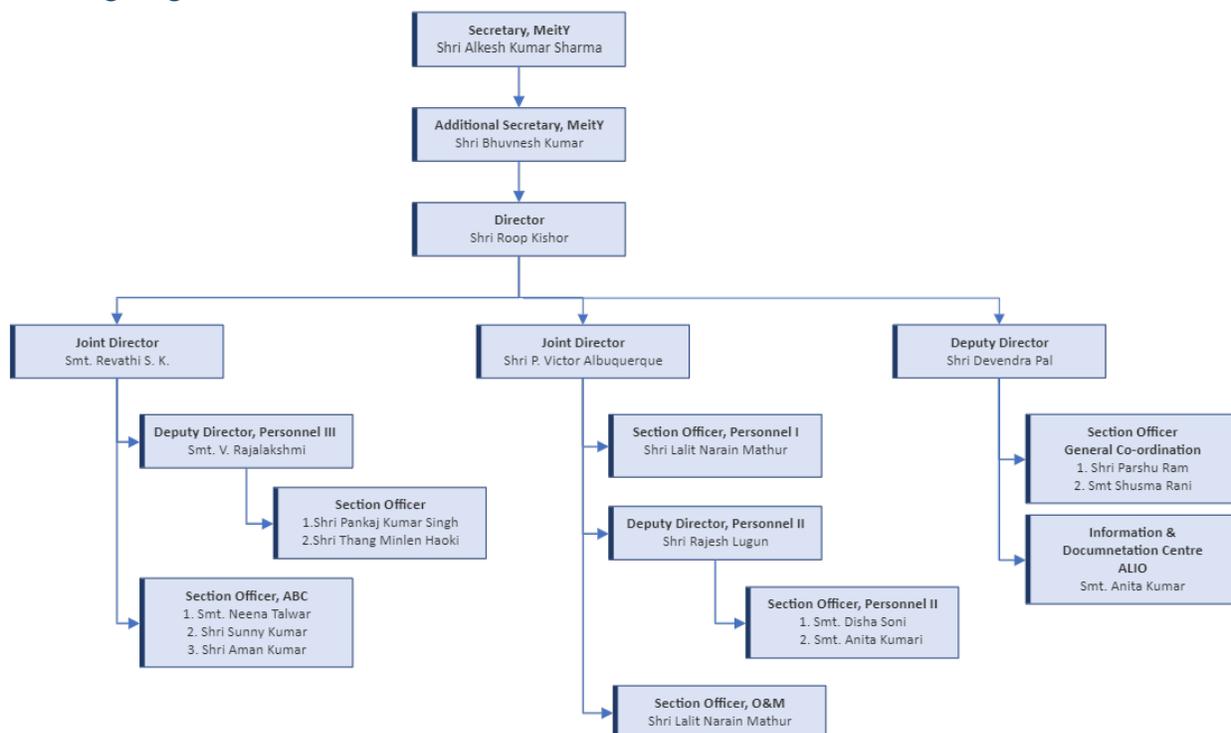| Designation	Role (s)	Capacity
	• Comment of personnel division on cabinet notes received from other ministry dept • Matter relating to IGoT Platform	
Section officer	• Personnel & establishment matter related to O/o MEIT & MoS(E&IT), all Group A and Group B gazetted officer of MeitY • Matters related to CCA, NIC, STQC Dtc., ICERT, UIDAI etc. • Matters related to apex level appointment in digital India corporation (DIC), national E governance division(NeGD), MyGov, STQC, Dte,NIC etc • The matters related to Allocation of Business Rules. • Allocation of work to MOS(E&IT) with the approval of MEIT. • Allocation of functional responsibilities of MeitY to AS/JS and GCs and HODs. • The matters related to Delegation of Financial and Administrative Powers in MeitY. • Coordination and consolidation of Quarterly 'Executive Summary for Secretary" on important administrative issues pertaining to Personnel, Admin., Vigilance, Public Grievances, Finance, Parliament matters and MPs/VIPs reference etc. • Tendering advice to Sections in MeitY on MS(O&M) aspects and Interpretation of various provisions of MOP, simplification of Rules/ Procedures. • Drawing/updation of various Organizational Charts and	Establishment rule
		Recruitment Rule
		Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)
		Pension Rules
		Central Services (Medical Attendance Rule) 1944
		Central Government Health Scheme (CGHS)
		Maintaining service books
		FRSR
		General Finance Rule
		Disciplinary Proceedings
		LTC
		Tuition Fee
		Record Management- RTI
		RTI Act 2005
		Noting & drafting
		Microsoft word
		Microsoft Excel
		Microsoft Presentation
		Parliamentary Matter
		Data Visualization in Excel

Designation	Role (s)	Capacity
	background material in respect of MeitY and displaying the same on the website of MeitY under Rule 4(1)(b) of RTI Act, 2005. • Annual O&M inspection of all the section of MeitY including its Attached and Subordinate Offices. • Other matters as assigned by the Superior officers.	Time Management
		Stress Management
		Writing Skills
		Business Communications
		Data Management
		Record Management
		Data Analytics
		Knowledge Management
Assistant Section officer	• Promotion matters in r/o the officers of MeitY Non S&T cadre. • Matters related to LDCE for the post of SO/PS. • Creation of Reservation Roster and Recruitment Rosters in r/o the officers of MeitY Non S&T cadre. • Finalization of the Seniority List of the MeitY Non S&T cadre officers. • Pay fixation of promoted officers. • Transfer/posting of the officers of MeitY Non S&T cadre. • RTI cases related to the officers of MeitY Non S&T cadre. • Public Grievances. • Matters related to Deputation of the officers of MeitY Non S&T cadre. • In-situ upgradation of the officers of MeitY Non S&T cadre • Proposal for the Review of non-S&T cadre and en-cadrement of posts into MeitY Non S&T Cadre • Sanctions for Leave encashments & Honorarium of MeitY Non S&T cadre • In addition to above, any other work assigned by the Section Officer	Establishment rule
		Recruitment Rule
		Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)
		Pension Rules
		Central Services (Medical Attendance Rule) 1944
		Central Government Health Scheme (CGHS)
		FRSR
		General Finance Rule
		Maintaining service books
		Disciplinary Proceedings
		LTC
		Tuition Fee
		Record Management- RTI
		RTI Act 2005

Designation	Role (s)	Capacity
		Parliamentary Matter
		Noting & drafting
		Microsoft word
		Microsoft Excel
		Microsoft Presentation
		Data Visualization in Excel
		Time Management
		Stress Management
		Writing Skills
		Business Communications
		Data Management
		Record Management
		Data Analytics
		Knowledge Management

4.8.11 Capacity Required at Organisational Level

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Technology & data	Integration of attendance system (biometric/face recognition) with leave module of e-HRMS	Currently, the attendance system is not integrated to leave module. The integration would help the organisation to develop a more robust system of attendance
	Single sign on for an officer logging into different portal of with in MeitY and other government platform	Officers are using multiple portals for email log in, data collection, data submission etc. A common sign in may allow officers from the hassle of remembering multiple passwords and saves significant time and effort of logging into different portal

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
	Development of MIS to get information on vacancy, property return, income tax returns, posting & transfer	Need of a single source of truth for different aspects (vacancy, property return, IT return, posting & transfer). Furthermore, MIS for the same would save significant time & effort of officers.
	Data management Unit	A dedicated data management unit to be available in Personnel division, which would be handling all the data that the department is responsible of. This is served as a single point of destination for officers to archive any information. The unit will further be responsible to propagate best practices for data collection and managing data to officers across the ministry
	Expansion of e-HRMS to facilitate digital transformation of organisational process	Currently, e-HRMS has leave module. Few more modules are under the development phase. MeitY may expand e-HRMS into a full-fledged ERP which will be handling all the business processes in the Ministry
System & Process	APAR of NIC helpdesk deployed at Ministry	To bring more ownership on NIC helpdesk -providing assistance related to network issues to officer - feedback from officers of MeitY to be a part of APAR of officers working in the helpdesk
	Development of Knowledge Management Portal (KM portal)	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
	SOP documentation on ISO format	KM portal would propagate the culture of documentation of various events, processes and activities across the ministry. To bring a standardization among all these documents, ISO formats may be followed. Officers would go through ISO documentation training.
	Customer centricity & Time bound service delivery	Evolution of personnel division (and other service division as whole) into a customer centric division focused on time bound delivery of following services: a. medical claim b. LTC Claim c. Computer advances d. GPF Withdrawal e. EX-India Leave f. Annual Immovable property intimation To achieve the goal, following steps to be followed: a) Training of officers in customer centricity

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		b) Procedure to be defined and made available to officers online (possibly in KM portal & e-office for easier accessibility) c) Defining SLAs for different processes d) Data monitoring at a regular interval e) Upgradation of processes as well as SLA , dissemination of information to employees of ministry
	Knowledge Dissemination Session	Once in a month (or regular interval), Divisions to arrange for knowledge sharing session / Communication meetings (30 minutes to 60 minutes, online/offline). The discussions may cover a. Latest amendments in relevant rules & regulations b. Any critical / unique problem countered by divisions/groups and ways to handle the same in future occurrences c. Vigilance dept may discuss about latest cases d. Discussion on training attended by officers and ways to utilize the same for larger interest of the officers These meetings may be attended by senior management to add value to the discussion and share their experience. The discussions & attendance to be documented and shared with senior management for future references.
Resource & Asset	Immersion program in Amazon for better inventory management , procurement scheduling, forecasting	**General Administration division** is entrusted with procurement of capital assets as well as various consumables. A procurement plan capturing demand forecasting of different goods based on part requirements, future expansion of the organisation. Immersion program in Amazon to understanding the basics of inventory forecasting, procurement scheduling .
	Licenced Software	The organisational may opt for licenced software for widely used applications (Example: word processing, spreadsheets, presentation etc)
	Revival of office automation cell to support officers in resolving technical issues quickly. Earlier the office automation cell was under General administration division, now defunct	To address software issues, officers get the support of NIC helpdesk deployed at the ministry. However, the hardware issues are not been addressed by the same team. To handle the hardware issues, either NIC helpdesk may extend their services, or a separate office automation cell may be revived.

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
	Cadre review of non-S &T section	With rapid evolution of technology in the past two decade, MeitY has increased its strength in S&T section. Furthermore, with reduced life cycle of modern technology, S&T cadre strength would increase in future. To continue catering services to S&T divisions effectively, along with automations such as MIS, a cadre review of non-S&T division would help the division understand the future strength of workforce required. This would further help the division to streamline the work distribution and develop expertise in the division.
	Work redistribution in personnel division (mini restructuring in personnel division)	To develop expertise in different functions that Personnel division is looking after,
Partnership & relationship	Partnership with TISS /XLRI/ Any other eminent institution specialised in Human resource and any of one matured private/public organisation with large employee base (example: Tata Group, NTPC)	• Short duration training in TISS /XLRI/ Any other eminent institution specialised in Human resource for officers above Assistant Section Officer (ASO) • Industry exposure to officers *This provision to be established once an Assistant Section Officer (ASO) gets promoted to Section Officer (SO)*
	Tie up with Delhi judicial academy/ Cyril Amarchand Mangaldas	Court cases: Officers/New Joinee handling court cases in personnel division may be deployed in perspective dept to understand the terminologies and procedures to handle court cases
	Tie up with DoPT	Service Matters: Officers/New Joinee handling Service Matter in personnel division may be deployed in DoPT for 2 weeks to get hands-on exposure on how to handle service-related matters
Personnel Management	Online APAR for Non- S&T Cadre	Online filling of APAR is available for only S&T cadre. The same to be followed for Non-S&T Cadre for timely submission and review of APAR
	Weekly/Monthly Planner (online, to be part of e-HRMS) to be a component in APAR	APAR is an annual phenomenon which is unable to capture effectively the efforts put by officers. A provision to understand the engagement and achievement of officers, a weekly/monthly planner may be introduced through which o Officers may list out their activities done for the period

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		o Status of the activity (completed/not completed) may be filled in the next week/month o Reporting officers may assign specific tasks to their team with deadlines o Analytics on the same would give utilization of offices This would further help senior management about activity level at different verticals and if required workforce shuffling can be done based on strong evidence
	Probation linked mandatory induction training	To ensure implementation of ACBP, mandatory induction training may be linked to probation period once an officer gets promoted.
	Mandatory Training man-days to be kept in KPI	This will further ensure mandatory training man-days to be fulfilled.
	Mid-career training for Section Officers before (or after) promotion to deputy director	Unlike senior rank officers, there is no provision of mid-career training for section officers of Non-S&T divisions when the officers get promoted to Deputy Director(DD) and above. As a DD, the officer would be entrusted with running the division/team, the skill set required would be different. Hence, a two to three weeks of mid-career training would be helpful.
	Pre-promotion training in line with the DoPT guideline	Although both S&T and non S&T cadre of MeitY does not fall directly under the umbrella of DoPT, MeitY may start following pre promotion training guidelines as prescribed by DoPT
	Job rotation of Non-S&T cadre as per the regulations (3 years for sensitive division, 5 years for non- S&T division)	Job rotation would allow the organisation to develop cross-functional workforce, enabling leaders of future. Further, job rotation would break the Silos and promote a more collaborative work culture as officers would be more aware about the challenges faced by other divisions. as per DoPT regulations, job rotation of workforce sensitive division in 3 years and non-sensitive division in 5 years. If this timeline feels short for job rotation of officers, the time duration may be increased. Further job rotation of officers in senior management (from Deputy Director and above to be 5 years, allowing exposure to officers and fresh perspective to the division itself)

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		Currently, job rotation is a challenge due to capacity limitations. Through ACBP, the capacity gap may be mitigated over the period. Many training courses would be available in iGOT platform for easy access to officers. Through refresher courses, the officers may further reinforce their capacity on a regular basis while KM portal would help officers to leverage experience of the organisation in conducting similar functions.
	Basic training of Office Assistant, JSA, SSA on "e-officer, noting & drafting, digital orientation (Microsoft suite with focus on word, excel, presentation)"	Officer Assistants, JSA, SSA may be developed into a workforce trained in e-Office, Noting & Drafting, email writing and Microsoft Suite. Such initiative would allow shifting of non-core activities of Assistant Section Officers (ASOs) and Section officer (SOs) such as putting up a letter in e-office, preparing initial draft etc. This initiative would further help officers focus on more important functions more effectively.

	Behavioural training of multi-tasking staff	Multi-Tasking Staffs are the first point of contact for any external personnel to the ministry.
		Their behavioural aspect may be augmented by proving them a basic training on
		    o Email and telephone etiquette
		    o Dressing etiquette
		    o Office etiquette to address officers
		
		MTS officers may be trained in **Taj Centre for Learning with the help of CBC and may be** tagged with a senior officer afterwards for regular review and monitoring for 7 to 15 days.

4.9

International Co-operation

4.9.1 Objective

a. Bilateral cooperation with countries through MoUs / MoCs / JDIs, JWGs, projects through MeitY Societies, G2G and B2B collaborations

b. Multilateral cooperation on technical and ICT policy issues under international bodies/institutions and multilateral forums such as UN and its associated bodies, G20, BRICS, SCO, World Bank, WTO, ASEAN, ADB, etc. to safeguard and promote India's interest.

c. Prepare and present India's/ MeitY's position on important and critical ICT and Digital Economy issues including cross-border data flows, data privacy and protection, , mobility of Indian IT professionals, emerging technologies (AI, Blockchain, IoT), resilient and trustworthy supply chains across all bilateral and multilateral platforms

d. Negotiate Free Trade Agreements(FTAs), particularly related to Digitalization, Trade in Goods & Services in the IT/Software and electronic sector
e. Fostering, encouraging, and promoting joint R&D and ICT projects through Centres of Excellence, Technology Parks etc.
f. Effective portrayal of India's/ MeitY's position on important and critical issues of contemporary ICT narrative through active worldwide participation international trade fairs, conferences, symposiums, exhibitions etc.
g. Showcasing India's ICT strength to the globe by organizing, sponsoring, and participating in trade fairs, symposiums and exhibitions and sharing of expertise in digital transformation

4.9.2 Organogram
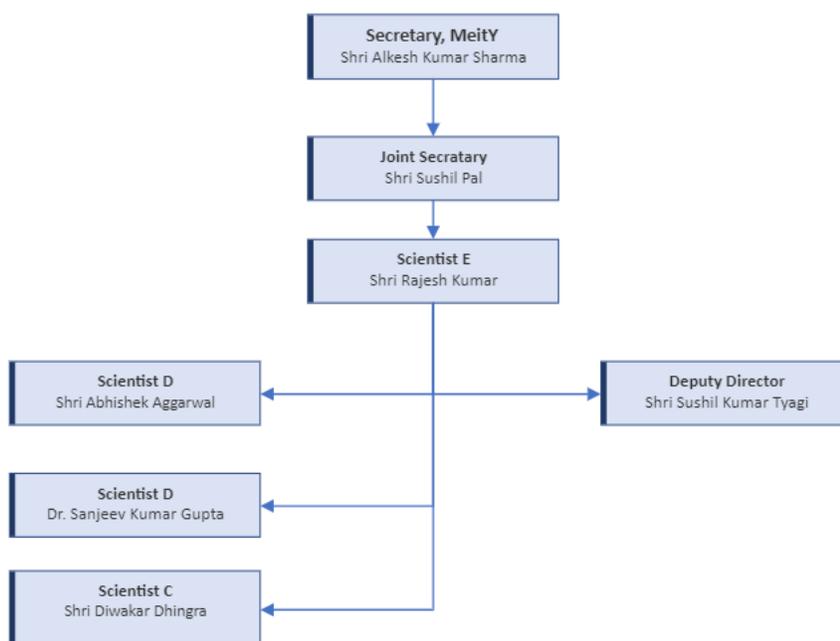
Figure 15: Organogram of International Co-operation Division (ICD)

4.9.3 Individual Capacity Building

Rank/ Designation	Role/ Function	Capacity Required
Scientist E	Leading the division & managing the team	Leadership & Team management Visioning & Strategic thinking Stress Management Knowledge Management Change Management Communications Skills

Rank/ Designation	Role/ Function	Capacity Required
	Engages with various developed and developing countries, Multilateral organisations for knowledge sharing , market access & diversification;	strategic negotiation
	Promoting Indian IT & ITeS industry	Understanding of IT & ITeS Industry, challenges & mitigation
	IPR Handling & Manage innovation IPR	Innovation management (to manage innovation IPR)
	Design thinking to promote international co-operation	Design thinking
	Executing projects	Project Management
	Preparation of cabinet note	Drafting cabinet note
	Preparation of NDA, MoU, Joint Declaration, MoC	Drafting & noting
	Evaluating DPR & RFP	Understanding of Detailed Project Report (DPR) & RFP
Scientist D/C	Engages with various developed and developing countries, Multilateral organisations for knowledge sharing , market access & diversification;	strategic negotiation Communications Skills
	Promoting Indian IT & ITeS industry	Understanding of IT & ITeS Industry, challenges & mitigation
	IPR Handling & Manage innovation IPR	Innovation management (to manage innovation IPR)
	Design thinking to promote international co-operation	Design thinking
	Executing projects	Project Management
	Preparation of cabinet note	Drafting cabinet note
	Preparation of NDA, MoU, Joint Declaration, MoC	Drafting & noting
	Evaluating DPR & RFP	Understanding of Detailed Project Report (DPR) & RFP
		Stress Management
		Knowledge Management
		Change Management

4.9.4 Organisational Capacity Building

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
Partnership & relationship	Scientific Attaché	The division is entrusted with promoting IT & ITeS service of the country in the global market. Hence, it is critical for the officers to understand the latest trends in the international

Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		arena. Through position of Scientific attached (in line with Department of Science & Technology), officers may work with embassy and get the desired understanding.
System & process	Knowledge Dissemination session/ Brainstorming session	To get the desired understanding in different domain, officers from different divisions/groups may arrange a brainstorming sessions monthly/quarterly basis. Such sessions would further help other divisions to understand the ongoing events & trends in the respective domain

4.10 National Informatics Centre

National Informatics Centre (NIC) under the Ministry of Electronics and Information Technology (MeitY) is the technology partner of the Government of India. NIC was established in the year 1976 with the objective to provide technology-driven solutions to Central and State Governments. NIC has rich experience in providing ICT & e-Governance support in the last 4 decades. By establishing the ICT Network, "NICNET", NIC has facilitated the institutional linkages with all the Ministries / Departments of the Central Government, 37 State Governments/Union Territories, and about 730+ District administrations of India. NIC has aligned itself with the mission and vision of the Digital India program. Generic, configurable e-Governance products/applications have been developed using cutting edge technologies including mobile, cloud, data analytics, BI and advanced GIS. Various centres of excellence have been created to strengthen the nationwide digital infrastructure and services playing a catalytic role in the country's road to digital transformation in the next decade.

4.10.1 Mandate

- Technology partner of the Government
- Design and Develop IT Systems for the Government
- Provide ICT Infrastructure to the Government
- Explore & advise on use of Emerging Technologies

4.10.2 Linkage of National Priority to Mandate of Division

- **E-governance**: NIC is the key technology provider for development of mobile and web-based application and related infrastructure services NIC platforms and services are being offered in different domains like Agriculture, Education, Health and Family Welfare, Transport, Finance, Law and Justice, Social Welfare & Skill Development, Home Affairs, Food & Public Distribution etc. NIC has also developed several digital platforms for the socio-economic development of the country with 'One-Nation One-Platform' initiative to empower citizens digitally. Its services have created a perfect interaction of the Government with citizens, Government employees and businesses.
- **Emerging Technology**: With the objective of focused study of new technology, and explore and experiment their use in governance, NIC has setup Centres of Excellence for Artificial

Intelligence and Data Analytics. Use of mobile technologies has greatly helped in delivery of services to citizens along with planning and decision making in the government

4.10.3 Annual Capacity Building Plan

During initial interaction with NIC, it was discovered that NIC already has developed a capacity building plan approved by DoPT and MeitY. Hence, as per the advice of Member -Administration (Capacity Building Commission) in presence of Additional Secretary, MeitY and Director, Personnel Division, MeitY, the NISG team studied the approved capacity building plan of NIC and shared observations on the same. NIC has created an extensive capacity building plan capturing the training requirements of officers. The plan describes in detail the domain, functional and behavioral requirements of officers. One of the highlights of the plan is the focus on effective delivery methods of capacity building.

4.10.4 Method of Study and recommendations

The original capacity building report is divided into 8 sections (Table of Content). While studying the existing plan, it was studied through the lenses of National Priority, Customer/ Citizen Centricity and Emerging Technologies to identify opportunities to strengthen the existing plan. Further, while making suggestions, care has been taken to cover aspects of individual, organisational and institutional capacity building. The findings of the section wise study have been presented in the annexure - 1. Recommendations based on the study is presented below.

Table 1:Recommendations on Annual Capacity Building Plan of NIC

S.No	Focus Area	Description
1	Agile Methodology for Software Development Life Cycle (SDLC)	Software development is one of the core functions of NIC. In past, waterfall model has been followed which has high dependence on requirement analysis and planning phase of SDLC. However, the industry has gradually shifted to an agile approach of software development to accommodate swift changes to the requirements and allows flexibility to the development process. ❑ As a starting point, officers in the experience bracket of 5-10 year may be trained on courses on scrum master. ❑ As the topic is not explicitly covered in the existing capacity building plan, NIC may adapt to agile approach of software development, if not yet followed.
2	Grievance redressal mechanism	NIC serves all the ministries (clients), driving the e-governance initiatives for Government of India. As a grievance redressal mechanism, a helpdesk is appointed at ministerial level to solve the operational challenges. 1. An **online grievance redressal platform** will allow customers to report any bug/operational challenges which may further be addressed by helpdesk. 2. The data collected over the platform may be useful to brainstorm root cause analysis (RCA), allow cross learning for different help desks appointed at ministries and improve

S.No	Focus Area	Description
		future releases, reducing number of bugs as well as reducing Turn Around Time (TAT) for issues encountered by helpdesks. 3. The issues resolved may be monitored by senior management for improved service delivery and product quality.
3	Net Promotor Score matrix (NPS)	To evolve constantly in a high velocity environment such as technology, it is critical to hear the customer's voice. NIC is leading projects across the sector. Hence NIC is critical for success of the country. In this regard, customer satisfaction plays a vital role to understand the existing gaps and evolve continuously. **A matrix in line with net promotor score (NPS)** may be looked after **to measure customer satisfaction** (Ministries are the customers).
4	Organisational capacity building	**Section 2.4.2 of the existing capacity building plan highlights a few challenges** ❑ **Job rotation**: for better succession planning and preparing officers for leadership roles, a job rotation policy may be framed to develop human resources with expertise in multiple technologies and verticals. ❑ **Incentives for scientific research**: To engage officers in scientific research, tie ups with IITs/IISc may be explored for higher studies. Further, paper publication may be encouraged by linking it to annual appraisal/ special ceremony to celebrate the accomplishment/ appreciation from senior management. ❑ **Institutional Memory**: NIC already has a knowledge management system (knowledge bank). Standard documentation practice **(Preferably ISO chapter 35.080)** during software development Life Cycle (SDLC) may create institutional memory, allowing a steep learning curve for officers. ❑ **Shortage of resource**: NIC may explore 6 months / 1 year fellowship programs to manage lack of human resources. Engagement of non-conventional work force such as deployment of Project Management Unit (PMU) may be another option to leverage industry expertise.
5	Behavioural Intervention	During the discussion with Data centre & Cloud division, the officers asked for following behavioural interventions. ❑ Stress Management (**although stress management is already covered under the existing plan, the issue was highlighted during the discussion**)

S.No	Focus Area	Description
		❑ Business etiquettes for newcomers (Dress code, communication to senior officials). **Mail and Telephone etiquettes are already covered in the existing plan.**
6	Institutional Intervention	a) **Flexi Timing:** NIC has been following a traditional attendance system of fixed office hours. However, software development process has evolved and requires officers to be available beyond office hours as well. NIC may adopt flexible timings instead of fixed office hours, for example: monthly average office hours. Such provision will recognise extra efforts put by officers beyond office hours and allow them to have a better work-life balance. b) **Work From Home (WFH) Policy:** The COVID era has shown ways to hybrid work culture. Officer may be allowed to have two WFH per week to manage their family responsibility better. The WFH policy may be seen as a part of stress management, allowing officers to t be present near the family whenever required.
7	Induction Program	1. The existing capacity building plan mentions about the induction program for new recruits in section 3.2 and broad topics to be covered are mentioned in the same section. 2. However, induction programs for officers being transferred to new role & responsibilities (example: from state to central role or vice versa) to be made available to help officers fasten the transition. 3. Proper knowledge transfer process to be developed during transfer of an officer, if not available yet. The initiative will help the newly appointed officers get hold of projects to be looked after quickly.

8	Knowledge management Portal (KM Portal)	As core competency of NIC is execution of technical projects, relevant data, and information such as
		    a. Business requirement documents & workflow
		    b. Data
		    c. Codes
		    d. Standard Operating Procedure
		To be managed in KM portal in organised manner. Such initiative will allow officers to ride steep learning curve and make them ready for higher responsibilities due to the institutional memory created.
		The existing capacity building plan has not touched upon the subject. NIC may developed a KM portal for the same to leverage experience of existing officers

9	Potential Upgradation to mandatory training plan	Furthermore, section 6.2 of NIC Capacity Building Plan suggests list of mandatory training for officers across ranks and verticals.

S.No	Focus Area	Description
	(section 6.2 of existing capacity building plan)	The mandatory training is exhaustive and covered various domain of training. However, few trainings need to be extended to wider audience base. The detail is mentioned in the following table 2

10	Skill Building of non -S&T officers	In section 6.1.1, the capacity building plan of NIC has captured training requirements based on the roles explicitly and hence may be used for promotion linked capacity building . Even the level of training (basic/intermediate/advanced) is well captured. Hence, the plan may help for continuous upgradation of skills when promoted/before promotion.
		• However, for administrative staffs, a few domain and functional interventions not mentioned explicitly in the existing plan may be added, if not covered already.
		o Finance
		    o Budgeting
		    o Direct & Indirect Taxation (GST already covered)
		    o Financial Audit
		    o Updates on regulations/Laws
		    o Basic ideas of technical projects to help officer understand the technicalities while approving proposals
		o Purchase & storage:
		    1. Inventory management
		    2. Inventory Audits
		    3. E-waste management
		    o Best practices for inventory management
		    o Procurement forecasting
		o Personnel division:
		    o Domain knowledge on rules such as establishment rule, pension rule, reservation rules, disciplinary proceeding, recruitment rules etc
		    o Tie ups with MDOs to prepare officers to handle court cases (if any)
		    o Microsoft Officer suit is already covered in program management modules
		For a detailed requirement gathering, direct interaction with respective officers may be helpful.

11	Technical Development Program (TDP)	• Topics covered in TDP (Annexture-1 of capacity building plan of NIC) are elaborative and will help the officers develop foundation to start working in specific domain. 1. To accommodate an application orientated approach, wherever possible, the courses may include cases/projects to allow officers apply the

S.No	Focus Area	Description
		learnings. As per the requirement, the program duration may be increased from 5 days to 10 days. 2. For better practical exposure, officers may be asked to evaluate existing system in NIC. Such approach will allow officers to comprehend technological nuances on the subjects. • The current capacity building plan has a component of exchange program with industry leaders such as IBM, Microsoft, Google, and Infosys, meant for officers in the experience bracket of 11-15 years. Moreover, the component is kept optional. However, immersive experience on emerging technology such as blockchain, IoT, Quantum computing for officers in the experience bracket of (2-4) years or (5-10) years will give them hands on experience on advanced technologies. An indicative list of potential partners is mentioned in **annexure 3**.However, NIC may sought Partnership with organisations beyond the list as per the wisdom of management. Apart from industry tie ups, partnership with IITs leading research on specific technology may help officers to get immersive experience on the specific domain.
12	Management Development Program(MDP)	MDP already covers various aspects such as leadership, effective decision-making using spreadsheet. Apart from the classroom program, MDP may include an additional 2 weeks of programs in IIMs/ISB/XLRI (Business schools) to get exposure on a) Leadership b) Team Management c) Work delegation d) Organisational vision e) Strategic thinking f) Negotiations A case-based pedagogy may help officers to apply the classroom learning during the 2 weeks of programs in top business schools

S.No	Focus Area	Description
13	Expansion of e-Vidyakosh by leveraging readily available courses in the market	One of the highlights of existing plan in its focus on training delivery and related infrastructures/ resources required. a) Under the existing capacity plan, creating all the required content for its LMS (e-vidyakosh) may be time consuming. To ensure timely availability of required content, NIC may tie up with organisations such as IITs, IIITs, Up Grad, Great Learning, EdX, Simplilearn, Coursera, MIT Open courseware (Free courses are available, fundamental courses to be vetted before recommending to officers) etc and onboard the ready-to-use courses on e-vidyakosh. Furthermore, Post-Graduation courses may be onboarded based on the requirement of the organisation. b) Such partnership will help NIC get access to readily available and proven study material widely accepted by industry. c) Already a list of contributors is available in aggregator platform such as EdX & Coursera. Courses from potential partners may be assessed before moving ahead with the partnership d) Certain courses/course materials under the SWAYAM platform (facilitated by the Ministry of Education, Government of India) through the IIT-Madras may also be considered for inclusion in the Capacity Building Plan, for technical staff of NIC

Table 2 Potential Upgradation to mandatory training plan

#	Course name	Prescribed in existing plan	Suggestions
1	Emotional intelligence	L1, L2,L3 - Scientist B & above	To be extended to officers in L7 to L9 (Section Officer to Director level in administrative role) along with existing training audience
2	Ethics and value in public governance	L1, L2 & L8	Mandatory for officers across ranks and functional verticals (Component may be included in induction program for new recruits too)
3	Leadership at workplace	L1 & L2	To be extended to L7 & L8 officers
4	Interpersonal effectiveness	L1 & L2	To be extended to L7 & L8 officers
5	Presentation skills	L1,L2 & L3	To be extended L7,L8 & L9 level officers

#	Course name	Prescribed in existing plan	Suggestions
6	Government processes & Writing Skills	L3,L4	To be extended L7,L8 & L9 level officers
7	Project management	L1,L2,L3 ,L4	Officers in L7 & L8 need to be go through all aspects of project management (scope, time, cost, quality, risk, stakeholder etc)
8	Process Management	L1,L2,L3	Officers in L7 & L8 need to be go through all aspects of process management (business process management, SLA management, Six Sigma, Contract Management etc.)

4.10.5 Quick Wins for NIC

#	Description
1	Business etiquettes for newcomers (Dress code, communication to senior officials). Mail and Telephone etiquettes are already covered in the existing plan.
2	Stress Management
3	Flexi Timing and Work from home policy
4	Potential Upgradation to mandatory training plan
5	Skill building of Non-S&T division

4.11 CSC e-Governance Services India Limited

4.11.1 Objectives

a. Access to information: all remote/ rural citizens
b. 5Delivery of public services – G2C & B2C
c. ICT for rural Empowerment of socially disadvantaged people for inclusive growth
d. Access to quality education / skill upgradation
e. Access to cost efficient & quality health services
f. CSC as a change agent - To promote rural entrepreneurship, enable community participation and effect collective action for social improvement
g. Through a collaborative framework, the objective of CSC is to integrate the twin goals of profit-making and social services, into a sustainable business model for achieving rapid socio-economic change

4.11.2 Functions

a. G2C Communication - All G2C (Government to Consumer) Communication including Health, Education, Agriculture, Human Resource Development, Employment, Fundamental Rights, Disaster Warnings, RTI, etc.
b. Information dissemination - Interactive kiosks, voice & Local Language Interface, including web browsing
c. Edutainment - Including multi-functional space for group interaction, entertainment, training and empowerment
d. E-Governance & e-Services - Transactions like Market (eKrishi) Information, Banking, Insurance, Travel, Post, eForms to request government services, etc.
e. C2G Kiosk - Grievances, complaints, requests and suggestions
f. Financial Inclusion - Payment for NREGA, etc.
g. Healthcare - Telemedicine & remote health camps have also been envisaged as part of the CSC's extended functionalities

4.11.3 Linkage of National Priority to Mandate of Division

a. **Bridging Digital Divide**: Through more than 5.5 Lakh Citizen Service Centres (CSCs), CSC e-governance Limited is bridging the digital divide by providing 350+ e-services in rural areas, creating entrepreneurial and employment opportunities for more than 12 lakh people
b. **Governance & services on demand**: As one of the four pillars of e-governance, CSC is the front-end delivery outlet at the village level to provide government to citizen(G2C) and Government to businesses(G2B) service.
    i. Leveraging the expertise of CSCs, e-District - a Mission Mode Project (MMP) has been rolled out with an aim at electronic delivery of identified high volume citizen centric services at the district or sub-district level. To facilitate delivery of UMANG app services in assisted mode, 640 select services of UMANG are made available to citizens through Common Service Centres (CSCs).
c. **Digital Literacy**: To usher in digital literacy in rural India, Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA) scheme has been implemented through CSC e-Governance Limited. The objective is to cover 6 crore rural households (one person per household) by 31.03.2023. Digitally literate persons can operate computers/digital access devices (like

tablets, smart phones, etc.), send and receive emails, browse internet, access Government Services, search for information, undertake cashless transactions, etc. and hence use IT to actively participate in the process of nation building.

4.11.4 Annual Capacity Building Plan

4.11.4.1 Method of Study

Team of consultants from NISG and members of Capacity Building Commission (CBC) made field visits to three (03) CSC centers – two in Delhi and one in Moolthan, Nuh District of Haryana. The centers were chosen to understand challenges faced by VLEs in both rural and urban areas where the nature of target customers varies with respect to service requirement, digital literacy as well as customer behavior.

Figure 16:Figure 16:Team of consultant, CBC officials, CSC official in the field visit to Common Service Centre, Moolthan, Haryana

Detailed interactions were conducted with the Village Level Entrepreneur (VLEs) to understand their day-to-day operations, various roles of a VLEs and lifecycle of a VLE in association with CSC e-governance services Limited. These field visits enabled the team to create a VLE persona to understand the responsibility of VLEs and challenges faced by VLEs while running the center. The VLE Persona is presented below.
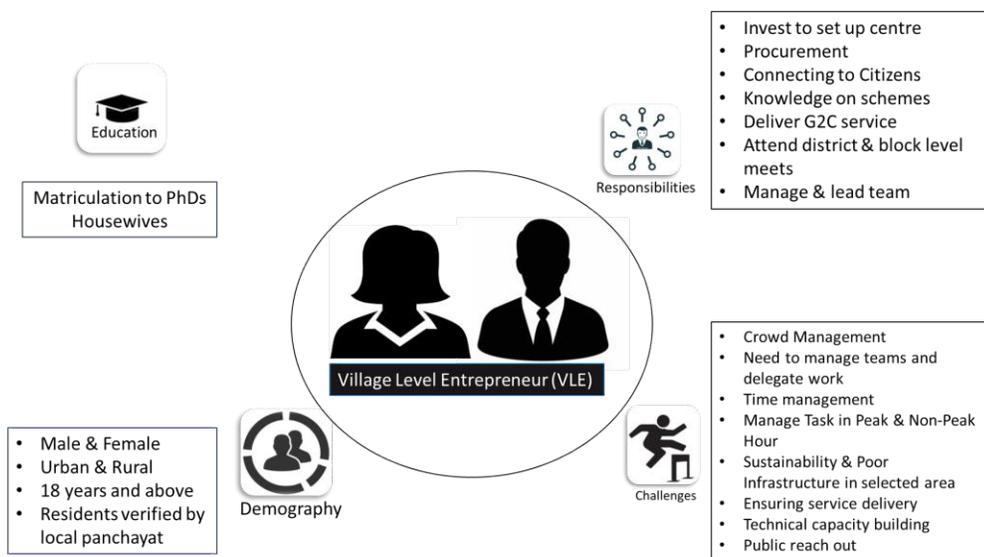
Figure 17:Persona of Village Level Entrepreneur

The key highlights of the field visits are tabulated below. The details of the discussions are covered in the Minutes of Minutes (MoMs) in the annexure.

Table 3: Highlights of discussion with VLEs during field visit

	Field Visit 1	**Field Visit 2**
Date of field visit	22 July 2022	05 September 2022
Centers Visited	1. **CSC Centre 1:** VLE Name: Pinky Kushwaha Address: 2/164, Shop No-3, Dakshin Puri Extension, Near Virat Cinema, New Delhi 110062 2. **CSC Centre 2:** VLE Name: Vijaya Bansal Address: Shop No B-16 Dakshin Puri Market, Dr Ambedkar Nagar, New Delhi 110062	CSC center at Multhan VLE: Wasim Akram Block: Nagina District: Nuh
Points discussed	i. Handholding session / Induction / Mentor-Mentee program ii. Crowd Management & Citizen centricity iii. Work Prioritization iv. Conflict Resolution v. Work delegation & Team management vi. Technical capacity building to troubleshoot ICT tools vii. Fostering VLE communities	i. Sustainability of CSC centre in area of low transactions ii. Public Outreach iii. Fostering VLE communities iv. Information Dissemination in vernacular language v. Technical Capacity Building vi. Citizen Centricity

4.11.4.2 Interventions identified and mapped to journey of a VLE

The details of the interventions identified along with mapping to supply side is mentioned below. The initial mandate was to identify behavioral interventions to induce citizen centricity to the VLEs of existing and next generation. Nevertheless, a few functional interventions were identified which will have an impact of behavioral aspects of VLEs indirectly.

Table 4: Highlighting challenges and interventions identified to address the challenges

#	Challenges	Interventions identified	Type
1	Customer Centricity: Enabling VLEs to have a customer point of view so that to antipirate the requirement of customers and provide better service, making customers aware of all other services that may require to citizens	Customer Centricity	Behavioural
1	Managing difficult customers: VLEs are the interface between citizens and government. Hence quality of interaction with citizens become paramount. VLEs communicate with citizens across genders & demography and sometimes a few difficult customers creating problems intentionally or unintentionally. So managing difficult customers (a soft or strict approach may be followed, depending on personality of VLE) as well as regular customers becomes important for smooth functioning of the center. The need may be catered through modules of crowd management, in which addressing to women, senior citizens to be focused. Ways to handle difficult customers such as drunkards and argumentative people are also important for smooth delivery of services to larger mass. VLEs also face intentional ruckus through allegations such payable pending to the customers, extra fees. VLEs need to resolve such conflict in scientific ways as CCTVs are active in all centers. VLEs need to be made aware of handling such incident. Although, the VLEs develop the skills to address such situations with experience, the objective of the interventions is to allow them to follow a preventive and pro-active approach to these challenges.	a) Crowd Management b) Conflict Resolution	Behavioural
2	Work Prioritization to manage peak hours:	Work Prioritization	Behavioural

#	Challenges	Interventions identified	Type
	On a day-to-day basis, a VLE faces peak hours of high service demand and non-peak hours of low service demand. It becomes relevant for VLEs to manage work and manage crowd in peak hour and try to smoothen the service demand. Hence, work prioritization becomes an important aspect to manage crowd in a better way.		
3	Leading team: Through the VLEs, the government is eyeing to promote entrepreneurship. As an entrepreneur, VLEs employee teams to carry out specific projects. So, it becomes important for VLEs to understand the team dynamics, delegate the work and manage the team.	a) Team management b) Delegation of work	Behavioural
4	Reaching out to public: Digital awareness is high in urban areas due to improved internet penetration, while awareness is an issue in rural area. Hence, it is important for VLEs in rural / aspirational region to reach out to citizens and make them aware about new schemes and recent amendments to the scheme. Currently, the same is done through instant messaging application such as WhatsApp and telegram, however other means of interactions such as public gathering would allow better interaction with citizens	Improve public awareness on latest government schemes to through Jan Sabha / Public Gathering This intervention is crucial for Centers with low transactions / centers in aspirational districts as direct public interaction will address any apprehension from public and boost confidence on citizen on VLE community as a whole.	Behavioural
5	Ownership: Major objective of anyone to enroll in the VLE program is to make financial incentives through providing G2C services. In urban areas, due to high demand, VLEs are well incentivized and hence higher motivation level to continue as VLE. In centers with lesser transaction (low transaction may be due to lower demand or less activity from VLE), to maintain the motivation and increase ownership of VLE, VLEs may be made aware about 1. their contribution in the whole ecosystem 2. achievements made by other VLEs facing similar situations 3. positive changes brough by VLEs through CSC	This is a special component to be created with the inputs of CSC officials. Small videos on the impact created by VLEs and achievements made by VLEs may be prepared and shown to the VLEs during the training These videos and information may be regularly fed in different communication channel	Behavioural

#	Challenges	Interventions identified	Type
	4. strengthening their position in the society by helping common citizens availing the services	to keep the VLEs motivated and informed.	
6	Induction of fresh VLE into the CSC ecosystem: Setting the expectation of fresh VLE right is critical for smooth delivery of the services. A handholding session/ mentor-mentee program in which the fresh VLEs are tagged in nearby CSC center of their choice will provide them hands on experience on handling ICT tool, interacting with citizens and managing the finances. This experience coupled with existing Telecentre Entrepreneur Course (TEC) required for VLEs will prepare them well for any upcoming challenges in G2C service delivery.	• 15 days handholding/ Mentor-Mentee Program	Functional

7	Pan India communication/engagement platform
	 • In existing set up, localized communication is taking place in the VLE ecosystem through geographical groups in instant messaging platforms such as WhatsApp. The approach is functioning well for localized information dissemination.
	 • A platform may be envisaged at Pan India level for
	    ○ Information dissemination to all VLEs
	    ○ Preaching of good practices
	    ○ Motivating VLEs by publishing achievements/ problem solved by VLEs in other parts of the country
	 • Such platform may fill the need to VLEs to be socially connected to Pan India community and benefitted from the community
		• VLE Community (a mobile/web platform)- a dedicated platform for moderated communication	Functional

8	Technical Capacity Building: High availability and high utilization of ICT tools in the CSC centers are crucial to ensure seamless G2C service delivery. VLEs are in constant communication with district and state teams to resolve any hardware and software issues faced. Moving one step ahead, to reduce the lead time to resolve issues, VLEs may be made self-sufficient to address a few high frequency technical issues faced. The list of such issues may be identified after analyzing data and Video snippets may be	Video snippet on how to resolve common hardware and software issues may be made available in the VLE account	Functional

#	Challenges	Interventions identified	Type
	prepared to empower VLEs to take corrective actions immediately.		
9	Issue of sustainability and poor infrastructure in remote/aspirational district area: In areas with low transaction, (either due to low population or less activity from VLE) the center has comparatively poorer infrastructure. Moreover, VLEs might not be aware of target-based schemes which will lead to incentives for VLEs. For Centers with low transaction and in aspirational district areas, the VLEs need to be aware of such existing incentive scheme. This initiative will ensure awareness of VLEs about the schemes as well as motivation to VLE to provide these services to citizens.	o The incentive schemes may be listed in a separate tab in the VLE account. o Any such new scheme should be flagged in the VLE portal, although information flow is managed through instant messaging applications too for faster reach. o News on achievement of VLEs through such incentive schemes to be made known to the VLE community so as to motivate others	Functional
10	Server Failure: A common problem flagged was issues related to server failure which may lead to disruption in service delivery. For a citizen, it is more important to get the service delivered at the Centre and (s)he is not much aware about the means of service delivery. To maintain reliability of citizens on the CSC centers, VLE may understand alternate means to provide the services when issues of server failure and ICT tools failure take place. The objective is to make CSC Centre a one stop solution for the G2C services for the citizens.	VLEs may made aware about the alternate means of service delivery during their induction to CSC ecosystem as well as during the block level conventions	Functional

In the following figure, these interventions are mapped to the VLE journey in the CSC ecosystem and highlighted how this intervention may be helpful the VLEs across the association with CSC
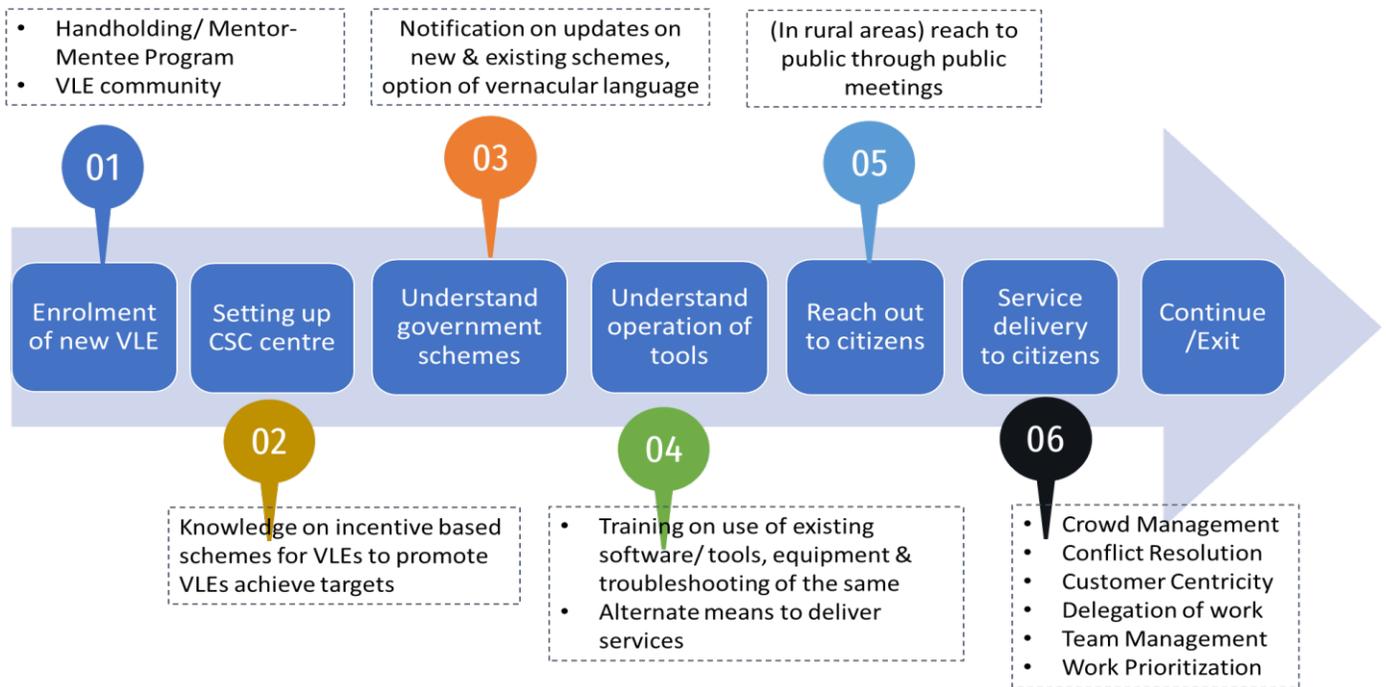
Figure 18:Training interventions mapped to different phases of service delivery process for a VLE

4.11.4.3   Training delivery plan

Approximately 5.5 Lakh VLEs are active PAN India, helping various section of society to avail the G2C services. The **behavioral component of VLE behavioral Capacity building intervention** may be delivered in **train the trainer model.** The whole exercise may be rolled out in 3 different phases as mentioned in the figure below. The plan is detailed out in the following table:
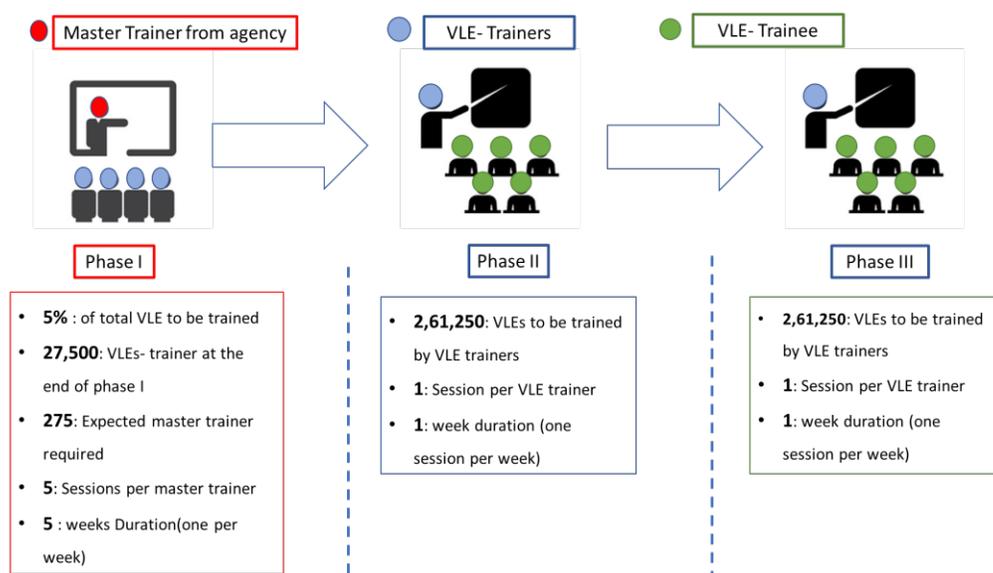
Figure 19: Training delivery plan for VLEs under Train-The-Trainer (TTT)model

Although Train the Trainer model may be a swift and economic way to conduct a mass training program, for the success of the program, it is critical to understand potential risk and mitigation of the same.

a. As VLEs are not a directly employee of CSC, rather a delivery partner, it is critical to ensure that the trainers developed in phase I deliver the training to wider audience effectively. To ensure effective & timely delivery of training, the trainer VLE may be motivated through social recognition, monetary benefits etc.

b. Real time monitoring of effective training delivery is also important for the success of the program. Otherwise, the target audience in phase II & Phase III of the program may not be benefitted to the extend envisaged. Real time monitoring may ensure sustenance of quality of training.

Table 5:Training Delivery Plan for VLEs

Phase	Parameters	Units
Phase 1 .5 Lakh (i.e., 27,500 VLEs)- he district/block level as per the s will be trained under train the	Trainer trainee ratio	100
	Batch size	20
	Trainer deployed by agency	275*
	Number of sessions per agency trainer in phase 1	5.0
	Training session per week	1
	Training period for training in phase 1 (In weeks)	5.0
Phase 2 In phase II, 27,500 trainers developed during phase -I will train 2,61,250 VLEs.	Batch size	10
	Trainer deployed by CSC	27,500
	Trainer trainee ratio	9.5
	Total targeted trainee	2,61,250
	Number of sessions taken by trainer	0.95
	Training period for training in phase 2 (In weeks)	1
Phase 3 In phase III, 27,500 trainers developed during phase -I will train 2,61,250 VLEs	Batch size	10
	Trainer deployed by CSC	27,500
	Trainer trainee ratio	9.5
	Total targeted trainee	2,61,250
	Number of sessions taken by trainer	0.95
	Training period for training in phase 3 (In weeks)	1

*Calculations are made based on assumption that Trainers deployed by agency are 275. Numbers may
   change accordingly*

Video snippets showing situational challenges and ways to handle the same may be made available to VLEs in the VLE accounts. On demand access to these videos may help VLEs to keep themselves updated.

The **functional component of capacity building plan** required   deep involvement of CSC e-Governance Services Limited as the training module on following to be prepared in consultation

with officials of CSC e-Governance Services Limited. Considering the similarity of target audience, out of the five functional interventions identified, following three may be clubbed with the behavioral component under train the trainer model.

  a. Awareness of Incentivized schemes for VLEs
  b. Technical capacity building
  c. Alternative means to provide the service
  d. Video snippets may be developed for the mentioned three aspects and made available to the VLEs in their VLE portal

5. Annual Capacity Building Plan

5.1. ACBP Blueprint

ACBP Blueprint Ministry of Electronics and Information Technology		
Vision for Capacity Building		
Creating an enabling environment driven by technology and partnership to develop target oriented human resources, delivering futuristics programs and policies, propelling digital economy of the nation		
Three Lenses of Capacity Building		
National Priorities	**Emerging Technologies**	**Citizen Centricity**
Creating US $ 1 trillion digital economy by 2026 • *Build a vibrant semiconductor and display ecosystem to enable India's emergence as a global hub for electronics manufacturing and design* • *Promoting IT/ITeS of India at global stage, entrusting country's service export* • *To enable Indian easy access to Internet & digital services in their own language, and increase the content in Indian language*	*- Enhancing capacity in emerging technologies (AI/ML, Cloud, Blockchain, IoT, Cyber security, Cyber Law, Quantum Computing)* *- Immersion programs in leading technology firms such as Microsoft, Meta, IBM to drive initiatives proactively* *-Developing a technology-oriented workforce*	*-Impart citizen centric service delivery ethos to Village Level Entrepreneur (VLEs) during G2C service delivery* *-Accommodating modern workplace trends in MDO while keeping the traditional work ethics intact* *- Enabling policy makers to touch citizens life through increased technological usecases and public private partnerships, improving ease of living of citizens* *- Promoting customer centric approach within the organisation while delivering services to internal customers*
Identifying Capacity Gaps		
Vision, Mission, and Goals of the MDO ***Vision*** *e-Development of India as the engine for transition into a developed nation and an empowered society.* ***Mission*** *To promote e-Governance for empowering citizens, promoting the inclusive and sustainable growth of the Electronics, IT & ITeS industries, enhancing India's role in Internet Governance, adopting a multipronged approach that includes development of human resources, promoting R&D and innovation, enhancing efficiency through digital services and ensuring a secure cyber space.* ***Objectives*** • ***e-Government****: Providing e-infrastructure for delivery of e-services* • ***e-Industry****: Promotion of electronics hardware manufacturing and IT-ITeS industry* • ***e-Innovation / R&D****: Implementation of R&D Framework - Enabling creation of Innovation/ R&D Infrastructure in emerging areas of ICT&E/Establishment of mechanism for R&D translation* • ***e-Learning****: Providing support for development of e-Skills and Knowledge network* • ***e-Security****: Securing India's cyber space* • ***e-Inclusion****: Promoting the use of ICT for more inclusive growth* • ***Internet Governance****: Enhancing India's role in Global Platforms of Internet Governance*		

Three Pillars of Capacity Building		
Individual Capacity Building **Detailed competency gap assessment** **for all personnel working in the Ministry** **in terms of:** *- Domain Competencies* *- Functional Competencies* *- Behavioural Competencies*	**Organisational Capacity Building** **An organizational capacity assessment for:** *Technology & Data* *System & Process* *Resource & Asset* *Partnership & Relationship* *Personnel Management*	**Institutional Capacity Building** **Institutional frameworks for:** *Matters related to Policies that may affect all department of government* *- Introduction of weekly planner component in APAR* *- Mandatory training man-days as a KPI in APAR* *- Probation linked training* *- Mandatory pre-promotion training for all*
Capacity Building Interventions		
Training Interventions *- Induction & Refresher courses* *-Online training interventions identified* *- Probation linked Mid-career training* *- Domain specific training*	**Non-Training Interventions** Organisational level: *- Establish partnerships with CTIs for providing trainings and certifications* *- Establish partnerships with Industries to get industry exposure* *- Knowledge Management System* *- Adoption to modern working culture*	
YEAR 1		

Provide trainings as per Training Calendar
   a)   All online training (low handing fruits) to be completed by Q1 FY 2023-24
   b)   Mid-Career Training in XLRI
   c)   Induction Training of CVOs
   d)   Dakshata Training of SO, ASO
e) Completion of quick wins as mentioned in section 5.3
• Considering significance of G20, training for ICD may be prioritized
	• Establish **CBU**, deploy staff, regular review (monthly review in first year, and subsequently bi-monthly review) to keep track the development
	For Identified **training partner institutions (**mentioned in annexure 6)
	  • Develop course curriculum and training modules
	  • Provide online and offline trainings
	  • Start of Certification Domain competencies, Functional competencies
	• Create **separate Budget Head** for CBP implementation
	• Deploy PMU under CBU to run everyday operations
	• Start of immersion programs/ industry exposure to officers
	• Finalization of SOPs for workplace trends and organisational interventions identified
		Engage consultants to develop **TOR** for
		  • Knowledge Management System
		  • Digital transformation of processes in e-HRMS
		  • Institutionalize knowledge dissemination in MDO
		  • Modern trends at Workplace environment
		Develop and finalize TOR based on extensive stakeholder consultations
		  • Finalization of institutional level interventions

YEAR 2		
Provide trainings as per Training Calendar • All trainings to be completed by the end of 2nd year • New batches of S&T and non-S&T officers to go through induction programs mentioned in section 5.4.1.1	• Completion of at least one batch of immersion programs/ industry exposure to officers across ministry • Completion of domain related training of all officers • Successful implementation of SOPs for workplace trends and organisational interventions identified	• Awarding work orders and initiation of work for all identified technology intervention for ministry • Implementation of Institutional interventions after stakeholder consultation
YEAR 3		
Continuous of training mentioned in training Calendar	Continuous of immersion program/industry exposure, domain related training	Successful implementation of technological interventions identified for the ministry

5.2. Insights generated through primary research

The team had interacted with 120 officers, received 62 Individual Capacity Need Analysis forms and conducted three (02) workshops. The data received has been analyzed and insights are presented in the following graphs.
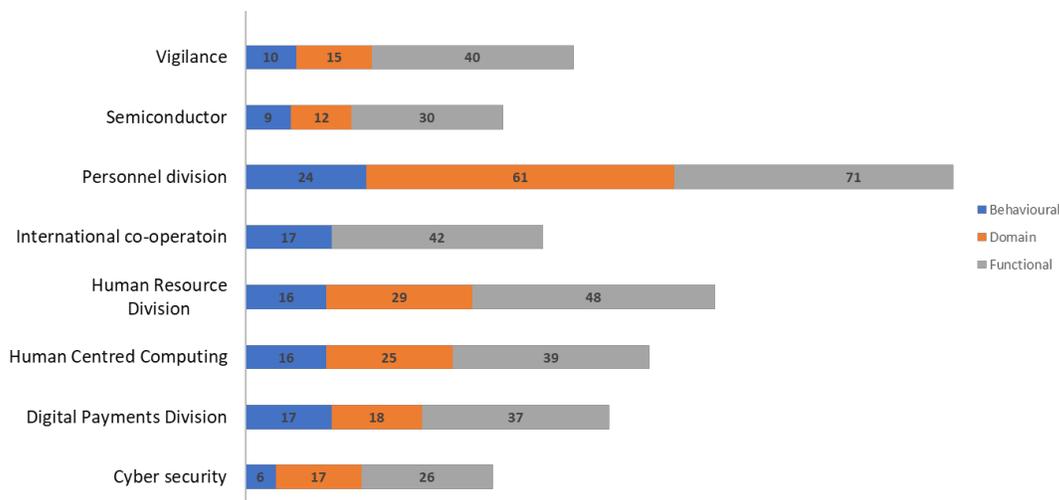
Figure 20:Division/Group wise interventions identified
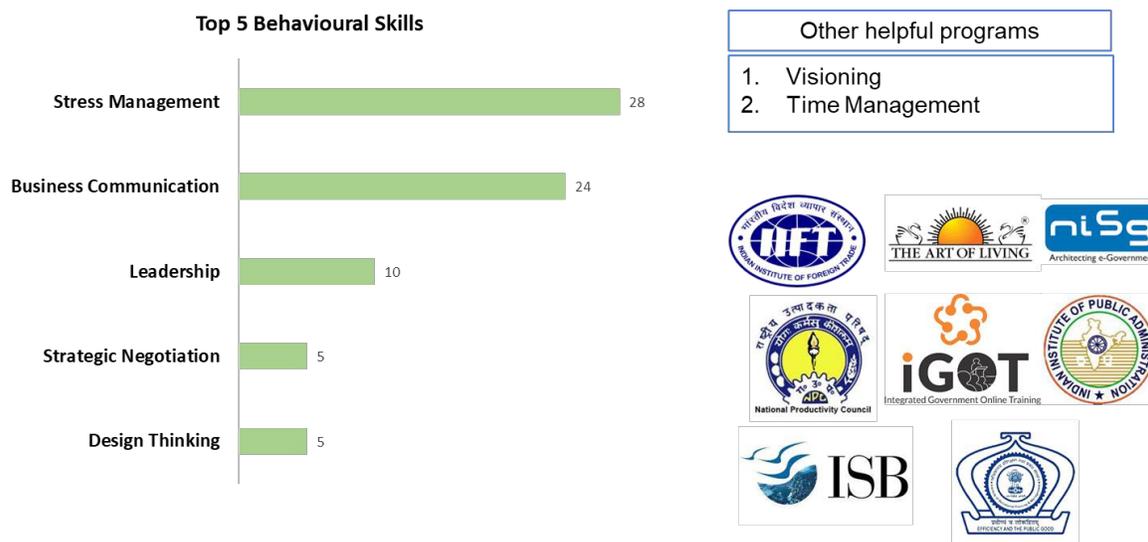
Figure 21:Top behavioural skills sought

Apart from the major behavioral interventions identified across the department, **programs on Visioning** are recommended for senior management across division, because officers in senior management are responsible to drive the divisional goals for future. **Time management** is recommended for officers up to scientist E and equivalent, enabling officers till middle management to plan their work and manage time efficiently.

Top Domain Skills required

Skill	Value
Establishment Rule	47
Emerging Tehcnology	41
GFR	13
RTI	12
Procurement	10
GeM	4

Emerging Technology
1. Natural Language Processing
2. AI/ML
3. Cyber security
4. Big data
5. Block chain

Establishment Rule
1. Medical Rule
2. Reservation Rule
3. Pension Rule
4. FRSR
5. Recruitment rule

1. Procurement Rules
2. GeM
3. GFR
4. Financial Modelling

Figure 22:Top domain skills sought

Training on GFR, GeM, Procurement and understanding of RFP formulation is asked by officers across the department. NISG is one potential training provider on RFP formulation while AJNIFM may be considered for training on GFR and procurement rules. In a quest to follow a blended approach, courses on GeM, Procurement rules are available on iGOT platform to help officers prepare better.

Top 5 Functional Skills

Skill	Value
Digital Orientation	37
Project management	35
Noting & Drafting	21
RFP	10
Data Analytics	9

Other helpful programs
1. Knowledge management
2. Change Management
3. **Legislative Writing**
4. Cabinet Note preparation
5. Data Visualization
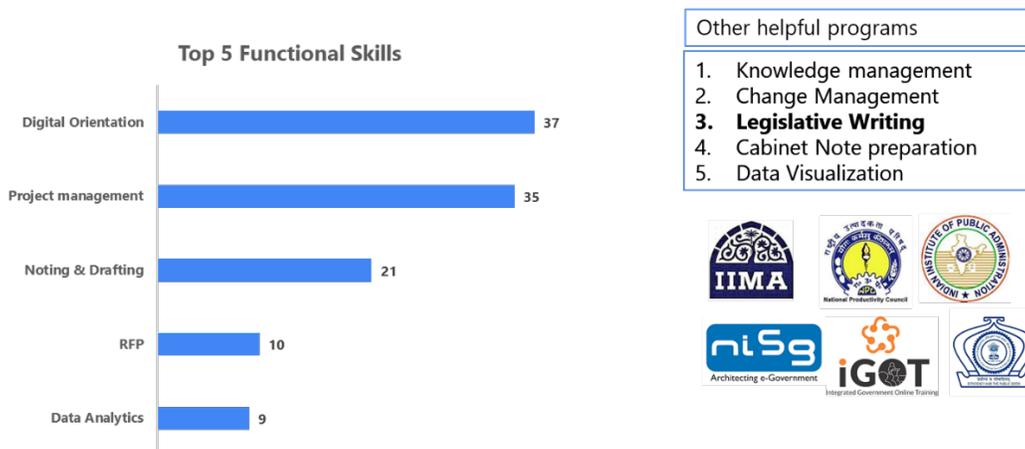
Figure 23:Top Functional Skills sought

Digital orientation (training on Microsoft tools such as Word, Excel, Power Point, e-office) is the top requirement of officers across ministry. Owing to techno-managerial responsibilities of officers in MeitY, Project management is another functional skill identified.

S&T cadre has widely asked for training on Legislative writing for which "Institution of legislative drafting & research" has been identified. To make the Knowledge Management Portal (KMP) more effective in the

organisation, training on Knowledge Management and Change Management are recommended to officers across ranks.

Analysis of organisational Intervention

Total Interventiosn Identified

Division	Value
Vigilance division	7
Semiconductor division	6
Personnel Division	23
International Co-operation	2
Human Resource Division	3
Human Centred Computing	5
Digital Payment	3
Cyber security	9
Cyber Law	2

Category of interventions

Category	Value
Partnership & relationship	19
Personnel Management	16
Resource & Asset	8
System & Process	8
Technology & Data	9

Top interventions are related to industry immersion program and institutional tie ups

Figure 24:Analysis of Organisational Interventions Identified

Out of the capacity building interventions identified, maximum number of inputs falls in the category of "Partnership & relationship". The idea is to leverage expertise of outside world and hence multiple immersion programs, Industry exposure and onsite training in different institutions are identified in section 5.5.1

Analysis of organisational Intervention

Intervention	Value
Institution tie up	11
Workforce Management	4
MIS	4
Industry exposure	4
Knowledge Management Portal	4
Planner	3
Training of working level	3
Software	3
Knowledge Dissimination session	3
Data	2
APAR	2
Training Man days	1
Job rotation	1
Work From Home	1
Journal	1
Courtcase	1

mandatory training man
management information system
mis officer
knowledge dissemination session
knowledge management system
industry exposure partnership
knowledge management portal
software

Apart from Intuitional Tie ups and Industry exposures, MIS, KM Portal, Soft IT infrastructure, Knowledge Dissemination sessions are major interventions identified

Figure 25:Top Organisational Interventions identified

Further breaking down the organisational interventions, officers felt the requirement of Management Information System (MIS) for better project monitoring, Industry exposure to get the updated trends, timely availability of soft infrastructure (licensed software, timely availability of desktops, library support in terms of global journal on Language technologies) and knowledge dissemination session at departmental level as well as division/group level.

APAR being an annual even , to capture the performance of officers in the department, incorporation of monthly planner in HRMS would be helpful. This feature would allow officers to plan their month in advance, update the status of the activities of the past month, capture the milestones achieved. The data collected may be incorporated as a part of APAR and may be considered for better evaluation of performance of employee and their contribution in the organisation. Details on organisational interventions identified are described in section 6.7

5.3. Quick Wins

Interventions	Beneficiaries	To be curated	Readily Available	Facilitator
Induction Modules for semiconductor division	Semiconductor Division	Y		SCL Semi-Conductor Laboratory Ministry of Electronics & Information Tec Government of India
Legislative Writing	MeitY		Y	Institute of Legislative Drafting & Research
Dakshata Training	All SOs/ASOs within the Department		Y	iGOT Integrated Government Online Training
Microsoft Office Suite	MeitY		Y	iGOT Integrated Government Online Training
Hands-on training on GFR, GeM procurement policies and financial management	MeitY		Y	NIFM
Mid-Career/ Senior Management training for Scientist F & above, DD and above	MeitY		Y	XLRi Xavier School of Management For the greater good
Visioning	MeitY		Y	niSg Architecting e-Government
RFP formulation	MeitY		Y	niSg Architecting e-Government

Interventions	Beneficiaries	To be curated	Readily Available	Facilitator
Training on Cyber security	Cyber Security Digital Payment, HCC		Y	
RTI	MeitY		Y	
Training on Strategic Negotiation	International Co-operation		Y	
AI/ML	HCC, Digital Payment, HRD, Cyber Security		Y	
Training of Officer Assistant (E-office, HRMS, Microsoft tools)	MeitY		Y	

5.4. Proposed training structure

To address the rising need for building requisite skill sets to address the tasks at hand as well as to prepare a workforce for the future, a structured capacity building structure - as mentioned in figure 28 - is developed in consultation with officers across the department. The objective of the training structure is to devise a capacity building blueprint applicable across the career for officers serving in both S&T as well as non-S&T cadre.
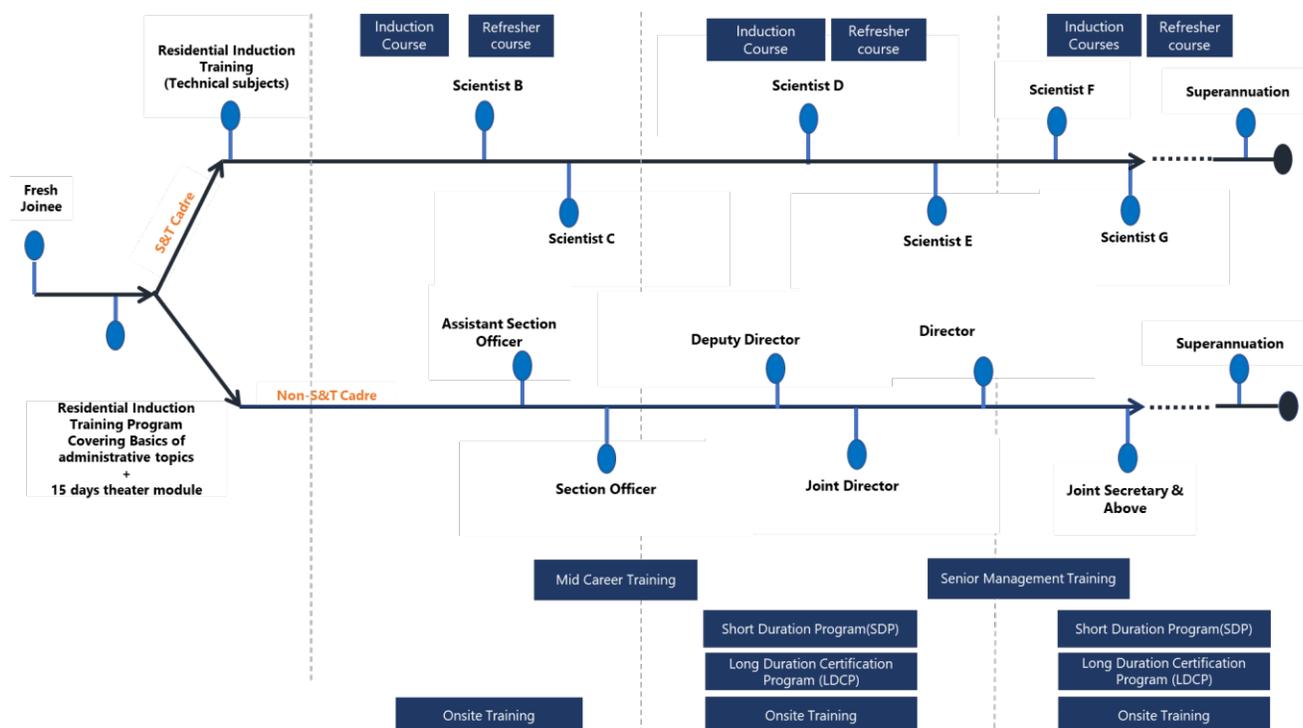
Figure 26:Proposed Training structure of both S&T and non- S&T divisions in MeitY

5.4.1 Component of training structure

The training structure developed may be used as a guiding document to ensure capacity building of an officer joining MeitY either in S&T or non-S&T cadre, including induction training of fresh recruit, induction and refresher courses across career, mid-career and senior management training and certification courses (both short term and long-term courses)

5.4.1.1. Induction Module for fresh recruits

Induction Module to fresh recruits will play a pivotal role in acclimatizing officers to the working environment of the department and increasing their probability of success in workplace. Apart from developing basics of the different domain, functional and behavioral capacities, the induction training period may be viewed as a platform for fresh recruits to communicate with

the peer group and develop a peer network. Such culture in the long run promotes team culture and peer learning in the organisation providing the officers with the opportunity to leverage each other's expertise and get the task completed.

For the success of the organisation, it is critical to conduct the induction module of both S&T and non-S&T officers together.

The induction module is designed keeping an eye on competency requirements of the officers (both S&T and non-S&T Officers) of the department. The details are presented as below:

I.   The induction module would be fully residential. The department may tie up with institutions such as C-DAC Mohali, NIELET Kozhikode, National Productivity Council (NPC) etc since they already have the necessary hard & soft infrastructure facilities (such as hostel facility, necessary labs for technical modules, and required software such as Microsoft tools) required to deliver the different components of the training module.

II. Both S&T and non-S&T officer will be trained under a single roof, promoting a high degree of peer learning.

III. There are many administrative and technical courses available on the iGOT platform which may be useful in keeping the participants immersed during the induction training.

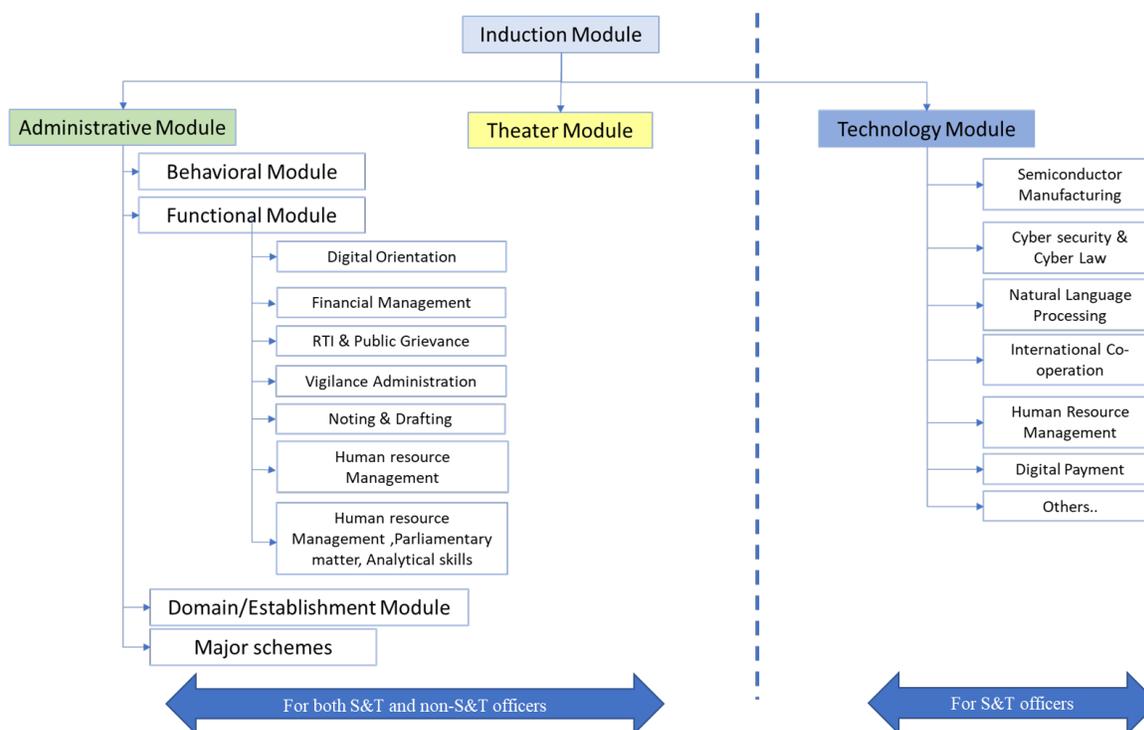IV. Different components of induction module are presented in the following figure:

Figure 27:Components of induction module

- The S&T and non- S&T officers may undergo the administrative and theatre module together. However, the technical module will be targeted towards the S&T officers only. Hence, after completion of administrative and theatre modules, non-S&T officers may be posted in the department while S&T officers may continue with the technical module of induction training.
- The objective & target audience is tabulated in the following table:

#	Name of the component	Target audience (S&T/Non-S&T/Both)	Objective
1	Administrative module	Both	• For non-S&T officers, this module will establish the fundamentals required to perform the core functions in personnel division, integrated finance division, vigilance division and general co-ordination division. • For S&T officers, understanding of various administrative modules such as finance, procurement, RTI and establishment rules will impart functional knowledge which the officers require to perform day to day activities such as noting and drafting, procurement, budgeting, RTI and public grievances etc. • Furthermore, induction of officers in multiple aspects such as vigilance, finance, procurement may enable Non-S&T divisions to implement job rotation of officers more effectively.
2	Theatre module	Both	• To perform the theatre module effectively, the training institute may have an amphitheatre / convention hall or similar infrastructure where the participants may perform the final act. • This module may be viewed as a team building activity, allowing the fresh recruits to express themselves and interact with peer group more effectively
3	Technical module	S&T Cadre	• The S&T officers may be imparted fundamental understanding of various domains such as semiconductor, cyber security and cyber law, natural language processing (NLP), digital payments etc. • Such an induction module, which covers a wide range of subjects, will develop a more agile workforce that may be easier to assign cross-functional tasks involving multiple technologies. • Furthermore, transition during job rotation of S&T officers (at least at a younger stage of career) would be easier given the fact that they already have gone through the foundation courses.

5.4.1.1.1 . Administrative module

The administrative module shall establish the foundation for both S&T and non-S&T officer in behavioral, functional and domain (establishment rules) aspects. The detail of the module is carved out in the following table:

Table 6: Details of Administrative module of induction training

#	Type of competency	Subjects to be covered	
	Administrative module during induction program		
#	**Type of competency**	**Subjects to be covered**	
1	Behavioural Training	Ethics and value in public governance	
		Gender Sensitization and Prevention, Prohibition & redressal of sexual harassment at workplace	
		Central civil conduct code	
		Customer Centricity/ Citizen Centricity	
		Problem Solving & Decision Making	
		Office etiquettes (dress code, email & telephonic etiquettes)	
2	Functional Training	Digital Orientation	Training on digital tools: E-office, E-HRMS
			NIC applications – email, messenger, cloud storage and others
			Microsoft Office Suite: Word, Excel, PPT, MS Project, MS Access
		Financial Management	Cash & Account
			Taxation (Income tax & GST)
			Inventory & store keeping
			GeM, e-procurement
			Procurement and tender writing
			Preparation of RFP (Basics) & Evolution of RFP
			Budget Formulation & Implementation
			General Finance Rule (Basic)
		RTI & Public Grievance	Record Management – RTI
			Noting & Drafting- RTI
			Public Grievance Portal
			RTI Act 2005
		Vigilance Administration	Orientation training program on preventive vigilance
			Effective drafting in disciplinary matters
			Administrative vigilance: role of IO/PO
		Noting & Drafting	Preparation of Cabinet Note
			Writing proficiency
			Communication skills (Writing & Spoken)
			Legislative writing (Basics)
		Analytical Skills & Quantitative Skills	

#	Type of competency	Subjects to be covered
	Administrative module during induction program	
		Human Resource Management
		Managing Parliamentary matters
		Office Procedure (MOP)
		Fundamental of Project Management
3	Domain/ Establishment rules training	Reservation rules for ST/SC/PwD/ExSM)
		Central Services (Medical Attendance Rule) 1944
		Central Government Health Scheme (CGHS)
		General Pool Residencial Accommodation (GPRA)
		Fundamental Rule Supplementary Rule
		CCS Pension and NPS rules
		Recruitment rule
		Court Rules & Proceedings
		Minimum Wage Act
4	Major schemes	Knowledge sharing on major schemes of department by officers of different division

5.4.1.1.2 Theatre Module

- Department may tie up with theatre training institutes such as National Schools of Drama (NSD), Bhartendu Natya Akademi, Lucknow to conduct a 15-day theatre module during the induction program.
- Apart from preparing the fresh recruits to perform a theatre (which they will display to a wider audience - may be MeitY officers), the period may also be utilized to conduct various team building exercises. Hence, the module may be seen as an opportunity for fresh recruits to not only connect with their peers but also bond as a team.

5.4.1.1.3 Technical Module

With an objective to acclimatize officers in different technology aspect that the department deals with, this module is targeted at S&T officers only. The detail of the module is tabulated below.

#	Type of competency	Subjects to be covered
	Technical Module during induction program	
1	Semiconductor Manufacturing	Induction training by Semiconductor Complex Limited in Semiconductor specific training on design, fabrication, packaging, and utilities Training on material and equipment used in semiconductor industry (Supply chain understanding)
2	Cyber security	Cyber security paradigm
		Firewall & Antivirus
		Cryptography
		Penetration test, Vulnerability test (security by design, architecture, and product development)
		ISO 2700X
		Report preparation

Technical Module during induction program		
		Incidence response plan
		Cyber Crisis Management plan/ Business Continuity Plan
		Disaster recovery plan
		Risk Management plan
3	Human Centered Computing (HCC)	Fundamentals of Artificial Intelligence (AI) & Machine learning (ML)
		Fundamentals of Natural Language Processing (NLP)
4	Cyber Law	Foundation course on Cyber Laws/ IT Act
		Cyber Law paradigm across the globe
5	Digital Payment	Understanding of digital payment ecosystem, recent trends, latest technology
6	Human resource division	Foundation on existing schemes under HRD
		Process of scheme roll out

The objective of the technical module is to set a foundation stone on various technological aspect among the freshly recruited S&T officers. The list may be augmented based on latest development in technology and focus of department. Moreover, the list is based on the interaction of few divisions under MeitY. The module may be expanded to include further subjects as per the requirement of another division/group of the ministry.

5.4.2   Induction course for every position

As per the latest guidelines of DoPT, an induction course must be curated for every position in the department. Hence, based on the information mentioned in section 4 (capacity required at individual level for division level), induction programs may be curated.

- The objective of the induction module is to acclimatize an officer who is transferred into a job, may undergo a systematic training relevant to his/her responsibilities.
- With changing requirements, Capacity Building Unit of MeitY may update the list of induction and refresher courses.
- Induction module may be conducted in a hybrid mode by using courses available in iGOT platform as well as courses available in training institutions (offline). Such a blended approach of training delivery would help officers to manage their time without compromising on work-life balance.
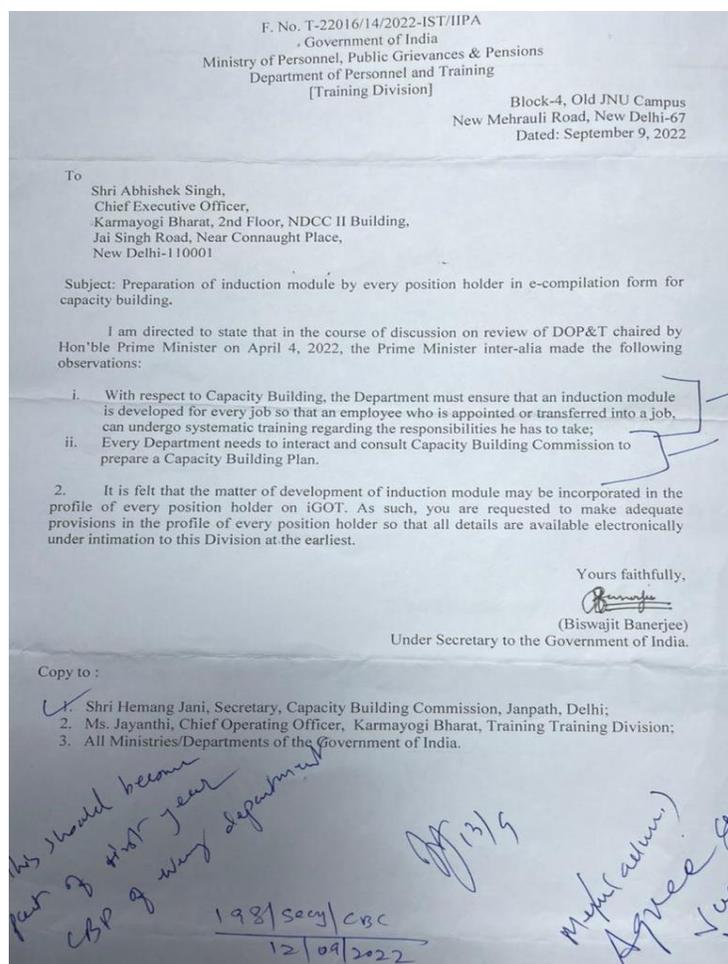

Figure 28:Copy of DoPT order suggesting creation of induction module for all positions

5.4.3 Refresher courses for every position

- A list of refresher courses may be prepared based on the requirement of officers mentioned in section 4 (Capacity required at individual level for different divisions)
- Furthermore, refresher courses may be used to keep the officers updated and prepare them for upcoming job rotations or higher responsibilities by developing required skillset for the future.
- Following may be one of the possible approaches to develop capacity through refresher course.
  - During a normal course of career progression, an officer in the department gets promoted once in every five (5) years. Every year, the officer may be assigned one four short duration programs over a year (i.e., one in a quarter)
  - Thus, over the course of first four years, the officer may go through different training programs, enabling him/her to perform more effectively. The training may appear as mentioned in the following table:

Year	Course			
Year 1	Induction module			
Year2	Refresher1	Refresher2	Refresher3	Refresher4
Year3	Refresher1	Refresher2	Refresher3	Refresher4
Year4	Refresher1	Refresher2	Refresher3	Refresher4
Year5	Refresher1	Refresher2	Refresher3	Refresher4

  - In fifth year (Due year for promotion), officer may be allocated training which will prepare her for next phase of career (job rotation/higher responsibility).
  - Thus, refresher courses may be used as a tool to develop cross functional capacity among officers which may help the department in smoother job transition from one to another division/group.
  - The refresher courses may be plan in a way to cover domain, functional as well as behavioural requirement of officers.
  - A blended delivery approach may be followed by allocating courses from iGOT platform.

For illustration purpose, training plan for an assistant section officer for the next five year may be planned as shown in the image below:
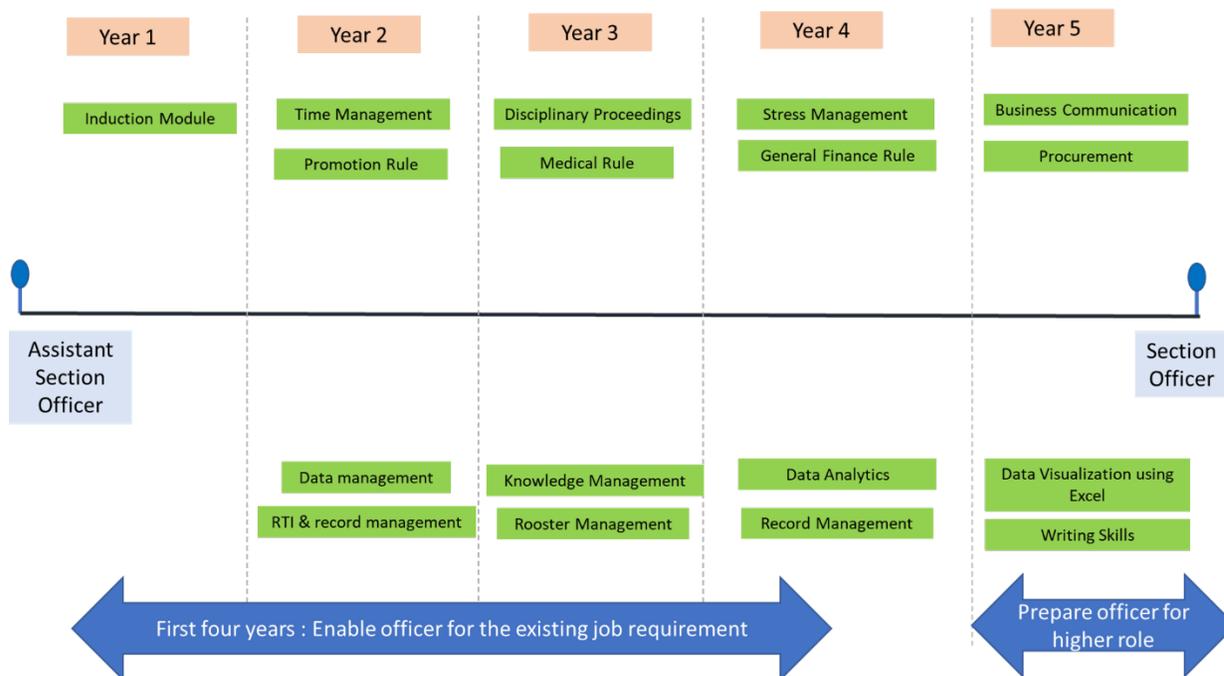

Figure 29:Indicative training plan for an Assistant Section Officer for 5 years

5.4.4. Mid-career & Senior management training

Apart from short refresher programs for continuous learning of officers, Mid-Career training and Senior management training would be required to prepare them for higher responsibilities.

- o As mentioned in the training structure in section 5.2.1, Mid-career training may be provided once a section officer is promoted as deputy director, while for S&T officers, Mid-career training may be planned once an officer is promoted from Scientist C to Scientist D
- o Similarly, Senior Management training may be imparted to officer once officers are promoted from Scientists E to Scientist F.
- o The mid-career training and senior management training need to be planned in the first year of promotion of officer i.e., once an officer is promoted to the higher level , in the first year itself, the due mid-career training and senior management training to be completed. As workforce of MeitY headquarter is comparatively smaller, to prepare a batch size of 25-30, Officers from different offices under the MeitY umbrella may be considered.
- o To impart these career progression trainings for both S&T and non- S&T cadre officers, the department may establish partnership with elite institute (listed in the table below). Through such elite institution, the officer will get exposure to world class professors and pedagogy which will prepare them for upcoming challenges.

Table 7: Potential institute for Mid-career & senior management training

#	Potential Institution for Mid-Career Training & Senior Management Training
1	Defence Research & Development Organisation
2	C-DAC
3	Indian Institute of Management, Ahmedabad
4	Indian Schools of Business
5	Management Development Institute (MDI), Gurgaon
6	Xavier School of Management (XLRI),Jamshedpur
7	Tata Institute for Social Science (TISS), Mumbai

5.4.5 Onsite training/ Immersion Program

One of the objectives of the annual capacity building plan is to provide practical exposure to officers through industry visits and training from expert institutions. Officers (both S&T and non -S&T Cadre) across ranks may be provided with such opportunity to gain industry insights and learn from the expert institutions.

During primary search of the exercise for curating ACBP, potential tie ups were identified and detailed out in section 6.6

5.4.6. Short Duration Program (SDP) & Long duration Certification Program (LDCP)

As per the policy of MeitY, officers are encouraged to peruse higher studies such as M. Tech and MBA in IIMs, IITs, C-DAC, etc. Along with these formal courses, the ministry may take the advantage of short duration and long duration programs from elite institutions to institutionalize the continuous learning culture across ranks of the ministry. Few of such programs are identified as below.

Although the table contains an indicative list of programs available, the organisation may identify other programs as per the requirement of the officers.

#	Training Institute	Duration	Course	Use Cases	Link
1	Indian School of Business		Advanced Management program in Public Policy	1.Mid-career program with a focus on Public Policy. Leadership Skills & Ethics in public policy	https://www.isb.edu/en/study-isb/advanced-management-programmes/amppp.html
2	JSW School of Public Policy (IIM A)		Customised programs	Public Policy	https://www.iima.ac.in/jsw-spp/customized-programs jswspp@iima.ac.in
3	AJNIFM	6 days	Online Program on Public Procurement	Public Procurement	https://www.ajnifm.ac.in/sites/default/files/uploadfiles/Training_Programs%20_Pubblic_Procurement_Basic%26Advanced2022-23.pdf

#	Training Institute	Duration	Course	Use Cases	Link
4	SPJAIN	7 months	Executive certificate programme in Fintech and & Blockchain	For digital payments division	SPJIMR - Executive Certificate Programme in FinTech & Blockchain | Finance & Blockchain Course | Emeritus India
5	IIIT Hyderabad	9 months	Build Machine Learning Expertise with the Leader in AI and Robotics Research		https://iiit-h.talentsprint.com/aiml/index.html
6	IIIT Hyderabad	6 months	Blockchain and Distributed Ledger Technologies		https://iiit-h.talentsprint.com/blockchain/index.html
7	IIIT Hyderabad	2 years	Master of Science in Information Technology (MSIT)	Project Based curriculum in Machine Learning, Data Science, Blockchain Technologies Will provide practical exposure of project development	
8	IIT Kanpur		e-master's in cyber security	The module covers Basic Cryptographic primitives used in Blockchain – Secure, Collision-resistant hash functions, digital signature, public-key cryptosystems, zero-knowledge proof systems, basic Distributed System concepts, Blockchain 2.0, Blockchain 3.0, E-Governance and other contract enforcement mechanisms, and more.	

#	Training Institute	Duration	Course	Use Cases	Link
09	IIM Bangalore	6 weeks 4-5 hrs/week	Effective Business Communication	E-mail communication	https://iimbx.iimb.ac.in/catalog/effective-business-communication/
10	Law Octopus Law School	8 weeks	Legal Research and Writing	Legislative writing	https://www.lawctopus.com/online-course-legal-research-writing/
11	IIM Indore	10 months	Executive Programme in Blockchain and FinTech 01	The participants will learn how modern investment strategies will help deploy technology to produce optimal results, explore the disruptive force of changing payment methods, AI/ML in terms of business, using R programming in Data Analytics, and blockchain.	https://www.iimidr.ac.in/executive-programmes/long-duration-online-programmes/executive-programme-in-blockchain-and-fintech/
12	National University of Singapore	2 Months	Public Policy: Design and Implementation for Success	Senior management responsible for policy design	
13	INSEAD	5 weeks	Develop creative and design thinking skills	Senior executives who want to strengthen their ability to lead innovation and enhance their organisation's innovation capability.	https://www.insead.edu/executive-education/open-online-programmes/design-thinking-creativity-business
14	Harvard Kennedy School	5 days	Cybersecurity: The Intersection of Policy and Technology	Technologists developing new applications and frameworks that will need to detect, withstand and counteract intrusion	https://www.hks.harvard.edu/educational-programs/executive-education/cybersecurity#online-vs-on-campus-schedule
15	CDAC	2 years	MBA in IT	International Co-operation Division	_

Note: Although the proposed training structure was not a part of original table of content (TOC) mentioned in approach paper, shared by Capacity Building commission, many organisations such as NIC, maharatna PSUs as well as civil services cadre under DoPT follows training structure similar to mentioned in section 5.4 . As the training requirements were gathered through the Capacity Need Analysis, the proposed training structure provides a framework to fill the capacity gaps of officers in an institutionalized manner.

5.5 Annual Capacity Building Plan: Training Calendar

Timeline of calendar is designed considering tentative schedule of the parliamentary sessions. In the calendar year 2022-23, Budget sessions were scheduled in February & March while Monsson session took place from mid-July to Early August. Winter session spanned over the month of December. Assuming the similar tentative timeline, in Quarter -1 2023-24 (April, June , July) and Quarter 3 2023-24 (October, November) officers would be comparatively better available to attend the long duration training programs.

Table 8: Legend used in training calendar

Duration	Legend Used in calendar
Jan 2023-March 2023	Q4 2022-23
April 2023- June 2023	Q1 2023-24
July 2023-Sept 2023	Q2 2023-24
Oct 2023-Dec 2023	Q3 2023-24

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
1	F	All division	Scientist B to G ASO to JS	Knowledge Management	Basic	Offline	Knowledge Management	3 Days	ISTM		Q4 2022-23	
						Offline	Knowledge Management	3 Days	NISG			
2	F	All division	Scientist D & Above SO & Above	Project Management	Advance	Offline	Project Management	5 days	NISG	25	Q1 2023-24	
						Online	Project Management	5 days	IIM Ahmedabad			
						Offline	Project Management	5 days	IIPA			
3	F	Digital Payment Human Centred Computing Cyber Law Human Resource	Scientist B to G	Legislative writing	Advance	Offline	Course on legislative drafting	10 days	Institute of Legislative Drafting & research		Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
		Division Semiconductor division Cyber Security Division										
4	F	Digital Payment Human Centred Computing Human Resource Semiconductor Division Personnel Division Vigilance International Co-Operation Division	Scientist B to G ASO to JS	Business communication	Advance	Online	Effective communication		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1134731200 05832704152/overview?primaryCategory=Course&batchId=01347654693241651213
5	F	Digital Payment	Scientist	GFR, GeM, RFP evaluation	Advance	Offline	Procurement in e-Governanc	5 Days	NISG		Q1 2023-24	

Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/Timeline	Link
	Semiconductor Division Vigilance International Co-operation division Cyber Security Division					GeM and GFR					
					Offline	Training Programme on Public Procurement (Basic)	5 Days	NIFM	Jan,Feb, March 2023	Q1 2023-24	
			GeM		Online	Government E Marketplace		iGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_11357002419 7103616141/overview?primaryCategory=Course&batchId=0 135948249255198721
			Training on procurement of goods and services (GFR, Procurement)	Basic	Online	Mode of Procurement & Procurement Processes on GeM		IGOT		Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
6	F	Digital Payment Human Centred Computing	Scientist B to G ASO to JS	Presentation development	Advance	Offline	MS-Power Point	3 days	ISTM		Q4 2022-23	
						Offline	Workshop on effective Presentation Skills	2 days	ISTM		Q4 2022-23	
7	F	All division	SO & ASO	Noting and Drafting Public Procurement Framework of GOI Office Procedure Parliamentary Procedures Government E Marketplace Right to Information Act, 2005 - Part 1 & Part 2 Leave Rules, Pay Fixation Annual Performance	Advance	Hybrid	Development of Attitude Knowledge Skill for Holistic Transformation in Administration (DAKSHTA)	15 days	IGOT+ISTM		Q4 2022-23	

	Ty pe	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
				Appraisal Report (APAR)								
8	F	Digital Payment Human Resource Division Personnel Division Vigilance	Scientist B to G ASO to JS	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft Teams Microsoft One Drive	Basic	Online	Basic: MS Office Training Program	2 days	Microsoft, MSDE and CBC		Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
9	F	Digital Payment Human Centred Computing Personnel Division Vigilance	Scientist B to G ASO to JS	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft SharePoint Microsoft Outlook	Advance	Online	Advance: MS Office Training Program	2 days	Microsoft, MSDE and CBC		Q4 2022-23	
10	F	Digital Payment Human Centred Computing Personnel Division Vigilance	Scientist B to G ASO to JS	Microsoft word	Advance	Offline	MS Word	3	ISTM		Q1 2023-24	
11	F	Digital Payment Human Centred Computing Personnel Division Vigilance	Scientist B to G ASO to JS	Microsoft Excel	Advance	Offline	MS Excel	3	ISTM		Q1 2023-24	

	Ty pe	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
12	F	Digital Payment Human Centred Computing Personnel Division Vigilance	Scientist B to G ASO to JS	Microsoft Presentation	Advance	Offline	MS PowerPoint	3	ISTM		Q1 2023-24	
13	F	Digital Payment Human Resource Division Personnel Division Vigilance Cyber Security Division	Scientist D & Above SO & ASO (Other division) Personnel division -All officers Vigilance- all officers	RTI	Basic	Online	Right to Information Act, 2005 - Part 1		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1134675163 68257024123/overview?primaryCategory=Course&batchId=0 1358058733441843211
						Online	Right to Information Act, 2005 - Part 2		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1134693696 236748801441/overview?primaryCategory=Course&batchId= 01358348857907609623
					Advance	Offline	RTI	5 Days	IIPA		Q1 2023-24	
						Offline	Advance course on RTI act (problems, issues, challenges, and		NPC		Q1 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
							implementation of CIC/SIC judgements) and modern office management					
14	F	Digital Payment Human Resource Division Personnel Division Vigilance International Co-Operation Division Cyber security Division	SO & ASO (rest of the division) All officers of HRD All officers of ICD Sc D&E (Cyber security)	Noting & drafting	Advance	Online	Noting & drafting		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1135948071783301121144/overview?primaryCategory=Course&batchId=0135949651763609600
						Offline	Workshop on Noting & Drafting	2	ISTM		Q1 2023-24	
						Offline	Office Procedure on noting and drafting	5	NPC		Q1 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
15	F	Digital Payment Human Centred Computing Human Resource Division Semiconductor Division	Scientist B to G	Policy evaluation	Basic	Offline	Monitoring & evaluation	3 Days	NISG		Q3 2023-24	
							Monitoring & Evaluation of Government Scheme	2 days	ISTM			
16	F	Human Centred Computing Cyber Law Human Resource Division Semiconductor Division	Scientist D & Above	Public Policy formulation	Advance	Online	Public Policy and the VUCA World		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1134354826750771201203/overview?primaryCategory=Course
						Online	Public Policy: Design and Implementation for Success	2 months, online 4-6 hours per week	NUS		Q4 2022-23	https://nuslky.emeritus.org/public-policy-design-and-implementation
						Offline	Training on Public Policy		ISB		Q1 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
						Offline	Public Policy Formulation	3 days	ISTM			
						Offline	Public Policy for tech spaces	5 days	IIPA			
17	F	Human Centred Computing Human Resource Division Personnel Division Cyber security Division	All officers SO & ASO (Personnel Division) Scientist D (Cyber security)	Parliamentary Matters	Advance	Offline	Handling Parliamentary Matters	2 days	ISTM		Q1 2023-24	
						Online	Parliamentary procedure		IGOT+ISTM		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1135947505370890241121/overview?primaryCategory=Course&batchId=0135948459255152642
18	F	Human resource Division	SO & ASO	Record Management-RTI	Advance	Offline	Record Management - RTI	3	ISTM		Q2 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
		Personnel Division Vigilance										
19	F	Human resource Division Personnel Division	SO & ASO All officers (Personnel Division)	Recruitment rules, managing service book, reservation in services, rooster preparation	Advance	Offline	Establishment Rule 1	5 Day	ISTM		Q2 2023-24	
20	F	Human resource Division Personnel Division	SO & ASO All officers (Personnel Division)	CCS, Disciplinary proceedings, FRSR/MACP,Medical rule, pension rule	Advance	Offline	Establishment Rule 2	5 Day	ISTM		Q2 2023-24	
21	F	Human resource Division Personnel Division	SO & ASO All officers (Person	Central Services (Medical Attendance Rule) 1944	Advance	Online	Central Government Health Scheme (CGHS) &	49 minutes Self-paced	iGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1136696968 91633664186/overview?primaryCategory=Course

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
		nel Division)					Central Services (MA) Rules					
22	F	Human resource Division Personnel Division	SO & ASO All officers (Personnel Division)	Central Government Health Scheme (CGHS)	Advance	Online	Central Government Health Scheme (CGHS) & Central Services (MA) Rules	49 minutes Self-paced	iGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1136696968 91633664186/overview?primaryCategory=Course
23	F	Human resource Division Personnel Division	All S&T officers SO & ASO (Personnel Division)	Data analytics	Basic	Offline	Data analytics & big data	3 Days	NISG		Q4 2022-23	
						Offline	Data Analytics using MS Excel	2 days	ISTM		Q4 2022-23	
24	F	Human resource Division	Scientist B to G	Indirect tax	Basic	Offline	Workshop on Goods and	2 Days	ISTM		Q1 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
		Semi-conductor division					Services Tax					
25	F	Human resource Division Semi-conductor division	Scientist B to G	Direct tax	Basic						Q1 2023-24	
26	F	Human resource Division Personnel Division	Scientist B to G ASO to JS	PFMS	Basic	Offline	Orientation Training Programme on PFM	2	ISTM		Q2 2023-24	
27	F	1.International Co-operation 2.Semiconductor Division 3.Cyber Security Division	All officers Sc D & Above (Cyber Security)	Strategic negotiation	Advance	Offline	Strategic negotiation		IKDHVAJ Advisor LLP, 9871554 496 Harsha.singh@ikdhvaj.com		Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
28	F	1.International Co-operation 2.Semiconductor Division	Scientist B to G	WTO Rules & regulations	Advance	Offline	WTO Rules & regulations		IKDHVAJ Advisor LLP, 9871554 496 Harsha.si ngh@ikd hvaj.com		Q4 2022-23	
						Offline			Centre for WTO studies (under IIFT)			
29	F	Semiconductor Division	Scientist B to G	E waste Management	Basic	Online	Online Certificate course on e-waste management in India	7 days (10 hours)	Centre for Science and Environment (CSE)		Q3 2023-24	
30	F	Semiconductor Division	Scientist B to G/JS	basics on Private equity & Venture capital	Basic	Offline	Private Equity and Capital	5 days	IIM Bangalore		27 Feb 2023 to 02 March 2023 Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
							Market Financing					
						Online	Private Equity and Venture Capital	Self-Paced course	Coursera		Q4 2022-23	
31	F	Semiconductor Division	Scientist B to G	Basics of financial modelling	Basic	Offline	FINANCIAL DECISION-MAKING USING EXCEL		NIFM		2nd Year	
32	F	Semiconductor Division Cyber security Division	Scientist B to G Sc E (Cyber Security)	Knowledge on running start up, evaluation of start up	Basic		5 Day deputation in STPI Bhubaneswar		STPI		2nd Year	
33	F	Personnel Division	ASO to Director	FRSR	Basic	Online	Fundamental Rules (FR) and Supplemen		Department of Expenditure		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1134971137511260161111/overview?prim

	Ty pe	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
							tary Rules (SR)					aryCategory=Course&batchId= 0135592683306926082
34	F	Personnel Division Vigilance HRD	SO & ASO	Data Management	Basic	Online	Excel for Everyone: Data Management	24 Hours	EdX		Q4 2022-23	https://www.edx.org/course/excel-for-everyone-data-management
						Online	Foundations: Data, Data, everywhere		Google+ Coursera		Q4 2022-23	https://www.coursera.org/learn/foundations-data
						Online	Online Capacity Building Programme on Quantitative Data Management and Analytical Writing in	4	V V Giri National Labour Institutions	09/01/2023 to 13/01/2023	Q4 2022-23	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/Timeline	Link
							Labour Research					
35	F	Personnel Division	SO & ASO	Physical Record Management	Advance	Offline	Advance course on Record Management	2 days	ISTM		Q1 2023-24	
36	F	Personnel Division	DD & Above	Data driven decision making	Advance	Offline	Data driven decision making in government	2 days	ISTM		Q2 2023-24	
37	F	Personnel Division	ASO to Director	e-office	Advance	Offline	Workshop on e-office	2 days	ISTM		Q4 2022-23	
						Online	e-office refresher course	4 days	E-Office (NIC)			

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
38	F	Personnel Division	ASO to Director	Effective writing	Advance	Online	Effective Writing	4 weeks	IIT Roorkee through SWAYAM Portal		Q2 2023-24	https://onlinecourses.nptel.ac.in/noc20_hs06/preview
39	F	Personnel Division	SO & ASO	Training management	Basic	Offline	Training management	2	ISTM		Q2 2023-24	
40	F	Personnel Division	SO & ASO	Minimum Wage act	Basic	Offline	Training Programme on Understanding Labour Codes and Rules	4	V V Giri National Labour Institutitions		Q2 2023-24	
41	F	Personnel Division	SO & ASO	Reservation Rules (SC/ST/OBC and PwD, Horizontal and Vertical reservation)	Advance	Offline	Recruitment rules and reservation in services for governme	5	NPC		Q1 2023-24	

Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
							nt organisations					
42	F	Personnel Division	SO & ASO			Offline	Reservation in Services for SC/ST/OBC /ExSM/PWDs	4	ISTM		Q1 2023-24	
43	F	Personnel Division	SO & ASO	Managing reservation rooster	Advance	Offline	Preparation of Roster	3	ISTM		Q1 2023-24	
44	F	Personnel Division	SO & ASO	Court Ruless & Proceedings	Basic	Offline	Training with Cyril Amarchand Mangaldas		Training with Cyril Amarchand Mangaldas		Q1 2023-24	
45	F	Personnel Division International Co-operation	SO & ASO All officers	Drafting cabinet note	Advance	Online	Preparation of Cabinet Notes		IGOT		Q4 2022-23	https://portal.igotkarmayogi.gov.in/app/toc/do_1136287503458631681689/overview?primaryCategory=Course

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	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
		Division Cyber Security	(ICD) Sc D& Above (Cyber Security)			Offline	Effective Cabinet Notes (Advance)	2	ISTM		Q1 2023-24	
46	F	Vigilance	ASO to Group Co-ordinator	Litigation Management	Basic	Offline	Litigation Management	2	ISTM		Q1 2023-24	
47	F	Vigilance	SO & ASO	Cash and Accounts	Basic	Offline	Cash & Accounts	2	ISTM		Q1 2023-24	
48	F	International co-operation division	Scientists B to E	IPR Handling	Advance	Offline			CDAC		Q3 2023-24	
49	F	General Administration	ASO to DD/JD/ Director	Inventory Management	Advance	Offline	Inventory & Store Keeping Management	2 Days	ISTM		Q1 2023-24	

	Type	Target Division	Target Audience	Topics to be covered	Competency level (Basic/ Advance)	Mode of training	Training name	Duration	Institution	Batch size	Date/ Timeline	Link
50	F	General Administration	ASO to DD/JD/ Director			Offline	Supply Chain Management	2 days	ISTM		Q1 2023-24	
51	F	General Administration	ASO to DD/JD/ Director	Demand Planning Procurement Forecasting	Advance	Online	Supply Chain Management	3 days	MDI Gurgaon		Q4 2022-23	https://www.mdi.ac.in/programmes/supply-chain-management
52	F	Personnel Division	SO & ASO	Customer centricity	Basic	offline						

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5.5.1 Immersion Program

As one of the objectives of this exercise is to identify opportunities to train officers through non- training interventions such as industry exposure, onsite training and to cross leverage the expertise from within the department . After discussions with officers, following interventions are identified.

Table 9: Division wise immersion programs

#	Division	Objective	Organisation
1	Personnel Division	Industry exposure	Tata Motors/HUL/any other mature company
2	Personnel Division	Onsite training on Court Case	Cyril Amarchand MangalDas LLP (Law firm)
3	Semiconductor Division	Industry exposure	Intel, TSMC, Samsung display unit
4	Semiconductor Division	Onsite training	• ITRI, Taiwan / IMEC , Belgium • SCL, Mohali
5	Cyber Security	Industry exposure	IBM, CISCO, Microsoft
6	International co-operation	Onsite training	Work with embassy as scientific attaché
7	Vigilance	Onsite training	3 days training in CVC/CBI/UPSC on "how to conduct an effective investigation"
8	Human centred computing	Industry exposure	Meta, Microsoft
9	Human centred computing	Onsite training	• Stanford University • CDAC
10	Digital Payment	To enable officers, acquire better understanding of handling start-ups, evaluating start-ups	MeitY Startup Hub (MSH)
11	Digital Payment	3 to 5 days onsite training to capture the modern trend in Fintech which may benefit the division dealing with digital payment specifically	Centre of Excellence in Fintech , Chennai
11	Semiconductor Division	To enable officers, acquire better understanding of handling start-ups, evaluating start-ups.	MeitY Start-up Hub (MSH)

5.6 Annual Capacity Building Plan: Organizational Capacity Building

To strengthen the organisational processes and human resources, following organisational and institutional interventions are identified . Major interventions are shown in the following image. The detail is presented in the following table.
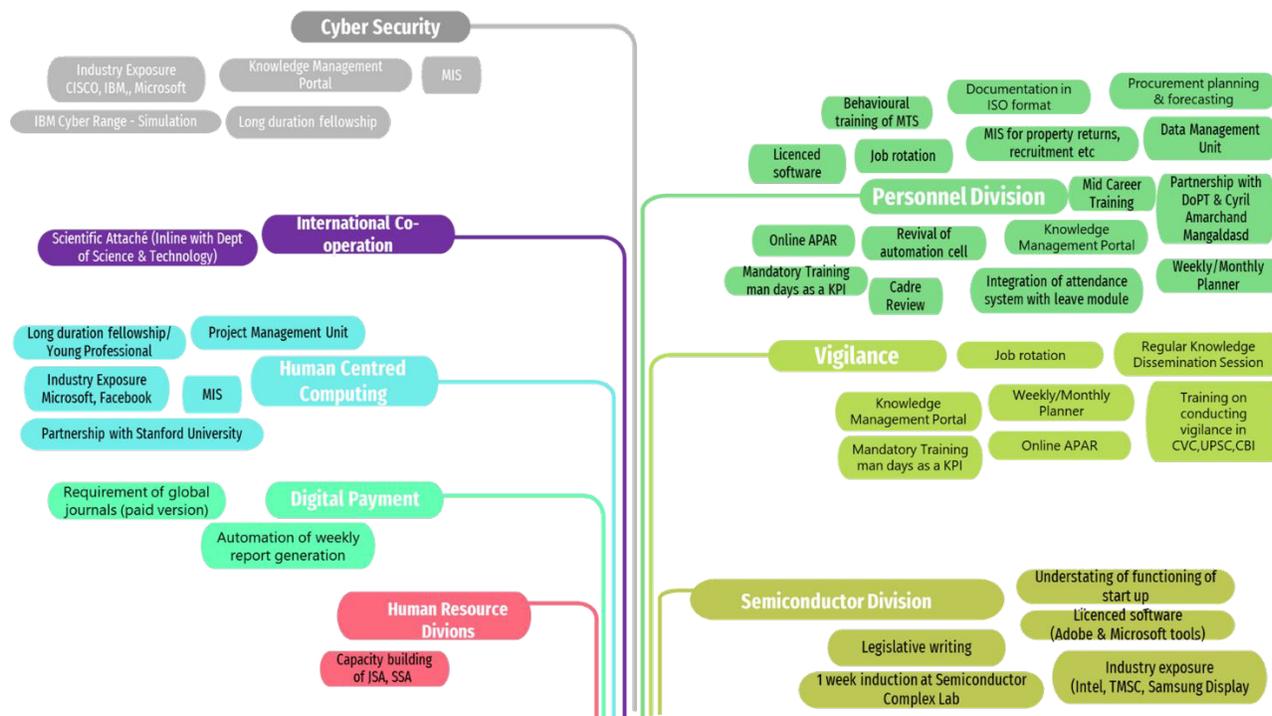
Figure 30:Major organisational interventions identified

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
1	Personnel Division	Technology & Data	Integration of attendance system (biometric/face recognition) with leave module of e-HRMS	Currently, the attendance system is not integrated to leave module. The integration would help the organisation to develop a more robust system of attendance
			Single sign on for an officer logging into different portal of with in MeitY and other government platform	Officers are using multiple portals for email log in, data collection, data submission etc. A common sign in may allow officers from the hassle of remembering multiple passwords and saves significant time and effort of logging into different portal
			Development of MIS to get information on vacancy, property return, income tax returns, posting & transfer	Need of a single source of truth for different aspects (vacancy, property return, IT return, posting & transfer). Furthermore, MIS for the same would save significant time & effort of officers.
			Data management Unit	A dedicated data management unit to be available in Personnel division, which would be

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				handling all the data that the department is responsible of. This unit may be served as a single point of destination for officers to archive any information. The unit will further be responsible for propagating best practices for data collection and managing data to officers across the ministry
			Expansion of e-HRMS to facilitate digital transformation of organisational process	Currently, e-HRMS has leave module. Few more modules are under the development phase. MeitY may expand e-HRMS into a full-fledged ERP which will be handling all the business processes in the Ministry
		System & Process	Development of Knowledge Management Portal (KM portal)	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
			SOP documentation on ISO format	KM portal would propagate the culture of documentation of various events, processes and activities across the ministry. To bring a standardization among all these documents, ISO formats may be followed. Officers would go through ISO documentation training.
		Resource & Asset	Customer centricity & Time bound service delivery	Evolution of personnel division (and other service division as whole) into a customer centric division focused on time bound delivery of following services: a) medical claim b) LTC Claim c) Computer advances d) GPF Withdrawal e) EX-India Leave f) Annual Immovable property intimation **To achieve the goal, following steps to be followed:** a. **Training of officers in customer centricity** b. **Procedure to be defined and made available to officers online (possibly in KM portal & e-office for easier accessibility)** c. **Defining SLAs for different processes** i. **Data monitoring at a regular interval**

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				ii. Upgradation of processes as well as SLA , dissemination of information to employees of ministry
			Licensed Software	The organisational may opt for licensed software for widely used applications (Example: word processing, spreadsheets, presentation etc)
			Revival of office automation cell (OAC)	Technical issues faced by officers in MeitY used to be handled by OAC. NIC only aid related to network and its own product. However, any other technical assistance related to hardware or software to be made available to officers through OAC.
			Cadre review of non-S &T section	With rapid evolution of technology in the past two decade, MeitY has increased its strength in S&T section. Furthermore, with reduced life cycle of modern technology, S&T cadre strength would increase in future.

To continue catering services to S&T divisions effectively, along with automations such as MIS, a cadre review of non- S&T division would help the division understand the future strength of workforce required. This would further help the division to streamline the work distribution and develop expertise in the division. |
			Work redistribution in personnel division (mini restructuring in personnel division)	To develop expertise in different functions that Personnel division is looking after,
		Partnership & relationship	Partnership with Cyril Amarchand Mangal Das LLP	Court cases: Officers/New Joinee handling court cases in personnel division may be deployed in perspective dept to understand the terminologies and procedures to handle court cases
			Partnership with DoPT	Service Matters: Officers/New Joinee handling Service Matter in personnel division may be deployed in DoPT for 2 weeks to get hands-on exposure on how to handle service-related matters
		Personnel Management	Online APAR for Non- S&T Cadre	Online filling of APAR is available for only S&T cadre. The same to be followed for Non-S&T Cadre for timely submission and review of APAR
			Weekly/Monthly Planner (online, to be part of e-HRMS) to be a component in APAR ,	APAR is an annual phenomenon which is unable to capture effectively the efforts put by officers. A provision to understand the engagement and achievement of officers, a weekly/monthly planner may be introduced through which

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				• Officers may list out their activities done for the period Status of the activity (completed/not completed) may be filled in the next week/month • Reporting officers may assign specific tasks to their team with deadlines • Analytics on the same would give utilization of offices This would further help senior management about activity level at different verticals and if required workforce shuffling can be done based on strong evidence
			Probation linked mandatory induction training	To ensure implementation of ACBP, mandatory induction training may be linked to probation period once an officer gets promoted.
			Mandatory Training man-days to be kept in KPI	This will further ensure mandatory training man-days to be fulfilled.
			• Mandatory Mid-Career Training inline to per DoPT guidelines • Pre-promotion training in line with the DoPT guideline	Unlike senior rank officers, there is no provision of mid-career training for section officers of Non-S&T divisions when the officers get promoted to Deputy Director(DD) and above. As a DD, the officer would be entrusted with running the division/team, the skill set required would be different. Hence, a two to three weeks of mid-career training would be helpful.
			Job rotation of Non-S&T cadre as per the regulations (3 years for sensitive division, 5 years for non- S&T division)	Job rotation would allow the organisation to develop cross-functional workforce, enabling leaders of future. Further, job rotation would break the Silos and promote a more collaborative work culture as officers would be more aware about the challenges faced by other divisions. as per DoPT regulations, job rotation of workforce sensitive division in 3 years and non-sensitive division in 5 years. If this timeline feels short for job rotation of officers, the time duration may be increased. Further job rotation of officers in senior management (from Deputy Director and above to be 5 years, allowing exposure to officers and fresh perspective to the division itself) Currently, job rotation is a challenge due to capacity limitations. Through ACBP, the capacity gap may be mitigated over the period. Many training courses would be available in iGOT platform for easy access to officers. Through

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				refresher courses, the officers may further reinforce their capacity on a regular basis while KM portal would help officers to leverage experience of the organisation in conducting similar functions.
			Basic training of Office Assistant, JSA, SSA on "e-officer, noting & drafting, digital orientation (Microsoft suite with focus on word, excel, presentation)"	Officer Assistants, JSA, SSA may be developed into a workforce trained in e-Office, Noting & Drafting, email writing and Microsoft Suite. Such initiative would allow shifting of non-core activities of Assistant Section Officers (ASOs) and Section officer (SOs) such as putting up a letter in e-office, preparing initial draft etc. This initiative would further help officers focus on more important functions more effectively.
			Behavioral training of multi-tasking staff in Taj Learning Centre	Multi-Tasking Staffs are the first point of contact for any external personnel to the ministry. Their behavioral aspect may be augmented by proving them a basic training on o Email and telephone etiquette o Dressing etiquette o Office etiquette to address officers Apart from training in Taj Learning Centre, The MTS may be tagged with a senior officer for regular review and monitoring for 15 days during this basic training.
2	General Administration Division	Resource & Asset	Immersion program in Amazon for Inventory Management, Procurement forecasting & scheduling	General Administration division is entrusted with procurement of capital assets as well as various consumables. A procurement plan capturing demand forecasting of different goods based on part requirements, future expansion of the organisation.
3	Vigilance division	System & Process	Knowledge Dissemination session regularly (monthly, bimonthly, quarterly)	a. As vigilance is a very dynamic subject, regular knowledge dissemination session would help officers to be updated on different aspects of vigilance. b. The forum may be used to invite any guest lecture (online/offline) to discuss on latest as well as past cases
			Knowledge Management Portal	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
		Partnership & relationship	Partnership with agencies such as CBI, CVC, UPSC, NIA is critical. 3 days of mandatory	As the domain of vigilance is dynamic in nature, the officers need to be at the top of the heap to identify and mitigate vigilance related cases

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
			training in such investigating agency once in every 6 months will keep officers updated	
		Personnel Management	Online APAR in line with S&T officers	Online filling of APAR is available for only S&T cadre. The same to be followed for Non-S&T Cadre for timely submission and review of APAR
			Weekly/Monthly Planner (online, to be part of e-HRMS) to be a component in APAR	The modification will bring more ownership to officers and allow management to track progress of various activities/task undertaken by officers
			Mandatory Training man-days to be kept in KPI	This provision will further ensure that ACBP would be implemented effectively on ground.
			Job rotation of Non-S&T cadre as per the regulations	Job rotation would allow the organisation to develop cross-functional workforce, enabling leaders of future. Further, job rotation would break the Silos and promote a more collaborative work culture as officers would be more aware about the challenges faced by other divisions. as per DoPT regulations, job rotation of workforce sensitive division in 3 years and non-sensitive division in 5 years. If this timeline feels short for job rotation of officers, the time duration may be increased. Further job rotation of officers in senior management (from Deputy Director and above to be 5 years, allowing exposure to officers and fresh perspective to the division itself) Currently, job rotation is a challenge due to capacity limitations. Through ACBP, the capacity gap may be mitigated over the period. Many training courses would be available in iGOT platform for easy access to officers. Through refresher courses, the officers may further reinforce their capacity on a regular basis while KM portal would help officers to leverage experience of the organisation in conducting similar functions.
4	Semiconductor division	Resource & Asset	Need of licensed software (Adobe tools and Microsoft tools)	The organisational may opt for licensed software for widely used applications (Example: word processing, spreadsheets, presentation etc)
		Partnership & relationship	Tie up with o Interuniversity Microelectronics Centre (IMEC), Belgium o Industrial Technology Research Institute (ITRI), Taiwan	The division is responsible to promote wafer Manufacturing in the country, which is at a very nascent stage. Domain expertise may be leveraged for advanced countries through MoU with the mentioned institutions. The mentioned institution further has tie ups with industries, allowing much required industry exposure to the officers in wafer manufacturing,

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				understanding of supply chain of chemicals required for wafer manufacturing.
			Industry exposure	Industry exposure in any of the following i.Intel ii.TSMC iii.Samsung -Display fabrication unit iv.ST microelectronics v.TI semiconductor vi.Western Digital
			1-week mandatory training in Semiconductor Complex Lab (SCL, Mohali)	As wafer manufacturing is in nascent stage, mandatory training for all incoming officers across level is required.
			Interaction with International Business strategy (IBS)	IBS may share information on equipment cost, Transfer of technology cost, IP transfer cost etc on a regular basis
			Tie up with IITs (IIT Bombay) for sponsored seat for higher studies and research (PhDs and PDF)	Sponsored seat in technical university (example: IIT Bombay, IIT Delhi) for semiconductor manufacturing related course work (in line with DRDO) . A timebound course in IIT Bombay (any other university as the dept. may find it suitable) for new joinee: Policy intervention is needed (institutional intervention)
5	Cyber security	Technology & data	Management information System (MIS) for efficient project monitoring	Requirement of MIS for project under progress to monitor - progress of project - budget utilization - milestones identified & achieved
		System & Process	Knowledge Management System (KMS)	KM portal will enable MeitY to create an institutional memory by leveraging experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
		Resource & Asset	Licensed software	The organisational may opt for licensed software for widely used applications (Example: word processing, spreadsheets, presentation etc)
		Partnership & relationship	Industry exposure in CISCO, IBM, Microsoft may be explored	Industry exposure may be helpful to officers to understand current cyber security scenario, and best practices.
			Simulator for crisis management	IBM Cyber Range
			Tie up with IITs & IISc to get updated trends in cyber security (half yearly)	Information sharing with officers in physical/virtual mode as well as booklet form for future reference
			Tie up with IISC Bangalore	Provision for sponsored seats in IISc Bangalore for higher studies (M. Tech & PhD)

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
		Personnel Management	o Fellowship program o Deployment of Project Management Unit (PMU) o Young Professional	The interns work for 2-3 months and leave, not adding enough value to the dept. Any such fellowship program with 6 months duration would be beneficial for both students as well as ministry
6	Human Centred Computing	Technology & Data	Management Information System (MIS)	MIS would streamline project morning and will save a lot of efforts spent for data and report preparation
		System & Process	Knowledge Management System (KM Portal)	KM portal will enable MeitY to create an institutional memory by levering experience of existing officers. The democratization of knowledge would further enable officers to take initiatives based on experience in the organisation.
		Partnership & Relationship	Tie up with technical universities	Tie up with IITs, IIITs and **Stanford university** to get regular updates on best practices of Natural Language Processing. Officer may get physical/virtual sessions from eminent professors as well as information in booklet form for further study
			Industry exposure	Industry exposure in Facebook and Microsoft
			o Fellowship program o Deployment of Project Management Unit (PMU)	The interns work for 2-3 months and leave, not adding enough value to the dept. Any such fellowship program with 6 months duration would be beneficial for both students as well as ministry
7	Human Resource Division	Personnel Management	Capacity building of JSA, SSA	Officer Assistants, JSA, SSA may be developed into a workforce trained in e-Office, Noting & Drafting, email writing and Microsoft Suite. Such initiative would allow shifting of non-core activities of Assistant Section Officers (ASOs) and Section officer (SOs) such as putting up a letter in e-office, preparing initial draft etc. This initiative would further help officers focus on more important functions more effectively.
			Policy on Work from Home (WFH)	Such intervention would help officers bring balance in work-life
		System & Process	Knowledge Dissemination Session	Intra- minitrial level knowledge dissemination would help interaction with officer and promote cross domain knowledge sharing
8	Digital Payment	Technology & Data	Automation of weekly report generation	Automation of weekly reports generation from multiple data sources. Currently, the weekly report to Cabinet Secretary and PMO is generated manually.
			Support from NIC to handle dashboard related issues	Requirement of resources (e.g., from NIC) to manage the dashboard and troubleshoot any

#	Division/ Group	Intervention Category	Intervention	Objective of the exercise expressed as specifically as possible
				issues that arise with respect to uploading of data and access to the dashboard
		Resource and Asset	Requirement of global journals (paid version)	Need subscription of global journals on digital payments which are usually paid Journals. Currently, only free journals are available.
9	International Co-operation	System & Process	Knowledge dissemination session	Intra-ministerial sessions would help the division understand the latest development in various field of technology. Reciprocally, the division may make other groups aware about the international trends.
		Partnership & relationship	Working with embassy as Scientific attaché	The international exposure may allow officers to gain insight on IT & ITeS sector at international level. The understanding would be helpful in promoting country's technology at world forum.
10	Cyber Law	Partnership & relationship	Tie up with CDAC /DRDO/ ISRO / BARC	Training on quantum computing

6. Capacity Building Unit and Its responsibilities

The ministry has already constituted Capacity Building Unit (CBU) on 28.06.2022 which is headed by Joint Secretary, Personnel Division. Annual capacity building plan is a living document which will evolve with time to meet the changing requirement of officers of MeitY and evolution of technology in future. CBU will be the custodian of ACBP and will have following major responsibility (as per CBC):

- Conduct a department wide HR Audit to map existing competency gaps
- Co-create, update & implement the Annual Capacity Building Plan (ACBP) for the department in collaboration with CBC
- Validate and onboard relevant content/Capacity Building Products on iGOT in collaboration with CBC
- Monitor and report the progress of implementation of Annual CBP in the department to CBC
- Facilitation of training& non-training interventions for organizational capacity building in partnership with experts
- For day-to-day operations assigned to CBU, the department may look to engage workforce in non-conventional ways (example: Project Management Unit) to leverage the expertise of industry work force which will be responsible for following activities:
- Monitoring and Evaluation Manager will be responsible for monitoring the progress of courses and employees, etc. 1 personnel may be considered
- Project executives will be responsible for supporting the functions of the training, project management such as content management ,file management, organizing webinars etc. 2 personnel may be considered
- Project coordinators will be responsible for Training announcement, Nomination management, scheduling etc. p for which 2 personnel may be considered

Annexure 1: Section wise study of approved capacity building plan of NIC

Section	Section description	Salient feature	Suggestions/Remark

2.1	Training need analysis-Framework	• The framework has stressed on demand driven capacity building. The framework has covered aspects with respect to **individual, group & organisation** while conducting training need analysis.
		• The framework has also covered the complete training life cycle as mentioned below:
		    o Identification of training needs based on the competency/ performance discrepancy
		    o Development of training plan
		    o Training impact evaluation (impact of skills, attitude, individual & organisational performance)
		• The framework further mentions evaluation of effectiveness of training and mitigating the gaps after the assessment, thus completing the cycle of for capacity building.
			• The framework is in line with the demand driven capacity building as stressed upon by the approach paper for shared by Capacity Building Commission (CBC)
			• Further, the framework has provided the scope for augmenting capacity building based on feedbacks received on trainings included in existing plan. CBMU/CBU to make sure regular upgradation of capacity building plan based on the feedbacks/suggestions of officers to keep the organisation future ready.
			• The framework has discussed about capturing requirements at the individual and organisational level. Institutional requirements were limited to institutionalising the training programs in NIC through CBMU. (Institutional requirements are one of the three pillars of capacity building exercise under CBC, for example: policy upgradation for flexible office timing)

2.2	Training need analysis (TNA)-Methodology	• As mentioned, objective of TNA is to capture the existing gaps (due to lack of existing knowledge, skill, attitude) and potential future gaps due to change in organisational policy & external environment.	The methodology shows that TNA has tried to capture the futuristic requirement of the organisation. However, no discussion on policy change/ change in external environment has been covered in rest of the document.

Section	Section description	Salient feature	Suggestions/Remark

2.3	Training audience	• The exercise has covered
		o NIC Employees across the ranks (DG to ST-A/B)
		o Every line of services
		  ▪ Central & state government informatics centre
		  ▪ ICT infrastructure for e-governance
		  ▪ Finance, Personnel & Admin, Purchase & stores
			The exercise has covered officers across the hierarchy & functional verticals

2.4.	Training Need Assessment	TNA was conducted using: o Study of existing training facility o Direct interaction with officers in NIC	The approach is in line with approach prescribe by CBC. Assessment of existing training facility is one aspect of organisational capacity, covered under organisational capacity building of the ongoing exercise under CBC
2.4.1	Assessment of current training facility of NIC	o Dedicated training cell (6 employees) o As per the assessment of the hard & soft infrastructure available NIC HQ is well equipped with Conference Hall, classroom & NIC webcast o Every state and district have multipurpose meeting room Video Conference and NIC webcast	o NIC is well equipped with the hard infrastructure such as convention hall, classroom with PC, video conferencing set up and NIC webcast tool.
	e-learning mode	3 learning platform: 1. E-VidyaKosh: a learning management system 2. Webcon: Virtual classroom 3. Webinar: A webinar platform for knowledge sharing Knowledge dissemination: 1. TechQuizzes 2. Executive briefing	4. Through e-vidyakosh, NIC is equipped with infrastructure to achieve one of the objectives of Mission Karmayogi - enabling officers to assess training modules anywhere, anytime, any device 5. Knowledge sharing aspect is achieved by Webcon & Webinar platform & Executive briefing (Another organisational capacity aspect)

Section	Section description	Salient feature	Suggestions/Remark
	Knowledge partners	- C-DAC & IITs -Technology programs - ISTM- Administrative programs - NIFM- Finance programs - IIMs – Capacity building programs	The document explains about plan to tie-up with IIT Roorkee. As on date, no tie ups with other IITs & IIMs are explicitly mentioned.
	Training budget	- Internal budget: 2.5 % of total budget of NIC - External budget: sponsored by organizations external to NIC	NIC is aware about the provision of 2.5% of salary cost to be dedicated for capacity building of officers.
2.4.2	Interaction with employees (>100 officers)	Out of the gap identified during As Is study, followings are not covered under the exercise conducted by exercise: - Role clarity (lack of role clarity, limited job rotation, inadequate processes & SOP followed) - Resourcing (Shortage of resources, no fresh induction, compensation gap)	- Job rotation & adherence to processes & SOPs is critical for developing human resources and standardizing the processes in place. - Further, mitigation on "Lack of Incentive for scientific research" is not covered in the existing plan
3.1	Study of DoPT Training Structure for various Central Service Officials	As per the document, ○ DoPT has provision of 7000 hours of training for a civil servant across the career	
3.2	Proposed training structure for NIC	○6200 hrs of blended training are suggested for an officer across his/her career in NIC (Joining to retirement). The breakup of 6200 hr is as follows: 5200 hr of online training 800 hrs of classroom training 160 Hrs of field visit (2 weeks visit during induction, 2 weeks for 11-15 years' experience officers) 40 hrs foreign training (for 16-20 years of work experience) 6 weeks optional exchange program for industry exposure (IBM, Microsoft, Google, Infosys)	- Topics covered in TDP (Annexture-1) are elaborative and will help the officers develop foundation to start working in specific domain. To accommodate an application orientated approach, - Wherever possible, the courses may include cases/projects to allow officers apply the learnings. As per the requirement, the program duration may be increased from 5 days to 10 days. - For better practical exposure, officers may be asked to evaluate existing system in NIC. Such approach will allow officers to comprehend technological nuances on the subjects.

Section	Section description	Salient feature	Suggestions/Remark
			Although the document has touched upon aspects such as development of case studies and visit to centre of excellence of NIC in section 7.3.1.2, no mention of component of case studies & project-based learning in TDP presented in annexure 1 of the shared document of NIC • The current capacity building plan has a component of exchange program with industry leaders such as IBM, Microsoft, Google, and Infosys, meant for officers in the experience bracket of 11-15 years. Moreover, the component is kept optional. ○ However, immersive experience on emerging technology such as blockchain, IoT, Quantum computing for officers in the experience bracket of (2-4) years or (5-10) years will give them hands on experience on advanced technologies. ○ Based on the secondary research, an indicative list of companies is mentioned in annexure 3. However, NIC may sought Partnership with organisations beyond the list as per the wisdom of management. ○ Apart from industry tie ups, partnership with IITs leading research on specific technology may help officers to get immersive experience on the specific domain.
3.3	Key competency area	4 key competency area is identified. ○ Technology Oriented Course ○ Program Management course ○ Human capital skills	

Section	Section description	Salient feature	Suggestions/Remark
		o Government processes & standards	
3.4	Competency Wise Domains	Expansion of topics to be covered under the key competency area described under section 3.3	The domains covered are very comprehensive. Coupled with technology trainings mentioned in annexture-1 of the document, it appears to fulfil the requirement of NIC officers.
3.5	Training plan composition	The plan suggests • Mandatory training for officers and Linkage of same to annual review cycle • Set of optional training, to be approved by reporting officer • Certification, to be approved by reporting officers • Induction programs for all new recruits • Training on job rotation & transfer	o Unless otherwise optional courses are pursued from outside incurring additional cost to the organisation , a reduced bureaucracy while allocating/choosing optional and certification training will allow officers to pursue their interest freely. o In line with mandatory training curated for officers (section 6.2), a pool of optional training may be developed. Officers need to complete 3-4 training in a year (One per quarter). These optional training may be delivered online or in blended mode. Successful completion of optional training/certification will depend on the performance of officers during the training assessment. The optional training will help officers to ride the trend of continuous skill upgradation. o The optional training will allow officers to opt for refresher courses (technical as well as non-technical- updated rules & regulation, learning advanced tools & techniques etc) o The document does mention induction program for new recruits in proposed training structure (section 3.2). Broad topics to be covered in the induction are mentioned, however a detailed induction module is not covered in the plan

Section	Section description	Salient feature	Suggestions/Remark
3.6	Training delivery mode	o 3 different training delivery modes are discussion (Classroom training/Instructor led training, E-learning, Webinar/VCs & blended delivery mode) o For large organisation such as NIC, Blended delivery mode is recommended. The use of LMS will help delivering training mode effectively in blended mode of delivery. o Training can be though internal or external instructor, training agencies	o One of the highlights of existing plan in its focus on training delivery and related infrastructures/ resources required. o Under the existing capacity plan, creating all the required content for its LMS (e-vidyakosh) may be time consuming. To ensure timely availability of required content, NIC may tie up with organisations such as IITs, IIITs, Up Grad, Great Learning, EdX, Simplilearn, Coursera, MIT Open courseware (Free courses are available, fundamental courses to be vetted before recommending to officers) etc and onboard the ready-to-use courses on e-vidyakosh. Furthermore, Post-Graduation courses may be onboarded based on the requirement of the organisation. o Such partnership will help NIC get access to readily available and proven study material widely accepted by industry. o Already a list of contributors is available in aggregator platform such as EdX & Coursera. Courses from potential partners may be assessed before moving ahead with the partnership o Certain courses/course materials under the SWAYAM platform (facilitated by the Ministry of Education, Government of India) through the IIT-Madras may also be considered for inclusion in the Capacity Building Plan, for technical staff of NIC.
4	Training approach & outline	o 151 courses identified across the four key competency (technology, program management, government process & standard, Human capital skills)	o The domains of training identified are extensive and will certainly cover a large part of requirement of officers from NIC.

Section	Section description	Salient feature	Suggestions/Remark
		o Technology -108 courses o Program Management- 23 courses o Government processes & standard-10 courses o Human capital skill- 9 courses	o Tie up with Private & government training agencies as well as industries/OEM such as CISCO, Oracle, Microsoft, Red hat etc. is suggested. NIC may explore tie up with other industry too as per the requirement of the organisation.
5	Training management	The section describes achieving distinctive learning experience through e-vidyakosh (LMS portal for NIC) 1. Managed by a dedicated team in HQ 2. Vital link for blended learning ecosystem (integrating e-learning with ILT) The section has highlighted different featured of LMS necessary for life cycle of a training program. For example: o Enrolling on vidyakosh o Accessing the training o Assessment Test o Feedback on training o Crediting applicable hours & issuing certificates o Policy on linking to APAR & noncompliance of mandatory training hours on APAR, incentives for developer	o Along with managing LMS, it is important for timely evolution of e-vidyakosh. The team managing the LMS may further act as a delivery team to understand the new requirements from the training participants and help e-vidyakosh evolve in future. The requirements captured from target participants may be provided to product team for adding new features. o Matured Platforms such as Coursera & Udemy may be followed to identify advanced features, making the platform more customer centric. o As one of the objectives of mission Karmayogi is to enable officers access to the training on any device, a mobile application may be developed for e-vidyakosh (if noy available yet) as normal user behaviour has shifted more towards mobiles & tablets for access at a single click.
6	Training plan	The section has mapped different designation & role to different training programs	• The mapping is quite comprehensive and covered the requirement of officers. • In section 6.1.1, the plan has captured training requirements based on the roles explicitly and hence may be used for promotion linked capacity building . Even the level of training (basic/intermediate/advanced) is well

Section	Section description	Salient feature	Suggestions/Remark
			captured. Hence, the plan may help for continuous upgradation of skills when promoted/before promotion. • However, for administrative staffs, a few domain and functional interventions not mentioned explicitly in the existing plan may be added, if not covered already. o Finance o Budgeting o Direct & Indirect Taxation (GST already covered) o Financial Audit o Updates on regulations/Laws o Basic ideas of technical projects to help officer understand the technicalities while approving proposals o Purchase & storage: 4. Inventory management 5. Inventory Audits 6. E-waste management o Best practices for inventory management o Procurement forecasting o Personnel division: o Domain knowledge on rules such as establishment rule, pension rule, reservation rules, disciplinary proceeding, recruitment rules etc o Tie ups with MDOs to prepare officers to handle court cases (if any) o Microsoft Officer suit is already covered in program management modules

Section	Section description	Salient feature	Suggestions/Remark
			For a detailed requirement gathering, direct interaction with respective officers may be helpful.
6.2		The section has listed out the mandatory training for officers at different designation.	The mandatory training is exhaustive and covered various domain of training. However, few trainings need to be extended to wider audience base. The detail is mentioned in table 2 of this report.
6.3	Training content	The section provides snapshot of training content, key training institute & industry collaboration	The section has identified both technical and non-technical training courses and useful metadata such as key training institution names, key collaboration for training, certification, course structure
7	Recommendations for institutionalised training	1. External training management: • Onboarding Training provider (agency, individual & develop internal trainers) • Training delivery: Mode of delivery for each training • Managing the LMS • Training assessment of internal instructor or training provider 2. Internal training management: process of batch formulation, nomination and approval system and self-nomination process to be managed 3. Capacity Building management Unit (CBMU), created under training division: Roles & responsibility of CBMU is well defined	• All aspects of training management are covered. • Roles & responsibility of CBMU is well defined. • Composition of CBMU is also defined. • The section highlights the significance of linking training to APAR to create a collective seriousness among officers. As per the discussion held on 4th July 2022, NIC has created Capacity building Unit (CBU) on 30th June 2022. The document is attached in annexure 2. ➢ However, clarity on difference (if any) in CBU constituted & CBMU proposed in the existing capacity building plan need to be sought.
7.3	Setting up of an academy	Till a full fledges NIC training academy is set up, NIC has signed an MOU with IIT Roorkee. • IIT – Roorkee will provide space infra & other facility in Greater Noida Campus	• Through the partnership with IIT Roorkee, NIC appears to leverage the expertise of IIT Roorkee in course content design & preparation of training calendar.

Section	Section description	Salient feature	Suggestions/Remark

		• NIC will establish an office in IIT Roorkee, Greater Noida Campus
		• NIC will communicate appropriate training programs / courses to IIT-R for finalization of course content &yearly training calendar for both TDP & MDP
		As per the existing plan, **NIC -IITR training centre** will serve multiple purpose for NIC as follows:
		• Incubation centre for R&D and product development
		• The role of CBMU will be merged into training academy once the academy is in operation
		• Think tank & thought leadership for knowledge creation
		• Training & research infra
		• Develop a network of academia & training institution, training facilities for digital governance
		• Consultancy services for self-sustenance
			• Across time, NIC has plan to leverage this partnership to communicate with national & international organisations/institutions to meet futuristic capacity requirements.
			• NIC has plans to deliver blended learning though on premise teaching and e-Vidyakosh LMS.
			  o On-premises teaching will be used for rigorous induction training for new recruits and will allow peer learning through interactions & project discussions
			  o LMS would complement the training by make readily available the pre-reads, videos, assignment submission, quizzes & assessments, capturing attendance & training feedback
			  o The academy will subsume the role of CBMU in future.
			• The partnership with IIT Roorkee will be helpful for NIC to institutionalise the capacity building in NIC. Mission Karmayogi certainly promotes delivering training online, however, peer learning and its long-term impact of developing a team culture through classroom training may not be ignored.
			• NIC may further leverage the expert human resource of IIT Roorkee to impart technical knowledge to officers. Tie up with IIT Roorkee to curate a project based/case-based training would certainly add value to though process of officers from NIC.

8	NIC skill building program- Budget estimate	The budgetary estimates have covered multiple variables such as	The budgetary estimate has not covered cost implication due to setting up of academy

Section	Section description	Salient feature	Suggestions/Remark
		- Cost of classroom training - Cost of e-learning - Cost of Capacity Building PMU (not included in the calculation) - TA/DA (not included in the calculation) - International Training (not included in the calculation) - An increment of 10% is factored for the year 2 of the plan	

	Annexure - 1	Management Development Program (MDP)	MDP already covers various aspects such as leadership, effective decision-making using spreadsheet. Apart from the classroom program,
			  o MDP may include an additional 2 weeks of programs in IIMs/ISB/XLRI (Business schools) to get exposure on
			      o Leadership
			      o Team Management
			      o Work delegation
			      o Organisational vision
			      o Strategic thinking
			      o Negotiations
			A case-based pedagogy may help officers to apply the classroom learning during the 2 weeks of programs in top business schools

Annexure 2: Office memorandum for constitution of CBU

No. M-13/790/2022-Training/3140323

Government of India

Ministry of Electronics and Information Technology

National Informatics Centre

Training Group

A Block, CGO Complex, Lodi Road, New Delhi 110003

Dated: 30/06/2022

Office Memorandum

Subject: Constitution of Capacity Building Unit for NIC, reg.

The Capacity Building Unit for the preparation of Annual Capacity Building Plan for NIC has been constituted with the following members:

1.	Mr. Pawan Kumar Joshi (1104)	Scientist G	**Chairman**
2.	Ms. Jayanthi S (2511)	Scientist G	Member
3.	Dr. Rajesh Kumar Pathak (1963)	Scientist G	Member
4.	Mr. Ajay Singh Chahal (1948)	Scientist G	Member
5.	Ms. Sharmistha Dasgupta (3558)	Scientist G	Member
6.	Mr. Shyam Sundar (4283)	Scientist G	Member
7.	Mr. Neeraj Goel (1171)	Scientist F	**Member Convenor**
8.	Mr. G Jaya Kumar (2089)	Scientist F	Member
9.	Mr. Manoharan R (1077)	Joint Director	Member

2.   **TOR of the Capacity Building will be:**

- *Lead efforts in operationalizing the competency framework, developing content, curating assessments et cetera. and will work closely with Capacity Building Commission.*
- *To prepare Annual Capacity Building Plan of NIC.*
- *This CBU will consist of manpower resources from the department, supported by specialist manpower from Capacity Building Commission*

3.   The committee will be serviced by the Training Section, NIC, HQ.

4.   This is issued with the approval of Competent Authority.

30/06/22

(Prisca Lakra)

Branch Officer, Training

& Deputy Director

Copy to:

1. Chairman & all members of the committee
2. HoG of Training Group
3. HOGs/ SIOs/ State Coordinators/ HODs
4. Office of DG, NIC
5. All officials of NIC

Annexure 3: Indicative list of potential industry partners for NIC

#	Technology	Potential Partnership
1	Block Chain	• Zebi Data India (Land record &Certificate Management for Andhra Pradesh Government) • Amazon (To manage supply chain through block chain) • IBM
2	Cloud	• Amazon • Google • Microsoft
3	5G	• Qualcomm
4	Quantum Computing	• Intel • IBM • Google • Microsoft • Google
5	IoT	1. CISCO 2. IBM 3. Siemens IoT Analytics Company (Berlin and Munich, Germany)
6	Data Analytics & Big Data	• Amazon • Google
7	Metaverse	• Microsoft • Roblox India • Facebook India

Note: The list above is an indicative list of organisations for providing 4 -weeks hands on experience to officers in the experience bracket of 2-4 years or 5-10 years. However, the management may look for partnership with other organisations too to pursue the same objective.

Annexure 4: Details of Minutes of Meeting held with officers

Meeting with Ministry of Electronics and Information Technology (MeitY)
Date: 27th June 2022, Time: 14:30- 15:30

Kick off meeting with MeitY was conducted to develop Annual Capacity Building Plan (ACBP) for the ministry mentioned.

1. Chairperson: Shri Bhuvnesh Kumar (JS, MeitY)
2. MeitY representatives: Shri Roop Kishor (Director), Mr. Devendra Pal Chawala (Deputy Director), Shri Gordon Amaw(SSA)
3. Capacity Building Commission (CBC) representatives: Shri S P Roy (Director, CBC) & Ms. Apoorva
4. NISG representatives: Mr. G Chamu, Mr. Ashish Kumar Jain, Ms Sameera, Mr. Neeraj Sharma, Mr. Murtaza Mir
5. NIC representatives: Shri Rajesh Bahadur (Deputy Director General), Shri Pawan Kumar Joshi (Deputy Director General)
6. CSC Academy representatives: Shri Rishikesh Patankar (COO)

Salient Points discussed:

#	Points Discussed
1	(a)**Current Capacity building process:** top-down approach does not exactly capture the training and non-training requirements of employees. (b)**Updates approach**: hybrid of bottom-up and top-down, capturing 3. Functional requirements 4. Training at promotion 5. Domain specific training 6. Orientation training to fresh recruits 7. training related to behavioural aspect & in vernacular language (specific to CSC) 8. Specific training for technical and non-technical roles
2	Training providers (CDAC, NeGD, NIC, NIELIT) will compile all the training supports & management development programmes and share with NISG, Any existing assessment will be shared in the next meeting
3	NIC, CSC, NeGD will provide single point of contact (SPOC) for any communication to the respective organisation
4	Details of Capacity Building Unit (CBU) will be shared by NIC, CSC, NeGD and MeitY
5	Online module for capacity needs assessment will be developed & circulated by NIC to employees of MeitY, NIC, NeGD and CSC to capture information online
6	Template for Capacity needs assessment will be circulated twice. 4. First circulation: To capture organic requirements from employees 5. Second Circulation: Suggestions from emerging technology by NISG to capture any additional requirements
Next Step	
7	Meeting with CBU from NIC, NeGD, MeitY, CDAC **on 29/06/2022 (Wednesday)** to discuss 5. Understanding of Manpower in different verticals and their roles & responsibilities 6. National Priorities, Citizen Centric goals & emerging technology requirements of organisation

8	CBC will share following templates to be used by agencies.
	a) CBU composition format
	b) Self-assessment framework for individual
	c) Self-assessment framework for organisation

Minutes of Meeting
Meeting with Ministry of Electronics and Information Technology (MeitY)
Date: 30th June 2022, Time: 11:30- 12:30

Members Present

I. Chairperson: Shri Bhuvnesh Kumar (Joint Secretary, MeitY)
II. MeitY representatives: Shri Roop Kishor (Director), Mr. Devendra Pal Chawala (Deputy Director)
III. Shri Rajnish Asthana, Joint Director, NIELET
IV. Ms Pooja Kandpal, Consultant (CB), NeGD
V. Shri G. Chamu, Sr General Manager, NISG
VI. Shri S P Roy, Director (CBC)
VII. Shri Ashish Kumar Jain, Manager, NISG
VIII. Shri Ranjan Kumar, Scientist "F"
IX. Shri Mustazar Hussain, DGM, NISG
X. Shri Dinesh Lakhara, DGM, NISG
XI. Shri Sameera, Assistant Manager, NISG
XII. Shri Satya Meena, Director, NeGD
XIII. Shri Piyush Gupta (CSC)
XIV. Shri Rai Verghese (CDAC)
XV. Shri Gaur Sunder (CDAC)

#	Points Discussed
1	Priority verticals identified by MeitY for capacity building exercise are
	A. Semiconductor division under IPHW
	B. Cyber Law
	C. Cyber Security
	D. Department of Personnel
	E. CSC
	F. NIC
2	Training details, present capacity and other relevant documents related to training to be shared by NIELET, CDAC and NeGD (NIC has already shared). Focus will be on not only technical capacity but also non-scientific training and management development programs
3	**SPOCs nominated:**
	• NIC-Mr. Pathak
	• NeGD- Ms Pooja Kandpal, Consultant (CB), NeGD
	• CDAC-Mr. Gaur Sunder
	• CSC- Mr Rishikesh Patankar
	• **SPOC for NIELET to be appointed**

#	Points Discussed
4	For Semiconductor division under IPHW, focus areas as discussed with division heads: 1) Significant size of workforce in Semiconductor section under IPHW is technical cadre which is involved in non-technical assignments such as assessing the proposals submitted and training in GFR, RFP preparation, tendering process is required. For this section, the previous trainings include an orientation session and a 3-day workshop at NIFM 2) Contract management and fiscal management are key areas of IPHW's scope of work and training regarding the same, especially exposure on legal implication of clauses etc is required for officials (primarily scientists) in this division. 3) Contract and fiscal management trainings are required for all technical divisions/ sections in MeitY.
5	CSC focus area has been identified as behavioural skills (soft skills) training for Village Level Entrepreneurs as they have a front facing role at CSC by interacting directly with the citizens.
6	**Mr Kapil (Cyber law)** mentioned about the need to provide public policy exposure to their officials, especially regarding stakeholder consultations, how public policy documents are to be written
7	**Tentative Meeting schedule with officials:** 1. 4th July 2022, Monday: NIC, 11:30 2. 5th July 2022, Tuesday: Cyber law division 1500-1545 3. 6th July 2022, Wednesday: CSC 4. 12th July 2022, Monday: NeGD (forenoon) 5. 12th July 2022, Monday: Cyber Security (post NeGD meeting) 6. **Meeting with IPHW to be scheduled** **Meeting with Joint Secretary, MeitY may be schedule post 7th July 2022**

Meeting with National Informatics Centre (NIC)

Date: 04th July 2022, Time: 11:30- 12:30

1. Chairperson: Dr Rajesh Kumar Pathak (Scientist G, NIC)
2. Shri Neeraj Goel (NIC)
3. NISG representatives: Shri G. Chamu, Shri Ashish Kumar Jain

Key Points discussed during the meeting:

#	Points Discussed
1	NIC has developed Capacity Building Programme for the organisation. The capacity Need assessment is already conducted and calendar for training and non-training interventions are prepared by the organisation. These capacity building interventions are already approved by MeitY and DoPT
2	NIC has constituted the Capacity Building Unit (CBU) on 30.06.2022 to prepare the annual capacity building plan of NIC.
2	As per the inputs received from the NIC, for 3 years, NIC had already developed Capacity Building Plan for their employees. Instead of going through the process from the scratch, as suggested in the CBC presentation, NIC showed keenness to take inputs regarding behavioural capacity building
3	Existing capacity building interventions at individual level:

#	Points Discussed
	a) Induction Training Program of about 3 weeks Duration for Scientific Technical Assistants/ Scientist 'B' officials at their entry level
	b) Technology related courses are conducted under TDP for all Technical Officers and Administrative/Management/Financial Courses are conducted under MDP for both Technical and Administrative Officials
	c) Year wise compulsory separate course plans are prepared for different levels of officers on topics of regular and emerging tools and technologies, management/Communication/Emotional Intelligence Skills in VidyaKosh – A Learning Management System (LMS) of NIC and Completion status of these courses are monitored regularly for all officers.
	d) A Webinar platform is created for sharing knowledge among the peer group, updating individual knowledge on the Emerging Technologies, sharing various technical experiences & challenges faced in work, and improving communication skills. This webinar session is conducted every working day for half an hour between 1-30 to 2 pm
	e) Executive briefing: Webinars are arranged (Twice a month) for HODs, HOGs for knowledge transfer on advanced technologies and trends. Renowned speakers from Industry, academia (IITs/ IIMs / ISTM/ Other eminent Institutes)
4	Knowledge Partners of NIC: a) Indian Institute of Technology, Roorkee b) Assam Administrative Staff College (AASC, Guwahati) c) Yashwantrao Chavan Academy of Development Administration (YASHADA, Pune) d) ATI HP (HIPA), Shimla e) Institute of Secretariat Training and Management (ISTM) f) National Institute for financial Management (NIFM)
5	a) At organisational level, well defined processes are established. b) Organization is well equipped with infrastructures such as knowledge bank. c) NIC has its own Learning Management System (LMS) to manage and track individual progress.
6	Major chunk of manpower in NIC is technical cadre. To address the of functional aspect of capacity building (procurement, stores, administration, Human resources) , NIC has its internal modules to develop capacity.
7	NIC is planning to share their existing capacity building plan with NISG and asking for inputs specific to behavioural aspects of capacity building.
	Next Step
8	After internal discussion, NIC to share their existing capacity building plan with NISG and schedule meeting with NISG to take future course of action.

Minutes of Meeting
Meeting with Cyber Law Division
Date: 5th July 2022, Time: 15:00- 15:45

Members Present
1. Dr Dhawal Goel (Cyber Law Division)
2. Shri G. Chamu (NISG)
3. Shri Murtaza Hussain (NISG)

The discussion with the Officials is as follows.

Sl No	Point Discussed
1	Interventions related to following subject is required • Public consultation: Process, matrices for public consultation (Training on Public Policy) • Emerging Technology: Legal implications IoT/AI/Crypto/ Block chain/ any other advanced technology (Techno legal framework) • Legislative writing: comprehension and development of legislative draft **(Department of Legal Affairs -DoLA provides 2 weeks training on legislative affair. Either courses from DoLA or any other intervention may be explored)** • Understanding of Competition law, companies act, copyright act, IPR Protection) from legal aspect of information technology as the organisation may need to look after developing frameworks under these mentioned laws from the perspective of Information technology Act
2	Vision of the organisation: • Cyber space - Open, Safe, Trusted, Accountable, evolvable from citizen's point of view
3	National and international conferences are attended by scientists on regular intervals already

Meeting with CSC Academy
Date: 06th July 2022, Time: 14:00- 15:15

Members Present

    a) Shri Rishikesh Patankar (COO, CSC Academy)
    b) Shri Piyush Gupta
    c) Shri Shyama Roy (Director, CBC)
    d) Shri G. Chamu (NISG)
    e) Shri Ashish Kumar Jain (NISG)

#	Points discussed
1	CSC is more focused on identifying behavioural interventions required by Village Level entrepreneurs (VLE) to deliver services to citizens. More than 4 lakh VLE are working across the country and are the face of the government
2	VLE profile: • Educational qualification: Housewives/ Matriculation to PhDs • Local resident, verified by local panchayat • Investment, operations, hiring are managed by VLE • Attrition: 20% • Work on a contract basis (1 year contract + 1 year extension) • Motivation is mainly financials • Incentives to VLEs are mainly financial

#	Points discussed

3	Nature of Interventions
	    ○ In a medium they can understand (mostly vernacular)
	    ○ Pedagogy: small training courses with blended format. The progress needs to be monitored
	    ○ Outcome of interventions such as whether VLEs are able to apply the learnings need to be assessed

4	~1800 CSC employees working across the country and supporting the VLEs. They work in three tire organisational structure (District Level/ State level/ National Level)

5	Functional requirements:
	    I. Functional training related to government schemes are provided
	    II. Majority of requirement is related to dealing with equipment, troubling shooting
	    III. District consultants are approachable to VLE s directly and help them on day-to-day operations
	    IV. Procurement: VLE may procure from Grameen e-store (at discounted price) or at her own discretion
	    V. Bank Loan: CSC has tie up with multiple banking institutions and loan based on CRISIL score will be provided

6	Quick Wins: I. VLEs are pressed for time to deliver. Interventions on time management and prioritization may be required

7	An incentive programme inline with hardship allowance in armed forces, the VLEs can be incentivized in hilly areas, Left Wing Extremism (LWE) areas as financial incentives earned in existing business model may be less and delivering government services in this area is still critical to keep the citizens connected to the mainstream
	
	Feasibility:
	    a. CSC is working in a self-sustainable business model. In CSC 2.0, budget is allocated for training and resource management. Avenues for incentives inline with hardship allowance may be explored
	    b. Such incentive programme was implemented in Sikkim. The VLEs left after receiving the allowance.

8	Existing Incentive programmes:
	    1. Education programme (AMITY University, Different PG programme under UGC, Symbiosis University) – Available to VLEs and immediate family members
	    2. Few courses on half the price and even free of cost under different CSR Project
	    3. Major incentive is monetary, based on number and volume of transaction
	    4. For 50 VLEs, Small training programme is scheduled in IIT Delhi in coming days

9	Its difficult to co-ordinate and monitor any non-training interventions implemented at large scale
10	2. Grievance redressal system (for CSC): VLE can follow existing redressal platform 3. Grievance redressal system (for citizens): Citizens can register their grievance in respective line ministry, the grievance is then directed to CSC

#	Points discussed
	4. Complaints against VLEs are majorly related to charging extra or refund is not made by VLEs
11	55 mobile CSC is already operational.
Next Step	
12	Field visits to CSCs will be scheduled to further understand the behavioural aspect of VLEs

Meeting with Personnel Department, MeitY
Date: 08th July 2022, Time: 15:00- 16:45

Members Present

1. Shri Roop Kishor (Director)
1. Shri P. Victor Albuquerque (Joint Director)
2. Shri Devendra Pal Chawla (Deputy Director)
3. Ms Revathi S Kumar (Joint Director)
1. Shri Shyama Roy (Director, CBC)
2. Ms Apoorva (CBC)
1. Shri G. Chamu (NISG)
a) Shri Ashish Kumar Jain (NISG)

In the meeting, the following points were discussed.

Sl No	Points Discussed
1	Existing Capacity Building Programme in personnel division: 1. No policy intervention for non-Tech cadre 2. National Institute of Financial Management: For requirements of finance division 3. ASOs: On-the-job training (No formal induction)
2	Challenges: 1. For SOs and ASOs, no existing policy intervention for training. They need interventions for domain knowledge related to RTI, Pension Rules, General Finance Rule (GFR), General Rule (GR), Subsidiary Rule (SR) as a part of their induction. Later, refresher intervention may be provided in form of training intervention. 2. Promotional training for SOs and ASOs are not mandatory. 3. For accounting and finance division, a brush up training on core business conducted by MeitY would be helpful. 4. Another significant function of Personnel division involves data management, drafting & noting, presentation program, report preparation. Interventions related to word processing tool, spreadsheet tools and presentation tools may help to improve the efficiency of workforce at SOs and ASOs level 5. Training of MTS (Regular & On contract): No existing interventions for Multi-Tasking Staff. Refresher training may be planned as per the job requirement.

Sl No	Points Discussed
	6. For procurement division, to vet/prepare tender document, RFP document, a non-training intervention may be put in place along with managing a knowledge bank.
3	Future interventions required as per department: • Middle management training in XLRI (2 weeks program) • Tie up with ISTM for training needs of non-scientific staff • Interventions on Project Management, Stakeholder Management for senior management of the division
4	Organisational Intervention: 1. A significant function of personnel division is to collect data, prepare reports and submit on different portal. Preparation of SOPs and maintaining a knowledge bank may help the department to leverage the experience of employees and establish a system independent of individuals. 2. There is no standard procedure for documentation with a predefined owner of the document and timeline to review. A standard format to be established to prepare SOPs 3. A gender sensitization program needs to be launched at organisational level to make employees aware about the procedure to approach authority when anyone faces any such issues
5	Behavioural Interventions: a) Multi-Tasking Staff (MTS) needs to understand basic etiquette to communicate with high level officers. Behavioural intervention may be identified as per the requirement. b) Behavioural aspects such as Customer centricity, empathy may be looked for personnel division as the customers of the personnel division are the scientific cadre in MeitY
6	Institutional Intervention: a. ISTM refused to provide training to non-tech cadre of MeitY. Based on requirement, ISTM may be pursued with intervention of higher authority b. Policy intervention for training of SOs and ASOs required
	Next Step
7	The department has to • Identify unique roles corresponding personnel for one-on-one interaction • Prepare schedule for the interaction

Minutes of Meeting

Review of Progress of ACBP

Date: 12th July 2022 Time: 12:00 PM – 12:30PM

Members present

- Shri Praveen Pardeshi (Member Administration, CBC)
- Shri Bhuvnesh Kumar (Joint Secretary, MeitY)
- Shri Roop Kishor (Director, Personnel Division, MeitY)

- Shri Devendra Pal Chawal (Deputy Director)
- Shri Vishal Lavania (Program Manager, CBC)
- Ms Akshita Singh (Program Manager, CBC)

The following points are discussed in the meeting

Sl no	Points Discussed
1	Leveraging the existing annual capacity-building plan of NIC, a specific draft training calendar to be framed which shall be 1. Officer specific 2. Course-specific (Content of course, Pedagogy) 3. Institute specific
2	a) Meeting with CSC & Illumine (Existing Knowledge partner for Railway and Rural posts) to be scheduled tomorrow. RFPs of the past are shared with Joint Secretary, MeitY. CSC needs to study the RFPs and suggest modifications as per the requirement of the organization in the scheduled meeting on 13th July 2022 b) Efforts to be made to understand VLEs behaviour from citizen(end-user) point of view.
3	Ministry to conduct CSC-specific survey, in line with surveys conducted for railways and rural post
4	To modulate behavioural aspects of Multi-Tasking Staff (MTS), a 2-day workshop with Taj Group was suggested
5	To prepare middle management for higher responsibility, a 1-week Management Development Program (MDP) may be explored in the Indian Institute of Management, Ahmedabad (IIM-A) and the Indian School of Business (ISB)
6	For SOs and ASOs, basic functional interventions may be planned with ISTM
7	Intervention in Stress management may be extrapolated to all the departments of the ministry

Minutes of Meeting

Cyber Security Division

Date:15th July 2022 Time: 11:00 AM -01:00 PM

Objectives of the meeting:

During initial interaction with Shri Bhuvanesh Kumar (Joint Secretary, MeitY), Cyber security division is identified as one of the priority divisions for which **Annual Capacity Building Plan (ACBP)** to be developed. The objective of the meeting was to have an initiation interaction with members to capture capacity building provisions and requirements. Capacity building not only focuses on individual capacity building (Domain / Functional / Behavioural), but also Organisational capacity building (Infrastructure, Partnership, Resource & Asset, System & Processes, Technology & Data).

To capture the capacity needs of members of the division, capacity need assessment to be done in future. The exercise is targeted at unique roles under the division (Both scientific and administrative staff) and aimed at identifying responsibilities of unique roles and competencies required to perform the role.

Members present:

a. Smt. Savita Utreja (Co-ordinator of Cyber Security)
b. Shri Ranjan Kumar, Scientist E
c. Shri Deepak Singh, Scientist G
d. Shri R N Datta, Consultant
e. Shri Sushil Kumar, Scientist E
f. Shri Shayam Roy (Director, CBC)
g. Shri G. Chamu, NISG
h. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed
1	In existing set up, no training intervention is in place except for a common induction training program which is mandatory for everyone in MeitY
2	Majority of the responsibility falls under the technical domain. Hence, division needs to be updated on modern technological development. 1. Tie up with CDAC/IITs /NITs may be explored to curate dynamic and requirement-based periodic interventions to match to industry trend 2. In current scenario, Quantum computing, 5G, High performance computing and any new technologies may be covered under interventions. The requirements to be updated as per the need of division

3	A targeted dynamic **induction training program** may be curated for fresher/ new joinee, specific to the department. The course may cover (theoretical and practical knowledge) building blocks for
	    a. Cyber security paradigm
	    b. Firewalls
	    c. Antivirus
	    d. Cryptography
	    e. Penetration test, Vulnerability test (security by design, architecture, and product development)
	    f. Report preparation
	    g. ISO 2700X
	    h. As per the need of division

4	Cyber security division is responsible for preparing/ prescribing framework for (not limited to)
	    i. Incidence response plan
	    j. Cyber Crisis Management plan
	    k. Disaster recovery plan
	Domain level training/non-training interventions need to be identified.

5	Non training interventions such as "exposure to industry" for a defined period would be very helpful (Example: CISCO)
6	A mechanism needs to be established to communicate and track the actions taken for the identified vulnerabilities (Identified by CERT In)
7	Sufficient library support is available for the division. However, few Infrastructures bottleneck are identified:

#	Points Discussed
	l. Availability of PCs m. Updated software

8	As per the need, the division may develop industry specific expertise and security framework (Ex: Power sector). **Cross functional interventions may be explored with an eye on security requirement of specific sectors such as**
	    a. Power sector
	    b. Agriculture sector
	    c. Pharmaceutical sector
	    d. Roads and Highways (example, Intelligent Traffic System - ITS)
	    e. Banking sector
	Security for both hardware and software need to be covered

9	DoPT seeks periodic nomination for foreign training programs. Due to workforce limitation and lack of awareness, the members of division are finding difficulties to enrol in such program 1. A year wise plan may be developed to allow personnel to attend such training program on rotational basis so that the additional work (due to unavailability to person under training) may be planned beforehand and taken up by other members
10	To get updates on recent laws and policy development in other countries and how the companies complied to the respective laws and policy, the division need to tie up with research institutions/ IITs/NITs/IISc. Such interventions will help the division to identify the compliance gap in early stage and take proactive policy intervention for Indian context
11	Members need a time management and prioritization intervention to optimize their time
12	Interventions in line with Train the trainer (master trainer) to be explored in which members may disseminate her understanding to peer group/subordinates
13	Enhancing the on job learning leading towards a formal degree / equivalent to academic credit transfer. Members felt that such degree would help in career progression.
Next Step	
14	Through One-on-one interaction, capacity need assessment to be conducted. Dept to identify unique roles.

Minutes of Meeting

Semiconductor division, IPHW

Venue: Electronic Niketan   Date: 18th July 2022 Time: 11:00 AM -12:30 PM

Members present:

- Shri Prasant Kumar (Scientist E)
- Shri Mukul Yadav (Scientist D)
- Shri R R Tiwari (Scientist D)
- Shri G. Chamu, NISG
- Shri Ashish Kumar Jain, NISG

Important points discussed in the meeting are as follows:

Sl no	Points Discussed
1	The organisations consist of three scientists to look after overall operation of the department. In existing scenario, the subordinates to help the scientist are hired on contract
2	Apart from orientation (not a domain specific or function specific) training while joining the department, no other capacity building interventions are in place
3	The function of the dept is in the intersection of legal, policy and technology. The department is more concerned about the process of fabrication, supply chain related to the fabrication of wafer and testing
4	The members felt that there is adequate support in terms of library, access of IEEE journals
5	Adequate organisational capacity (automation, e-office) is available to carry out day to day operations

6	**Interventions needed:**
	
	1. To understand commercial semiconductor fabrication, **long term** ties up with Industrial Technology Research Institute (ITRI, Taiwan) and Interuniversity Microelectronics Centre (IMEC, Belgium) to be explored. The tie up will help the department to get exposure to industry
	2. An umbrella intervention covering following aspect need to be designed
	   a. Public Policy
	   b. Legislative writing
	   c. Financial and legal assessment of RFP
	   d. Basic understanding of company's act including organisational structure of company, financial implications based on type of organisation, HR policy, variation in taxation as per type of company
	3. Sponsored seat in technical university (example: IIT Bombay, IIT Delhi) for semiconductor manufacturing related course work (in line with DRDO)
	4. A timebound course in IIT Bombay (any other university as the dept. may find it suitable) for new joinee: **Policy intervention is needed (institutional intervention)**

7	Due to workforce constraints, an annual plan may be prepared to whenever someone is going for capacity building, making sure not hampering departmental functioning
8	The capacity building interventions need to be mandatory and strictly followed

Minutes of Meeting

CSC e-governance Limited, MeitY

Date: 22 July 2022 Time: 15:00 - 18:00

Members present:

   I.   Shri Amit Kumar (CSC)
  II.   Ms Sanchaya Jaiswal (CSC)
 III.   Ms Apoorva (Consultant, CBC)

IV.   Shri Ashish Kumar Jain, NISG

On 22 July 2022, two CSCs centres were visited to understand the behavioural interventions required for VLEs. The details of CSCs visited are mentioned below.

3. **CSC Centre 1:**
      VLE Name: Pinky Kushwaha
      Address: 2/164, Shop No-3, Dakshin Puri Extension, Near Virat Cinema, New Delhi 110062
4. **CSC Centre 2:**
      VLE Name: Vijaya Bansal
      Address: Shop No B-16 Dakshin Puri Market, Dr Ambedkar Nagar, New Delhi 110062

Following observations were made:

Sl No	Points Discussed
1	• VLEs highlighted that "Server failure/system failure" is one roadblock to provide continuous services to citizens. To manage the difficult times, they try to serve the customers through alternative means. However, the customer does not need to know about such issues. Need to know alternative ways to deliver important services: • To further reinforce the reliability of services to customers, VLEs may be exposed to alternative means to fulfil the top services sought by citizens at geographical level. This may be included in induction training/ refresher training / as SOP in VLE profile • The two VLEs with whom interactions were conducted suggested the same method so as to reduce the chances of return of customer without getting services
2	**15-day handholding session/Induction/Mentor-Mentee program** • While welcoming a new VLE into the organisation, it is important to make them aware of right expectation to have from CSC, how to be customer centric. • During interaction Shri Vijay Bansal, it was discovered that in Delhi, CSC is promoting VLEs to form society at local level for handholding of new VLEs, discussing the operational challenges faced by VLEs and how to address the issues. Although CSC is not officially involved, however, support from district & state level officials are provided as per need basis. **Such initiative may be promoted in other states too.** • Further, **a 15-day handholding session/Induction/Mentor-Mentee program** for new VLEs may be introduced. Through such interventions, the new VLEs may be tagged with nearby/ experienced VLE who will help the new joinee. Such intervention will also lead to establish connection among VLEs and promote leveraging each other's experience.

3	**Crowd Management & Work Prioritization**
	I. During peak hours, it may be difficult to handle the crowd. VLEs may need to prioritize the tasks at hand.
	    a. Identify the peak & non-peak hours in different geographies (may be done through basic data analysis of past services delivered)
	    b. For task which may need citizen's involvement, relevant documents may be collected immediately, and the task may be taken up during non-peak hours.

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	c. Task may also be prioritized based on efforts made by citizen to reach centres (Distance covered by citizens) II. Sometimes, VLEs need to handle difficult customers (such as drunker person) a. There may be different way to handle the issue. While interacting with Ms Pinky Kushwaha, it was discovered that her direct approach to handle such customer is working effectively. While Shri Vijaya Bansal follows a softer approach which is also helpful. A blend of both soft and direct approach may be devised and make VLEs aware about the same. b. Availability of infrastructure such as CCTV camera with recording facility is also working as a deterrence for any nuisance possible. c. If ever, any operational disruption is created by such difficult customers, reputation of VLEs is helping them to get support from locality and manage the issue. So new VLEs need to build a rapport with customers in the initial days only
4	**Conflict Resolution:** During interaction with VLEs, it was discovered that sometimes, VLEs faces false allegation from few customers, unsettling the motivation of VLEs too. It is critical to handle such flash points delicately and further may be backed by evidence from CCTV.
5	**Power of delegation & Team management** At core, VLEs are entrepreneur and hire people on a need basis. The team size of VLEs varies as per the requirement and the members are directly interacting with the VLE (team leader). It is important for VLEs to understand the dynamics of team management, understanding of employee-employer relationship and power of delegation to successfully conduct projects.
6	**VLE Community:** VLEs may leverage the experience of each other through a designated platform/social media channel where they may be able to interact with each other. These channels to be moderated by CSC. Such platform will enable VLEs to connect with others in same geographies. Furthermore, the feeling of being connected & getting support from a dedicated community will boost confidence of VLEs and help them address unseen challenges effectively.
7	For service seekers, CSC and VLEs are the gateway to all government services. Hence, VLEs need more practical exposer to the intervention. One way to make these interventions successful is through **train the trainer model** in which CSC may identify trainers per geographical unit which will train others. Such model will also help to **deliver the content in vernacular medium through role plays** - easy to under and fast to grasp

Minutes of Meeting

Personnel Division, MeitY

Date: 27th July 2022 Time: 11:00 AM -01:00 PM

Members present:

1. Kuldeep Singh Chauhan (SO)
2. Sunny Kumar (SO)
3. Disha Soni (SO)
4. Aman Kumar (SO)
5. Pankaj Kumar Singh (SO)
6. Mohan Lal (ASO)
7. Irfan Ahmad Shaikh (ASO)
8. Sujata (SSA)
9. Sweety Soni (Steno)
10. Shri G. Chamu, NISG
11. Shri Ashish Kumar Jain, NISG

Following points were discussed:

Sl No	Points Discussed
1	For inventory management, no specific tool is used in department
2	While joining the department, a 15-day induction training is conducted. Members present suggested that interventions at promotion/ deputation will help officers to conduct day to day work
3	For L&D, no LMS provision in department
4	Officers need to handle aspects of court cases which they sometimes are unaware of. A 7 day on site intervention will allow such officers to comprehend different aspects of legality related to court case. Exposure to legislative language to be included too.
5	Many officer memorandums (OMs) are referred to conduct day to day work. The vast number of OM available makes it difficult to narrow down the right OM. A system needs to establish in place to manage the OMs and related documents. This may further become part of knowledge bank.
6	Currently, there is a lack of provisions for knowledge dissimilation, knowledge transfer.
7	During the interaction, the team was made aware about the types of input required for Capacity Need Analysis (CNA) and organisational capacity building. CNA form (soft copy) is shared with the team post interaction.

Minutes of Meeting

Data Centre & Cloud Division, NIC

Date: 29th July 2022 Time: 15:00 AM -18:00 PM

Members present:

- Shri Ashok Kaul (Deputy Director General, Data Centre & Cloud Division)
- Shri Neeraj Goel (Scientist-F)
- Shri Satish Kumar Dureja, Technical Director (Scientist-E)
- Shri Mishra

- Shri G. Chamu, NISG
- Shri Ashish Kumar Jain, NISG

Following points were discussed:

Sl No	Points Discussed
1	NIC team highlighted requirement of Stress Management intervention
2	All officers in NIC need to be train in **first aid & other primary medical facility**
3	NIC already have Technical Development Program (TDP) and Management Development Program (MDP) in place to cater to the technical and managerial requirements. The Data Centre & Cloud Division is also leveraging the interventions already placed
4	As a behavioural intervention, freshers/ newcomers need to understand the business etiquettes while communicating with senior officials. This will set right working environment in the organisation
5	Intuitional intervention required to link training with career progression. The training assessment may be linked to annual appraisal
6	Although industry interactions still going on, Industry exposure to officials would be helpful to understand the working of cloud and data centres in the industry and help them widen their horizon
7	NIC already has an LMS portal in place (e-Vidyakosh) . The Data Centre & Cloud Division is reaping advantage of the LMS portal to manage their trainings.
8	From Organisational Capacity Building point of view, The Data Centre & Cloud Division is well equipped. • SOPs for key critical process (Hardware and software testing, onboarding an exit --of, inventory management, e-waste management) is already in place • Budget allocation process is well defined in the division • Library and infrastructure support are sufficient for knowledge enhancement • Knowledge dissemination sessions are institutionalized (from 13:30 to 14:00, every day, a knowledge sharing session is arranged) • Well defined redundancy & fail-safe mechanism in place to handle any emergencies with respect to IT infrastructure • The Data Centre & Cloud Division has well established process for proposal examination through various committee such as Project Approval Committee, Technology Approval Committee
9	Capacity Need Analysis for the Data Centre & Cloud Division through the lense of Shri Shri Ashok Kaul (Deputy Director General, Data Centre & Cloud Division) was done. The CNA is attached in the MoM

Minutes of Meeting

Personnel Division, MeitY

Date: 24th August 2022 Time: 15:15 -17:00

Members present:

a. Shri P. Victor Albuquerque (Joint Director, Personnel Division, MeitY)
b. Smt. Revathi S.K., (Joint Director, Personnel Division, MeitY)
c. Shri Devendra Pal Chawal, (Director, Personnel Division, MeitY)
d. Shri Neeraj Sharma, NISG
e. Shri Ashish Kumar Jain, NISG

The objective of the meeting was to interact with the few senior officials with Personnel Division, MeitY to understand the requirements at organisational level and capacity requirements of team members.

Following points were discussed:

Sl No	Points Discussed
1	The Dept is central to the ministry as the dept provide services to all other divisions under MeitY. Following Behavioural training would be helpful for the officers: I. Training related to customer centricity II. Soft skills and business etiquettes while dealing with other officers (both senior and Subordinates) III.
2	**Annual Performance Appraisal(**APAR): I. Online APAR in line with S&T officers II. Weekly/Monthly Planner to be a component in APAR. The modification will bring more ownership to officers and allow management to track progress of various activities/task undertaken by III. Mandatory Training man-days to be kept in KPI

3	**Work re-distribution to be taken up in line with DoPT**
	 Current state:
	 I. Currently, multiple officers are working on multiple functions. So, unknowingly, a situation is created where everyone is allocated with many things to do, but officers are unable to develop a core strength.
	 II. In DoPT,
	    a. the officer is given one core task and she/he is the whole and sole owner of the task. The senior management knows whom to pursue for the task.
	    b. There is data management desk who is owning all the data related. It becomes easier for data retrieval /Data management
	 Future State:
	 I. The personnel division of MeitY may also follow the similar organisational structure as followed by DoPT

4	**Mid-Career training:** II. Mid-Career training to be mandatory before an SO being promoted to Deputy Director III. Training in XLRI/IIMs/ISB may pe pursued
6	**Management Information System (MIS):** 1. The dept feels need of MIS to get information on vacancy, property return, income tax returns, posting & transfer. 2. e-HRMS may be expanded to cover these requirements as the division is already using e-HRMS module.

Sl No	Points Discussed
7	**Single Sign on:** Various modules need to be converged at one place for ease of use by officers.
8	**IT infrastructure as major bottleneck:** • Dept need to use licenced software • Officers are using old PCs ; some are as old as 8-10 years. The existing policy of disposal/buyback of PCs need to be followed judiciously. Furthermore, review & monitoring of IT infrastructure need to be in place. • **Office automation cell** need to be revived in the ministry to help officers resolving any technical issues quickly. The cell was earlier under general administration cell, however now defunct.

9	**Top competency sought in a team member:**
	a. Digital orientation (Excel, Word, PPT)
	b. Data Analysis & Data Visualization
	c. Noting & Drafting
	d. Record management of physical files (best practices for record management need to be established and reviewed time to time)
	e. Punctuality & Business etiquette
	f. Data management skills to be imparted as the dept needs to manage a lot of data and reporting
	g. Understanding of subject matters
	    a. Pension rules
	    b. Reservation rules
	    c. Vigilance/ Disciplinary procedure
	    d. RTI rules and procedure
	    e. General Finance Rule (GFR)
	    f. Budget management
	    g. Procurement policy and procedure

10	**Partnership:** Deputation of officers to relevant ministry/ dept would improve subject matter understanding For example: • **Court cases**: Officers/New Joinee handling court cases in personnel division may be deployed in perspective dept to understand the terminologies and procedures to handle court cases. • **Service Matters:** Officers/New Joinee handling Service Matter in personnel division may be deployed in DoPT for 2 weeks to get hands-on exposure on how to handle service-related matters
11	**Leadership roles must have following training interventions:** • Program Management • Leadership • Motivation • Team building • Developing organisational strategy • Task Prioritisation • Stress Management

Sl No	Points Discussed
12	**Policy intervention:** • Trainings need to be mandatory • Mandatory Training Man-days need to be incorporated in APAR as a KPI • In line with DoPT, Pre-promotion training to be mandatory for officer. • Officers need to complete few identified trainings between two promotions.
13	**Knowledge management Portal :** 1. Departmental KM portal will be helpful for creating an institutional memory and allow officers to leverage experience of another officer. 2. To prepare different SOPs , ISO standardization need to be implemented
14	The division is also in charge of library common for MeitY. The library support is adequate for dept officers. The division is also well focused on maintaining library through regular audits and renewing the collection.
15	Digitization tools such as e-office, e-HRMS ,PFMS is already in place.

Minutes of Meeting

Review Meeting on Progress of ACBP-MeitY

Date: 29th August 2022 Time: 15:30 PM – 16:45 PM

Members present:

a. Shri Praveen Pardeshi (Member- Administration, CBC), Chairman
b. Shri Bhuvanes Kumar (Additional Secretary, MeitY)
c. Shri Roop Kishor (Director, MeitY)
d. Shri Devendra Pal Chawal (Deputy Director, MeitY)
e. Shri Shayam Roy (Director, CBC)
f. Shri G. Chamu, NISG
g. Shri Neeraj Sharma, NISG
h. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed
1	**CSC e-Governance Service Limited:** As discussed, for Village Level Entrepreneurs (VLEs), modules on use of relevant software, modules focused on technical assistance on operation and maintenance of CSC equipments would be helpful
2	**For semiconductor division** a. Visits to private as well as public institutions/ Companies to be arranged with an objective to have an improved perspective (Example: Foxconn, Semiconductor Laboratory-SCL, Chandigarh) b. Visit to one government & one private organisation to be taken up in the lines of onsite programme for Civil Service Officers

	c. Training in ITRI, Taiwan and IMEC, Belgium will be arranged by MeitY
3	**Cyber Security:** a. As discussed by the team, long term (6 months-1 Year) apprenticeship/ Fellowship model may be helpful to access the talent pool in market along with final year students from Top IITs/NITs. They can be hired in paid internship/apprenticeship model
4	**National Informatics Centre (NIC)** 1. Instead of taking of the whole exercise of ACBP from scratch, existing capacity building plan of NIC to be study and necessary suggestions to be made to meet gaps, if any
5	**For stress Management**, programs such as Asia Plateau & Art of Living may be explored
6	For Handholding of **Personnel division,** available SOPs of their Personnel need to be collated.
7	**Action Point:** a) Capacity requirements of SOs/ASOs need to be identified and map these requirements to the courses in ISTM & IIPA. Few training programs need to be initiated while the project is in progress b) List of Immersion programs (industry visit, inter- ministry partnership) to be prepared

Minutes of Meeting

Date: 30th August 2022 Time: 03: 15 PM

Members present:

1.   Shri Devendra Pal, DD – Personal Division
2.   Shri Ramesh Chand, SO – G.III Section
3.   Shri Naveen, ASO – Security Section
4.   Ms. Sonia Rana, SO – e-Gov Group
5.   Shri Dilwar Singh, ASO – HRD Division
6.   Shri Pitambar Dutt, SO – Vigilance Unit
7.   Ms. Kshitiza Joshi, ASO – Data Gov Division
8.   Shri Parashu Ram, SO – GC Section
9.   Shri Deepak John Kujur, SO – IG Division
10.   Shri Satyanarayan Bodhai, SSA – Pers. II
11.   Shri Manish Kumar, ASO – Digital Payment Division
12.   Shri C.S. Arya, SO – Vigilance Unit
13.   Shri Anwar Ali, ERP PFMS - NIELIT
14.   Shri D. K. Sagar, JD – Meity
15.   Shri Sheetal Gautam, NISG
16.   Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Description
1	Right IT infrastructure (hardware, Software) is not available for the grass-roots level hands.

2	All SO and ASO should get training in all aspects
3	All the Divisions should be allowed to externally procure through office expenditure for the day-to-day requirements like purchase of toner, pen drive, printer etc. after the approval of competent authority.
4	All Divisions should well be equipped with proper staff

Minutes of Meeting

Visit to CSC Centre, Moolthan (Nuh, Haryana)

Date: 05th September 2022

Members present:

1. Shri Akram (VLE, Moolthan)
2. Shri Shyama Roy (Director, CBC)
3. Ms Apoorva, Consultant, CBC
4. Shri Mohammad Arif, (Project Leader -Nuh Distt, CSC)
5. Shri Ashish Kumar Jain, Consultant, NISG

Objective: Team of CBC and NISG conducted a site visit to Multhan CSC centre, Haryana with an objective to identify behavioural interventions for VLEs to improve G2C service delivery. The visit was well co-ordinated by Shri Mohammad Arif, Project Leader-CSC ,Nuh district .

Following observations made:

#	Description
1	**Sustainability of CSC centre in area of low transaction:** 1. For group D VLEs(VLEs operating in areas of low transaction), Sustainability is the major challenge faced. Hence, VLEs need to be aware of additional revenue sources through auxiliary services (example: commission through insurance policies and providing banking services). It will keep the VLE churn rate low and help establish profitable CSC Centres in areas of low transaction, improving penetration of G2C service. 2. Such VLEs need to have better awareness on different target-based loan schemes / incentive schemes targeted at VLEs. Such schemes may motivate VLEs to improve their services and allow them access to capital required for setting up better infrastructure in CSC.

2	**VLE Community:**
	1. Monthly district and block level meetings are conducted with VLEs. The block level meetings provide a platform for VLEs to share the challenges faced. **District & State teams need to identify the low transaction CSC centres which need special attention for sustainability.**
	2. During the block level meeting, specific discussion on followings may be focused
	   a. Improve public awareness on latest government schemes to through Jansabha /banner/ WhatsApp/ Asha worker if possible
	   b. Customer centricity (for elder, females)

3	**Information dissemination**:
	3. District team and VLEs are using social media and instant messaging applications such as WhatsApp and Telegram effectively for easy information dissemination. These forums are helping the VLEs to get their queries clear instantly.
	4. VLEs get updates on new schemes in their CSC profile which is currently in English language. Although the VLE was comfortable with English, **use of vernacular language will make the comprehension easier.**
4	**Technical Capacity Building:**
	1. **Resolving hardware issue**: Although the VLE was comfortable with use of online platforms & tool, any technical hardware failure leads to service interruption. Through data analysis, a list of top 15-20 common hardware related issue to be identified and video modules on how to address these issues may be developed for increasing system availability
5	**Behavioural aspects:**
	2. As number of customers is low (<10 per day), crowd management & task prioritization is not an issue
	3. Due to smaller society, people are well known to each other. Hence, issues of difficult customers (drunk customers, false allegations) seldom arise
6	The team felt that CSC centres with low transactions need more functional support rather than behavioural interventions. Low transactions may be due to either low customer base or less activities from VLEs.

Minutes of Meeting

Integrated Finance Division (IFD)

Date: 9th September 2022 Time: 15:30 PM – 16:30 PM

Members present:

- Shri Sanjit Choudhury (Joint Director, IFD)
- Shri Gajendra Prasad Beniwal (ASO, IFD)
- Shri Suresh Kumar (SO,IFD)
- Shri R. P. Dangwal (SO,IFD)
- Shri Udai Bhan (ASO, IFD)
- Shri Devendra Pal Chawal (Deputy Director, Personnel Division, MeitY)
- Shri G. Chamu, NISG
- Shri Ashish Kumar Jain, NISG

Objective:

The objective of the meeting was to have an initial interaction with members of IFD division to capture capacity building provisions and requirements. Capacity building not only focuses on individual capacity building (Domain / Functional / Behavioural), but also Organisational capacity building (Infrastructure, Partnership, Resource & Asset, System & Processes, Technology & Data).

To capture the capacity needs of members of the division, capacity need assessment to be done. The exercise is targeted at unique roles under the division and aimed at identifying responsibilities of unique roles and competencies required to perform the role.

Following points were discussed:

#	Points Discussed
1	Officers in IFD division are recruited through Staff Selection Commission (SSC) examination and mostly earn on job.
2	The division is following a supply driven capacity building approach. Officers attend training in ISTM and NIFM
3	The division is facing with **shortage of staff**, impacting the work-life balance.
4	**Stress management** for officers would be beneficial
5	As pointed out by officers, training to be mandatory for planned capacity building of officers
6	Financial division is dealing with technical proposals. Hence a basic understanding of the technical projects is required for officers while appraising any proposal. The objective may be achieved through planned visit of officers from IFD to different projects and centre of excellence (CoE) to understand the technical importance and challenges of the projects. 1. **It should be made mandatory for officers from IFD division to visit 5 centres per quarter (Quarterly once visit by 2 officers to 5 different centres) to gain technical overview of projects under progress.** 2. **During project appraisal and project overview, finance members need to be present in the discussions** 3. **For any project extension, finance members need to be in present in high level meetings to understand the extension justification.** These initiatives may involve the finance officers directly into the project, making them more empathetic towards the significance and challenges of technical projects undertaken by different dept of MeitY.
7	**Site visits (Different CoE , SCL, SIMET, SAMEER)** for senior officers such as Deputy/Joint Directors provide officers exposure of technical aspects of different projects in process. (Seeing is believing)
8	Apart from financial implications, the projects do have other non-financial implications which when included in financial terms may give a holistic idea of impact of the project. Hence interventions of **Project finance** would be helpful for officers.

Minutes of Meeting

IFD, Building

Date: 15th September 2022 Time: 15:30 PM – 16:45 PM

Members present:

1. Shri B R Sharma (Director (Building))
2. Shri G R Meena (Joint Director)
3. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed

1	**Behavioural Interventions:**
	      a. Motivation & positive thinking
	      b. Team management
	      c. Problem solving
	      d. Task prioritization
	      e. Team building exercise
	      f. Stress management +component of yoga/meditation
	      g. Digital orientation (Microsoft, Word, Excel)
	      h. Customer centric

2	**Organisation capacity**: a. **Online complaint management system** : officers instead of communicating on email/ WhatsApp, a official ticket will be raised for record purpose and better/faster resolution of problems faced by officers

3	**Institutional Capacity building:**
	      a. **Job rotation**: To promote ownership & cross functional skills in workplace, job rotation at all levels (middle management : ASO, SO- In every 3 years, Top management : Deputy Director to director- every 5 years)
	      b. **Process Re-engineering**: Turnaround time (TAT) for any proposal is high as finance division takes comparatively greater time for approval. Petty expenses may be managed at the senior management level. (a limit of monthly expense may be allowed to few senior officers who may be able to use the purse after approval for dept head)

Minutes of Meeting

Vigilance Division

Date: 15th September 2022 Time: 17:00 PM – 18:30 PM

Members present:

- Shri Smt. Ansa John (Deputy Director)
- Shri Devendra Pal Chawla (Deputy Director)
- Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed
1	**Behavioural Interventions:**

	i. **Lack of motivation** is an issue as there is limited promotion avenues and job rotation is not followed. To address the issue, following initiative may be taken
	
	   a. **Job rotation**:
	   i. For sensitive dept (personnel, finance, general administration, vigilance etc), mandatory job rotation policy to be followed. Three(03) years in middle management level (ASO,SO) and 5 years in senior level (Deputy Director, Joint Director & Director). Such initiative will counter stagnation, create curiosity to in officers to acquire knowledge, get more exposure and more importantly reducing dependency on one officer to carry out the activity.
	   ii. For non-sensitive dept, similar job rotation policy may be followed with increased time.
	   iii. Officers from sensitive division may be rotated among the sensitive divisions or may be swapped with officers of societies under MeitY (CDAC,SAMEER,NIELET etc). Such policy may allow sharing of best practices among the societies and MeitY.
	   iv. Job rotation will further break the monotony as officers will experience new aspects of functioning.
	
	   b. **Team building**:
	   i. **Birthday celebration** : Weekly once, birthday of the officers falling in the week may be celebrated. Presence of GCs, HODs in such event will send a positive message to subordinates.
	   ii. **Retirement day celebration**: Official celebration of retirement of officers will convey the message to sitting officers about the significance of their roles and contribution to the organisation. **On the last day of every month,** farewell function may be arranged. Presence of senior management and appreciating the offices effort would instil a sense of pride and belongingness to the organisation.
	   iii. **Star of The Month/ Quarter (STOM / SOTQ)**: Officers may be appreciated for their efforts once in a month/ quarter by senior management. An appreciation letter/ small gift/ to respective officer will boost confidence on his/her ability as well as create a sense of ownership for the organisation.
	
	Such initiatives will increase interaction of employees among themselves as well as with the senior management, developing an open environment for communication.
	
	   c. **Work From Home Culture**: As officers are super busy across the ministry, they feel that they are unable to focus on their family affairs. During COVID, most of the work were done in work from home mode. A policy for two days WFH may be insisted initially (Except Monday & Friday). Based on the results, it me be further extended.
	
	j. **Stress management**

2	**Organisation capacity**:
	
	   c. Online APAR
	   d. **Weekly/Monthly planner** : Apart from annual APAR, to keep track of weekly and monthly progress, **Weekly/Monthly planner module may be developed** in the e-HRMS. This module will allow senior officers a better overview of work distribution among the team members
	   e. **Lack of manpower**: With changing technological landscape, MeitY has been adapting to the scenario with its widened horizon. However, to facilitate the S&T staff, there may be a requirement to expand non-S&T staff for better service delivery. A **cadre review / work study** may be conducted to understand the manpower requirements of service section, getting a view of restructuring & vacancy requirements

	f. **Knowledge Dissemination:** An institutionalised knowledge dissemination session at the dept level to be conducted once in a month for one hour. Past/ Current cases to be discussed by officers. g. **Knowledge bank:** An institutional memory of past cases and investigation process will help the sitting and upcoming officers to become independent and pro-active. h. **360-degree feedback:** To assist everyone to understand their strengths and weaknesses and to contribute insights into aspects of their work that need professional development, 360-degree feedback may be implemented. Such initiative will make officers communicative and empathetic to each other as well as make the officers function as team to work on the weakness while leveraging each other strengths.

3	**Domain Knowledge:**
	• Noting & Drafting, specific to vigilance cases
	• Writing skills , specific to vigilance cases (Grammar)
	• Knowledge on government rules
	    o Procurement rules
	    o Tendering rules
	    o Legal affairs
	    o Admin rules
	    o Leave rules
	    o LTC rules
	    o Medical reimbursement rules
	    o Pension rules
	• **How to conduct a vigilance investigation:** To understand on the aspects, tie ups with agencies such as CBI, CVC, UPSC, NIA is critical. As the domain of vigilance is dynamic in nature, the officers need to be at the top of the heap to identify and mitigate vigilance related cases. **7 days mandatory training in such investigating agency in every 6 months will keep officers updated**

4	**Induction training module:** A department specific induction module to be curated to help new officers ease into the department. Following components to be present in the module.
	a) 7 days training in any one agency such as CBI, CVC, UPSC, NIA to understand the investigation procedure
	b) Knowledge on government rules
	    o Procurement rules
	    o Admin rules
	    o Leave rules
	    o LTC rules
	    o Medical reimbursement rules
	    o Pension rules
	Apart from brief classroom session, a booklet may be provided for future reference
	c) Noting & drafting , writing skills specific to vigilance dept

Minutes of Meeting

Meeting with Director, Personnel Division, MeitY

Date:19th September 2022 Time: 16:15 PM – 17:00 PM

Members present:

1. Shri Roop Kishor (Director, MeitY)
2. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed

1	Key competency expected from officers in personnel division:
	   a. Examination of proposal
	   b. Project/Program Management
	   c. **Task prioritization feature in e-office**: While sending the file to any officer on e-file, an "urgent" level may be used to signify that the file to be looked after on priority basis and when such "urgent files" are received by officers, a notification is flagged to officers in mobile/e-office/email.
	   d. Functional competency required
	   e. Noting & drafting

2	1. Effective implementation of **job rotation** is hampered due to developing required competency gap among officers. 2. Probation clearance to be linked with Capacity building exercise. If officers are unable to complete the designated training modules with required satisfaction score, the probation period may be extended, thus linking promotion and mandatory training of officers

3	**Manpower issue:**
	Hired through GeM ,**Officer assistants** are ultimately doing work of Multi-Tasking Staff (MTS). Building their capacity would free up time of officers and allow officers to focus on productive works.
	Component of induction module for Officer assistants
	   1. Training on e-office
	   2. Noting & Drafting
	   3. Digital orientation (Excel, Word, Power Point)

4	Personnel division is central to MeitY and is critical to deliver services to other divisions of MeitY. **Service delivery to be defined & tracked in a time bound manner by adopting a customer centric approach**. Following services deliveries, service level agreements (SLAs) may be defined. 1. Medical claim 2. LTC Claim 3. Computer advances 4. GPF Withdrawal 5. X-India Leave 6. Annual Immovable property intimation

5	**Single document containing** all relevant information of the dept to be developed. The document will be helpful for any new entrants to the dept to understand the scope of work, employee strength and other aspects of the dept. **The document to be updated quarterly**.
6	**Technology interventions:** 1. **Attendance system:** To implement stringent attendance system, leave module in e-HRMS & leave module to be synced to capture real time attendance 2. **Online APAR for non-S&T officers** (currently online APAR is implemented for S&T officers of MeitY only) **Expansion of e-HRMS** is **under progress** by NIC. Modules related to advances, reimbursement, LTC, Child education are under progress.
7	**Knowledge dissemination:** Once in a month, Departments/ Divisions to arrange for **knowledge sharing session / Communication meetings (30 minutes to 60 minutes, online/offline)**. The discussions may cover 1. Latest amendments in relevant rules & regulations 2. Any critical / unique problem countered by department and ways to handle the same in future occurrences 3. Vigilance dept may discuss about latest cases 4. Discussion on training attended by officers and ways to utilize the same for larger interest of the officers These meetings may be attended by senior management to add value to the discussion and share their experience. The discussions & attendance to be documented and shared with senior management for future references.
8	**Procurement issue:** Better Procurement planning & forecasting is required to make available the consumable goods
9	**Court cases:** dedicated training for officers handling court cases. Tie ups with other ministries/ Institutions to be explored to help officers comprehend the court proceedings.

10	Induction module for officers joining as Director, Personnel Division, MeitY to be curated with following components.
	1. E-Office
	2. E-HRMS modules
	3. Noting & drafting
	4. **Decision making using spreadsheet**
	   a. Basics of Spreadsheet Computing
	   b. Spreadsheets functions
	   c. Optimization and Linear Programming
	   d. What-If and Sensitivity Analysis
	   e. Analytics using Spreadsheets
	   f. Simulation
	   g. Data visualization
	   h. Spreadsheet programming
	5. DoPT rules
	   a. Establishment rules
	   b. Recruitment rule
	   c. Reservation rule

	d. Pension Rule
	e. GFR
	f. FRSR
	g. CS(MA) rule, 1944
	h. CGHS

Minutes of Meeting

Digital Payments Division, MeitY

Date: 23rd September 2022 Time: 11:30 PM – 13:00 PM

Members present:

    a. Shri Mayank (Scientist D, MeitY)
    b. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed
1	As the division need to promote digital payments in the country, understanding of payment ecosystem is essential. Interventions on **Digital Payment Ecosystem** is crucial for officers.
2	With rise in payment frauds, the officers need to understand the **law enforcement with respect to IT act.**
3	Technical interventions on **Advanced data analytics, AI & ML** would help officers identify payment trends and gather insights for decision making

4	Refresher courses:
	    1. Guidelines of RBI related to digital payments
	    2. NPCI Guidelines related to digital payments
	    3. Modern Trends in digital payments
	    4. Design thinking: to brainstorm the requirements of citizens and businesses to identify different touch points of digital payments

5	a. **Stakeholder Management:** As the division engages & influence the participants of digital payment ecosystem. It is critical to manage stakeholders' interest & expectations to get desired result. b. **Drafting & noting to** help officers follow standardized formats of note preparation

Minutes of Meeting

Human Centred Computing Division, MeitY

Date: 23rd September 2022 Time: 15:30 PM – 16:45 PM

Members present:

a. Shri Vijaya Kumar (Scientist G)
b. Shri Bharat Gupta (Scientist D)
c. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed

1	**Induction module** for new officers of HCC division
	   a. Fundamentals of Artificial Intelligence (AI) & Machine learning (ML)
	   b. Fundamentals of Natural Language Processing (NLP)
	   c. E-HRMS
	   d. E-Office
	   e. Noting & Drafting

2	**Key competency** required by division:
	   a. Artificial Intelligence (AI)
	   b. Machine learning (ML)
	   c. Natural Language Processing (NLP)
	   d. RFP evaluation (Technical, Legal, Financial)

3	For Director & Senior officers:
	   1. Leadership
	   2. Team management
	   3. Program Management (IIMs/ISB/XLRI)
	For officers in the lower hierarchy, technical competency is very required.
	   1. Artificial Intelligence (AI)
	   2. Machine learning (ML)
	   3. Natural Language Processing (NLP)
	   4. RFP evaluation (Technical, Legal, Financial)

4	Partnership with external agencies for leveraging advances made in Natural Language Processing (NLP)
	   1. Partnership with Stanford university, IIITs & IITs
	   2. Partnership with **industry** (Microsoft & Facebook)

Minutes of Meeting

International Co-operation Division (ICD), MeitY

Date: 27th September 2022 Time: 12:00 PM – 12:30 PM

Members present:

1. Dr. A.K. Garg (Scientist F)
2. Shri Devendra Pal Chawla (Deputy Director, MeitY)
3. Shri Ashish Kumar Jain, NISG

Following points were discussed:

#	Points Discussed
1	Training on strategic negotiation to all officers of ICD from Centre of Trade & Investment Law
2	Understanding of IT & ITeS Industry, challenges & mitigation , from NASHCOMM (Ashish Agrawal)
3	Innovation management from IIM Ahmedabad, IIM Bangalore, ISB, MDI: to manage innovation IPR
4	• Design Thinking & Program Management : Enable officers from conceptualization to implementation of idea • Training on project management tools
5	Training on • Cabinet note preparation • IPR Handling • Creation of Non-disclosure agreement • Development of "Joint declaration of intent" • Creation of MoU, MoC • Drafting & noting • Understanding of Detailed Project Report (DPR)
6	For senior officers, training on followings need to be sought • Strategic thinking & leadership • Team management • Effective communication

Minutes of the Meeting

Review of progress of ACBP

Date: 3rd October 2022, Monday

Members Present

1. Shri G.Chamu (Senior General Manager, NISG)
2. Shri Arunim (Assistant Manager, NISG)
3. Shri Hemang Jani (Secretary, CBC)
4. Shri Param (Program Manager, CBC)

Following points were discussed:

#	Description
1	Discussion about the suggestions shared by NISG on the existing capacity building program of National Informatics Centre, MEITY
2	Mr. Hemang Jani suggested the following 5 points to be included in the plan: 1. To check whether an induction plan exists and if it is mandatory to attend? 2. To check whether regular training sessions are done by NIC and if it is compulsory to finish a specific number of hours of training? 3. To check if there is a mechanism for skill upgradation? 4. How much of the material with NIC is in digital form, in reference to the LMS portal (e-vidyakosh) 5. Incorporate 'Flexible working hours' and 'work from home' (pain points highlighted by NIC scientists) – policy change can be incorporated into the plan
3	The suggestions should be shared with Mr. Prakash Wadhwani, consultant, identified by CBC to assist NISG.
4	Further, 5 low-hanging fruits must be identified, on which, work can be initiated immediately (stress management, flexibility in work hours, etc.)
5	Mr. Param will share a template based on which the document may be prepared.
6	Final document, after incorporating the changes suggested by Mr. Roy and Mr. Jani, to be submitted by Wednesday, i.e 5th October 2022.

Minutes of Meeting

Economic Planning Division

Venue: Electronic Niketan   Date: 10th October 2022 Time: 15:30 AM -16:30 PM

Members present:

   I.   Shri A K Lokhande (Joint Director)
   II.   Shri Arunim Barthwal, NISG
   III. Shri Ashish Kumar Jain, NISG

Important points discussed in the meeting are as follows:

Sl no	Points Discussed
1	Currently, the Division is consisting of one officer Shri A K Lokhande (Joint Director) and one stenographer as another officer has been resigned. **Hence, manpower is required (requirement of fresh recruitment)** Furthermore, IES officers are provided training on relevant topics, however, team members will require training. As per the joint director, an idle team will have a few scientific officers and administrative officers apart from head of the department (Director/Joint director) who is usually an officer from Indian Economic Services.

2	**Requirement for Joint Director/ Director:**
	     a. Noting & Drafting
	     b. Responding to RTI related queries
	     c. E-office
	     d. E-HRMS
	     e. Fundamental of Data management & data analysis
	     f. Brief understanding of major schemes of MeitY (As the division is concerned with preparing reports, collecting data on progress of the scheme and furnishing the same in dedicated forums, a basic understanding of major schemes, objectives of the schemes, success criteria and scheme evaluation methods(Available in ISTM) would be helpful for officers
	 Scientific Staff & Administrative officers
	     1. Noting & Drafting
	     2. Draft for approval (DFA)
	     3. E-office
	     4. Advance Data analysis & Visualization
	     5. Parliamentary questions
	     6. RTI related queries
	     7. Statistical analysis
	     8. Scheme evaluation

3	Organizational capacity building:

3.1	**Technology & Data :** • Data management practices • Digital orientation (Word, Excel, PPT) of officers • Requirements of MIS at scheme level to create a single source of truth for schemes which will be managed by respective owner of the scheme. **Resource & Asset**: Outdated software

Annexure 5: Recommendation to Capacity Building Commission

#	Description
1	Tie up with PFMS to make all the PFMS related training and amendments on IGOT Portal
2	Training on Public Grievance & use of CPGRAM Portal may be curated on iGOT platform

Annexure 6: Important contacts of potential knowledge partner to cater to domain requirements

XLRi Xavier Institute for Management

Mid Career Training for officers
Target Audience: Deputy Director & Above, Scientist D & Above, across ministry (Duration: 20 days)
Contact: Shri S K Tiwary
M: +91-9431187303
E: mdp@xlri.ac.in

National Law School of India University, Bangalore

1. IT Act, 2000: salient features, amendments, etc.
2. Techno Legal Framework & Legal implications of modern/emerging technologies such as IoT, Blockchain, Artificial Intelligence, etc.
3. Understanding of Competition law, companies act, copyright act, IPR Protection from the legal aspect of information technology and 'Big-Tech'
Target audience: Cyber law, Cyber security, Digital Payment
Contact: Prof. Harsha N
+91 81056 24993
E: vc@nls.ac.in / exec.ed@nls.ac.in

Cyril Amarchand Mangaldas Law Firm

Training on court cases (terminology, procedure, documentation etc)
Target audience: Personnel Division
Contact:
  Miss Richa Roy
  M:+91 9870169000
  E: richa.roy@cyrilshroff.com

  Miss Amita Katragadda
  E: amita.katragadda@cyrilshroff.com

  CAM Team
  E: cam.delhi@cyrilshroff.com
  M: +91 22 249 64455

State Bank of India

Training on Banking procedure
Contact: Mr Arun
M: +91 9818416754

International Business Strategies

Workshops on cost of equipment, Technology Transfer cost, IPR Cost
Target Audience: Semiconductor Division
Contact: infor@ibs-inc.net

National Payment Corporation of India

Training on a)equipment for digital payments b)Cyber security in Digital Payment
Target Audience: Digital Payment
Contact: Miss Soumya
M: +91 8795267325

NASSCOM

Strategic negotiation for the international co-operation division
Contact: Mr Aashish Aggarwal
M: +91 9818008123

C-DAC

Training on AWS/Azure modelling, Natural Language processing, Quantum computing, Scrum Methodology
Target Audience: Human Centered Computing, Cyber Law
Contact: Ms Kalpana Johari
M: +91 9810237002
E: kalpanajohri@cdac.in

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