



CAPACITY BUILDING COMMISSION

Annual Capacity Building Plan Report (Department of Military Affairs)



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List of Abbreviations

Abbreviations	Full Form
ACBP	Annual Capacity Building Plan
AFMC	Armed Forces Medical College
AS	Additional Secretary
ASO	Assistant Section Officer
BEL	Bharat Electronics Limited
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CDAC	Centre for Development of Advanced Computing
CDS	Chief of Defence Staff
CLAWS	Centre for Land Warfare Studies
CME	College of Military Engineering
CNA	Capacity Needs Analysis
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
DD	Deputy Director
DFPDS	Delegation of Financial Powers to Defence Services
DGAFMS	Directorate General Armed Force Medical Services
DHTI	Defence Headquarters Training Institute
DMA	Department of Military Affairs
DoPT	Department of Personnel & Training
DPM	Defence Procurement Manual
DS	Deputy Secretary
DWP	Defence Works Procedure
FGD	Focused Group Discussion
FR	Fundamental Rules
FRAC	Framework of Roles, Activities, and Competencies
GDP	Gross Domestic Product
GeM	Government e-Marketplace
GFR	General Financial Rules
GoI	Government of India
IAFA	Indian Air Force Academy

IC	International Cooperation
IDSA	Institute of Defence Studies and Analyses
IIM	Indian Institute of Management
IIPA	Indian Institute of Public Administration
IIT	Indian Institute of Technology
IMA	Indian Military Academy
IMF	International Monetary Fund
INA	Indian Naval Academy
ISB	Indian School of Business
ISTM	Institute of Secretariat Training and Management
JS	Joint Secretary
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LiFE	Lifestyle for Environment
LMS	Learning Management System
MDO	Ministries/Departments/Organization
MoD	Ministry of Defence
NADFM	National Academy of Defence Financial Management
NADP	National Academy of Defence Production
NALSAR	National Academy of Legal Studies and Research
NDC	National Defence College
NPCSCB	National Programme for Civil Services Capacity Building
NPS	National Pension Scheme
OS	Operating System
OSD	Officers on Special Duty
PMHRC	Prime Minister's Human Resource Council
QCI	Quality Control of India
RACT	Role-Activity-Competency-Training
RTI	Right to Information
SAFIM	Sri Aurobindo Foundation for Integral Management
SBI	State Bank of India
SO	Section Officer
SOP	Standard Operating Procedures
SPV	Special Purpose Vehicle

SR	Supplementary Rules
SSIFS	Sushma Swaraj Institute of Foreign Services
TNA	Training Needs Analysis
TP	Training Provider
US	Under Secretary
USI	United Services Institution of India
WITP	Wadhvani Institute of Technology and Policy
YITM	Yantra Institute of Technology & Management

Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the “Programme”), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through guided capacity building, and is based on the philosophy of creating an ecosystem thriving on “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system”. Under this programme, the Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Annual Capacity Building Plans (ACBPs) for different ministries, departments, and organisations of Government of India (GoI) - with Department of Military Affairs (DMA) under Ministry of Defence (MoD) being one of them.

Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) is a strategic document that outlines key strategic areas that require intervention within the Ministry, Department, Organisation (MDO) and provides a macro picture of year-wise capacity building initiatives that would cater to those areas. The plan-ACBP is incremental in nature, identifying a few focus areas that demand immediate attention while gradually evolving over time into a full-fledged plan through accumulation of new learnings. The plan will follow a cyclical process of preparation as it involves

working in tandem with all divisions, and zonal/regional entities within the MDO. Under the strategic leadership of MDO, the plan will be unfolded phase-wise with some training and non-training

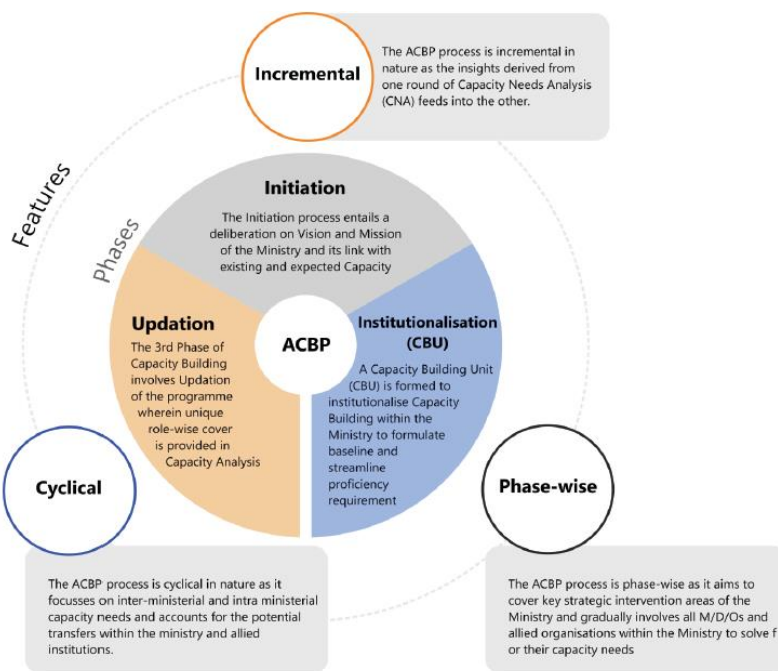


Figure 1: Characteristics of a building an ACBP

interventions being implemented with partner institutes in the first phase. Figure 1 illustrates and explains the characteristics of Annual Capacity Building Plans to be developed for various MDOs.¹

ACBP for Department of Military Affairs (DMA)

The ACBP preparation for the Department of Military Affairs (DMA) began in the month of December 2022 with a kick-off meeting held under the chairpersonship of the Chief of Defence Staff, General Anil Chauhan on 23 December 2022. These meetings were subsequently followed by several other follow-up meetings and Focused Group Discussions with various stakeholders under the Department.

As part of the process of ACBP preparation, data collection and collation exercises were initially rolled out, to capture data points that would enable in building up the requirement for training and capacity building interventions. Primary survey and multiple FGDs were carried out through in-person meetings and consultative workshops, spanning various levels of hierarchy within the Department. The workshops conducted were targeted to gauge nature of demand on specific areas of competency and training needs that were directly fed into a detailed matrix outlining the major roles and activities being performed across functions.

At an individual level, for every unique role under the DMA, the competency needs were grouped under one of the three categories as discussed below:

- **Domain:** Knowledge and expertise related to the sector, division, and the respective focus areas
- **Functional:** Cross-cutting needs across MDOs which are 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
- **Behavioural:** Pertaining to the learning and implementation of soft skills

Based on the understanding of nature of roles and activities being carried out, specific areas of competency gaps that needed to be addressed through either training or non-training interventions, were also identified across the Role-Activity-Competency-Training (RACT) matrix. In addition to the same, capacity building interventions required at an organisational level were also identified. At the organizational level, capacity building interventions would involve enhancements to existing technical systems, technology and data handling practices, resources and assets, personnel management practices etc.

For each Domain, Functional and Behavioural competency required by the Department officials, a knowledge partner or training institute was identified. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. Guidance may be sought from CBC to facilitate the entire process of course development and training delivery. This report presents a training plan which the Department may adopt to ensure training delivery to its officials. It outlines the institutes / organisations that Department may collaborate with, training mode, duration, target audience and time period for

¹ Capacity Building Commission

different trainings. Apart from training plan, the ACBP report also highlights the other capacity building initiatives which the Department may undertake including those at organisational level.

Macro picture of Capacity Need Analysis (CNA) exercise

A detailed analysis of competency needs of DMA officials across different roles was undertaken. Some of the important domain competency areas identified by DMA officials for capacity building and training included – Defence Works Procedure (DWP), Delegation of Financial Powers to Defence Services (DFPDS), Knowledge of Information Orders of the three Armed Forces, Defence Procurement Manual (DPM) etc. In terms of functional competency requirements, Knowledge about Ministry, Departments, its policies, and Acts; SOPs followed in the Ministry/Department, Right to Information Act, 2005; Parliamentary procedures and Miscellaneous affairs that included knowledge of the Establishment Rules applicable in Government Departments, Office procedures, Noting/Drafting (Cabinet notes) and MS Office (Excel, Word, PPT etc.), came up as some important areas. And finally, the key behavioural competencies suggested by DMA personnel highlighted areas like Team Development, Leadership, Problem Solving, Innovative Thinking, Communication skills, Negotiation skills and Conflict management techniques at the workplace.

An analysis into the common domain competencies illustrate that effective training is in demand for areas like Defence Works Procedure (DWP), Delegation of Financial Powers to Defence Services (DFPDS), Emerging Technology etc. These are in demand across different roles in the Department. At the Director and Under Secretary levels, training is also in demand around subjects like Legal matters, International Cooperation (IC) and Institutional Framework dialogue mechanisms in defence. There were also suggestions from Section Officers of the Department on having courses on geo-politics and relevant international laws. An analysis into the common functional competencies indicates the demand for training in areas like RTI Act, policies and acts of the Ministry and Department, Parliamentary and Office procedures. At the Assistant Section Officer (ASO) level, there is specific demand for training on the Microsoft Office i.e. MS-Office suite which includes Word, PowerPoint and Excel. There is also demand for training on use of portals like GeM, E-Samiksha, Centralized Public Grievance Redress and Monitoring System (CPGRAMS), etc. Finally, an analysis into the common behavioural competencies at each level shows that effective training is required across each level on Team Development, which has come up as an important competency. Certain other top competencies which are in demand across different levels include – Problem solving, Innovative Thinking, Decision-making, Negotiation and Communication skills.

At higher levels (e.g. Joint Secretary, Director, etc.), personnel are expected to be more strategic in nature, with the ability to think long-term. These roles require personnel to be competent with skills such as - policy formulation, project management, basics of impact assessment etc. that ensure the overall delivery of critical projects / interventions at the Departmental level. So, such trainings were cited to be important for designations such as – Joint Secretary, Director/ Deputy Secretary, Deputy Director/ Under Secretary, etc. Competency needs at the SO / ASO levels are largely administrative in nature, involving considerable desk work. It thus requires them to be proficient with the MS-Office suite and other noting and drafting skills. Also, based on a specific role and job-description, the

intensity of training would vary from basic to advanced, depending on the criticality of a particular competency area in effectively discharging duties under a role / designation.

Conclusion

Basis the capacity building requirements identified across the domain, functional and behavioural competency areas, the ACBP report presents an annual training plan. The plan developed takes into account all the competency requirements identified above, offering a macro picture of year-wise capacity building initiatives that would cater to identified gap areas. The implementation of ACBP is envisaged through a Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

1. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world (the Economic Survey tabled by the Ministry of Finance (MoF) estimates India's Gross Domestic Product (GDP) to grow at 6.5 per cent in 2023-24)². This is a positive indication towards India realizing its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future ready civil service that can deliver to larger social and economic mandates. However, the recent civil services capacity building landscape was marred by various challenges. The initiatives lacked innovation across institutional training, with training interventions being largely intermittent, individual centric and predominantly focusing on short term requirements. The capacity programmes were largely cadre, service and department driven, leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There was non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapses between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

The **National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi** was launched in 2020, keeping in mind the above challenges. Mission Karmayogi is a comprehensive reform of civil service capacity building apparatus at individual, organisational and institutional level for efficient public service delivery, capacity building and continuous learning for new India's functionaries. Central to the programme is the recognition that a suitable government workforce requires competency driven capacity building approach. Envisioned as one of the largest capacity building initiatives for government organizations globally, the programme envisages to train ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.³

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government departments/ministries. Mission Karmayogi is working to embark on a learning transformation programme that will address the capacity building requirements of civil service through a comprehensive online platform – **iGOT Karmayogi**. iGOT Karmayogi aims to offer online, face-to-face and blending learning and manage lifelong learning records of civil servants. It is an online learning platform being developed as a part of Mission Karmayogi for capacity building of civil servants. The content can be created by different ministries, departments, in-house or through

² [Economic Survey 2022-23: India's GDP estimated at 6.5% in FY24, to remain fastest-growing economy - India Today](#)

³ Mission Karmayogi, Department of Personnel and Training, Government of India, accessed in January 2023

knowledge partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources are made available as ready training modules for civil servants on the iGOT platform. The mission along with the IGOT platform, aspires to enable all the officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to instant guidance through job specific learning resources and collaboration with officials who have done the task before. It will facilitate the officials with tools to take charge of their own professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.



Figure 2: Institutional arrangement of Mission Karmayogi

The institutional arrangement for implementation and monitoring of programme comprises of apex body, **Prime Minister's Human Resource Council (PMHRC)**, **Cabinet Secretariat Coordination Unit** and **Capacity Building Commission (CBC)** and a Special Purpose Vehicle (SPV) to operate the digital assets created for NPCSCB. While the Cabinet Secretariat Coordination Unit will monitor the implementation of NPCSCB, align stakeholders and provide mechanism to oversee capacity building plans, Capacity Building Commission plays the crucial role of facilitating the preparation of annual capacity building plans.

Under this highly aspirational initiative, CBC aims to facilitate creation of **Annual Capacity Building Plans (ACBPs)** for all Ministries, Departments, and Organisations (MDOs) of Government of India (GoI) to

enhance competency and efficacy at all the levels- individual, organisational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and implementation of Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable—

- A 21st century civil service that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service that understands national priorities and is well apprised and equipped to respond to emerging technologies.
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post such that it enables a transition from 'Rule-based' to 'Role-based' HR management.
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content / capacity building intervention relevant to the identified FRAC for different positions.
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.

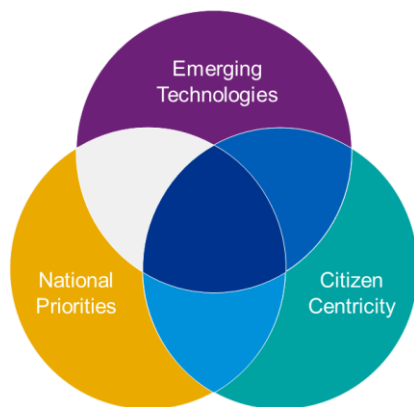


Figure 3: Three lenses of CBC interventions

As highlighted above, ‘national priorities’, ‘emerging technologies’ and ‘ citizen centricity’ remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. As per the exercise of ACBP preparation under Mission Karmayogi, each MDO is expected to arrive at its capacity building goals, keeping in focus the mentioned the lenses. The same have been elaborated below.

- **National Priorities-** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals and objectives of the Department (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times.

Gaps, if found any, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then become the key goal of ACBP.

- **Emerging Technologies-** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. In order to prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which MDO is operating. ACBP gauges the capacity MDO currently has, and the ones it needs to have to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- **Citizen centricity-** The initiative should raise a civil service which promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for an MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level. *(However, in the case of DMA, the Department does not have a direct interface with citizens).*

CBC is currently conceptualizing and developing ACBPs for different Ministries, Departments and Organisations (MDOs) of Government of India. As part of the preparation of ACBP for DMA, this report summarizes the findings of Capacity Needs Analysis (CNA) exercise conducted with the Department officials. It further proposes an annual training plan for the Department to build up the required competencies, while also listing down other capacity building interventions that could be undertaken by the Department to further enhance its performance across levels.

2. Approach and Methodology

This section describes the approach taken by the study to prepare the Annual Capacity Building Plan (ACBP) of the Department. Each Department has a defined vision, roadmap, and set goals. To achieve those goals, there are a set of competencies required by each role / division of the Department. This report highlights the competency requirements of the Department and suggests initiatives to address those gaps. These initiatives are capacity building initiatives – including both training and non-training interventions which would help to enhance the performance of the Department at both individual and organisational level. The training initiatives are then further deliberated to form part of the Department’s annual training plan. The same outlines the trainings required by the Department officials, knowledge partners or institutes to be collaborated with for development of training courses, their mode of delivery, target audience, duration and time period. Thus, this section covers the approach undertaken by the team to prepare the ACBP report of the Department.

It is to be noted that as a part of delivering the ACBP for the Department, the team first conducted the As-is assessment of the Department, followed by its Capacity Needs Assessment (CNA). The CNA Report has been submitted to DMA and CBC, followed by a presentation to the Chief of Defence Staff on key findings from the CNA analysis. As part of the next step to the CNA exercise, this report presents the training plan for competency needs identified in the CNA phase.

Based on the Capacity Needs Assessment carried out for the Department, an indicative strategic vision and direction of the capacity building initiative specific for the Department has been developed. The same is presented below and guides the preparation of Annual Capacity Building Plan (ACBP) for the Department.

Table 1: Capacity Building for DMA

Vision	<ul style="list-style-type: none"> Strengthen capacities of Department personnel/officials and systems for effective delivery of programmes and sector development.
Technology centric goals	<ul style="list-style-type: none"> Enhance adoption of modern and emerging technologies to build and improve value chains in the sector. Leverage the technology to enhance process efficiencies (for both internal and external interactions and data management needs of the Department).
System requirements	<ul style="list-style-type: none"> Structured training under the Annual Capacity Building Plan (ACBP). Tie-up with concerned universities for Behavioural, Domain, and Functional training programmes. Resource planning – internal & external, institutional, financial, time requirements of staff for ACBP. Monitoring mechanism for trainings. Knowledge repository framework.

Identification of training partners	<ul style="list-style-type: none"> iGOT Platform. National and international universities/organisations – to be identified.
Immediate-term training targets	<ul style="list-style-type: none"> Identify immediate training needs.

The step by step approach taken for preparing the Annual Capacity Building Plan for the Department is shared below.

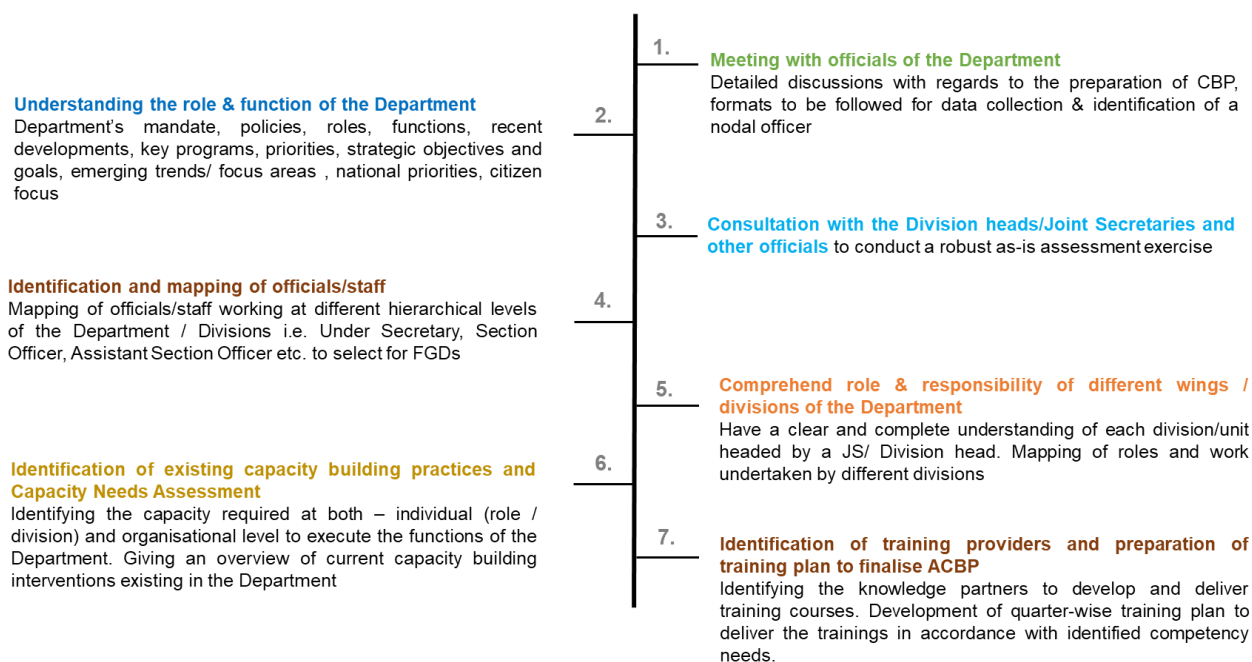


Figure 4: Steps taken for preparation of Annual Capacity Building Plan (ACBP)

Table 2: Details of steps undertaken for preparation of Annual Capacity Building Plan Report

Steps	Details	Phase
Step 1- Meeting with officials of the Department	<ul style="list-style-type: none"> A kick-off meeting was conducted with the Secretary of the Department along with Joint Secretaries of different wings. Introduction to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP) was provided. Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Department. The current agenda which would focus on capacity building at – individual and organizational level was shared along with the critical facets encompassing the same. 	As-is assessment

<p>Step 2- Understanding the role and function of the Department</p>	<p>Following the meeting, team conducted a thorough secondary review of following areas:</p> <ul style="list-style-type: none"> • Department's mandate, roles, activities, policies, any recent developments/trends from Department's website, annual reports, portals etc. • The current organisational structure, important stakeholders of the Department including its various attached offices. • Department's key programmes, priorities, vision etc. along with key activities from the lens of national priorities, citizen centricity and emerging technology. • Sectoral training institutes falling under the Department engaged in training of civil servants if any 	<p>As-is assessment</p>
<p>Step 3 – Consultation with Division heads/Joint Secretaries and other officials</p>	<ul style="list-style-type: none"> • Discussions were conducted with Joint Secretaries, Directors and other staff/officials of the Department working at different hierarchical levels. 	<p>As-is assessment</p>
<p>Step 4 – Identification and mapping of officials/staff</p>	<ul style="list-style-type: none"> • Mapping of officials/staff working at different hierarchical levels of the Department / Wings / Divisions i.e., Director, Deputy Secretary, Deputy Director, , Under Secretary, Section Officer, Assistant Section Officer etc. to select for Focus Group Discussions. 	<p>As-is assessment</p>
<p>Step 5 – Comprehend roles and responsibilities of different divisions/positions of the Department</p>	<ul style="list-style-type: none"> • Discussions were done with officials/staff to understand roles and responsibilities undertaken by each Wing of the Department. 	<p>As-is assessment</p>
<p>Step 6 – Identification of current capacity building practices and Capacity Needs Analysis (CNA)</p>	<p>Discussions with Joint Secretaries and Directors, and FGDs with Department officers were undertaken to understand the following aspects –</p> <ul style="list-style-type: none"> • The competencies required to execute the key functions of the wing / role • The competency gaps as per the experience of the head of the wing or other Department officials • Current organizational practices and institutional mechanisms to address competency gaps, and ongoing capacity building and training initiatives 	<p>Capacity Needs Analysis (CNA)</p>
<p>Step 7- Identification of training providers and preparation of training plan to finalize ACBP</p>	<ul style="list-style-type: none"> • The competency requirements of the officials identified as part of CNA exercise were mapped to relevant training providers. Department will collaborate with these training providers for development and delivery of training courses to its officials. • An annual training plan for delivery of such courses is prepared and the Department can refer to the same. 	<p>Annual Capacity Building Plan (ACBP)</p>

	<p>The steps undertaken for identifying a particular institute, training course, mode of delivery, duration are listed below:</p> <ul style="list-style-type: none"> • Relevant courses from a variety of institutes and platforms based on their competency was identified. These include- <ul style="list-style-type: none"> ○ iGOT Karmayogi platform ○ Institutes associated with respective MDOs ○ Other government training institutes ○ Central and State Public Sector Undertakings ○ Indian universities (CBC is developing policies on onboarding & pricing) ○ Private sector organizations within and outside India (Udemy, Coursera, etc.) ○ Foreign universities (CBC is developing policies on onboarding & pricing) • Training institutes under Ministry of Defence (MoD) were studied to check for development / delivery of training courses • Once the pertinent courses / institutes were identified, assessment on their applicability to officials along with their potential usefulness was deliberated. • Regular discussions were also conducted with CBC to identify the training institutes for various Functional and Behavioural competencies. • Post identification of training institutes, other aspects of the training such as – mode of delivery, duration, training quarter etc. were 16rganizat. • Going ahead, a designated nodal person will be appointed as a point of contact between CBU and the relevant institute to implement the suggested ACBP. 	
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Details of consultations or FGDs conducted with officials of DMA are presented in Annexure I. The meetings were conducted with DMA officials to understand the specific areas of the competencies and training needs of officials. All of these meetings were in-person consultations with the Department officials.

Step 1- Step 5 (as described in table 2 above) covers the As-is Assessment of the Department (already covered in the As-is Assessment Report). **Step – 6** covers the Capacity Needs Analysis while **Step – 7** highlights the approach followed for finalization of Annual Capacity Building Plan.

The competencies required by the officials as identified in step- 6 i.e., CNA exercise, have been bucketed into three categories namely:

- **Domain competency** – Specific expertise related to the defence sector and the respective focus areas.

- **Functional competency** – Covering functional aspects or operational requirements of the Department like project management, financial management, file management, and technological know-how etc.
- **Behavioural competency** – Soft-skills, attitudinal needs like for intra-department coordination needs, negotiation skills etc.

Various competency requirements of the Department officials at both individual (role level) and division level has been highlighted in the CNA report. Level of such training needs i.e., Basic (Ba), Advanced (Ad) etc. have also been captured in the CNA report.

As a follow up to the CNA Report, this ACBP report primarily presents an annual training plan for the Domain, Functional and Behavioural competencies identified as requirements in the CNA exercise.

Additionally, the CNA report also captured the capacity building initiatives required at the organizational level and certain quick wins for the Department i.e., those training / non-training interventions which may be operationalized within a short span of time. All these will also form a part of this ACBP report so that the Department may easily refer it while implementing such initiatives.

3. Annual Capacity Building Plan (ACBP)

3.1. At Role and Division level – Training Plan

This section presents a tentative annual training plan to address the competency requirements identified in the CNA exercise (*Findings of the CNA exercise are explained in detail in the CNA report submitted previously*). It proposes the training interventions that the Department may undertake to address the different domain, functional and behavioural competency requirements identified in the CNA exercise. For each of the competencies required, a training intervention outlining the training provider(s) / institute(s), mode of delivery, training duration, target group, quarter of training etc. is suggested. The approach is followed for all the domain, functional and behavioural competencies identified.

3.1.1. Training plan for Domain competencies

The below table presents the annual training plan for domain competencies required by the Department officials at various designations. These competencies cater to specific sectoral expertise which are important for the Department officials. The Department may collaborate with the listed institutes / Training Providers (TPs) to undertake the required training interventions, with overall execution being carried out under the guidance of CBC. The domain training interventions, along with their partner TPs, training duration, target audience, delivery mode, and training quarter are provided below.

	Recommended
	Optional

Table 3: Tentative training plan for Domain competencies

*	Competency	Institute / TP	Mode	Target officials	Duration	Quarter			
						Q1	Q2	Q3	Q4
1	Hierarchical structure of the Ministry of Defence, its department, ancillary organizations and associated agencies and the roles played by each; Knowledge of the vision, mission, and goals of the Department in keeping up with national priorities (Part of Induction Module)	MoD and White House Solutions (Third party agency empaneled by CBC)	Online	All	1-2 hrs				
2	Roles, functions, hierarchy of each wing under the Department of Military Affairs and its attached offices/ formations etc. (Part of Induction Module)	DMA and Whitehouse Business Solutions (Third party agency empaneled by CBC)	Online	All	1-2 hrs				

*	Competency	Institute / TP	Mode	Target officials	Duration	Quarter			
						Q1	Q2	Q3	Q4
3	Defence Procurement Procedures	BEL Academy of Excellence	Online	All (For ASO/SO – Ba; Others – Ad)	1 day				
4	Defence Procurement Manual	NADFM ⁴ - <i>Basics of Revenue Procurement in Defence (iGOT course)</i>	Online	ASO/SO – Ba	3 hrs 11 mins				
		NADFM – <i>Advanced Course on Revenue Procurement in Defence (iGOT course)</i>	Online	US, DD, DS Dir, JS, AS	4 hr 52 mins				
		NADFM – <i>Basics on Capital Procurement in Defence (iGOT course)</i>	Online	All (For ASO/SO – Ba; Others – Ad)	54 mins				
		BEL Academy of Excellence	Online	All (For ASO/SO – Ba; Others – Ad)	1 day				
5	Knowledge about global best practices in the Defence Sector in areas like acquiring latest technologies, security, development of infrastructure etc.	United Services Institution of India (USI)	Online	JS, AS (For all – Ad)	2-3 hrs				
6	Policies relating to working with International partners / countries; International laws	United Services Institution of India (USI)	Online	SO, US, DD, Dir, DS, JS, AS (SO-Ba; Others – Ad)	2-3 hrs				
		Centre for Land Warfare Studies (CLAWS)	Online	Same as above	2-3 hrs				
7	Institutional framework dialogue mechanisms in defence international	United Services Institution of India (USI)	Online	US, DD, Dir, DS, JS, AS	1-2 hrs				

⁴ NADFM – National Academy of Defence Financial Management

*	Competency	Institute / TP	Mode	Target officials	Duration	Quarter			
						Q1	Q2	Q3	Q4
	cooperation and related activities			(For all – Ad)					
		Manohar Parrikar Institute of Defence Studies and Analyses (IDSA)	Online	Same as above	1-2 hrs				
8	Policies relating to recruitment, manpower planning, transfers, medical categories applicable to Service Headquarters (Applicable to service personnel)	Armed Forces Medical College (AFMC), Pune - Directorate General Armed Force Medical Services (DGAFMS) – For medical matters	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				
		Adjutant General Branch – For others	Online	Same as above	2-3 hrs				
9	Policies relating to deputation, disciplinary cases, vigilance, medical reimbursements for civilian staff at armed forces headquarters, allocation of work, Hindi related correspondence etc.	Defence Headquarters Training Institute (DHTI)	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				
10	Knowledge of Army/Navy/Airforce Instructions/Orders	Institute of Military Law – Kamptee, Nagpur	Online	ASO, SO, US, DD, DS, Dir (ASO, SO – Ba; Others – Ad)	2-3 hrs				
11	Sanctioning of Competent Financial Authority (CFA) under MoD or Gol	National Academy of Defence Financial Management (NADFM)	Online	DS, Dir, US, DD (For all – Ad)	1-2 hrs				
12	Knowledge and application of Delegation of Financial Powers Rules (DFPR)	National Academy of Defence Financial Management (NADFM)	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
13	Knowledge and application of Delegation of Financial Powers in Defence Services (DFPDS), Delegation of Financial	Defence Headquarters Training Institute (DHTI)	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				

*	Competency	Institute / TP	Mode	Target officials	Duration	Quarter			
						Q1	Q2	Q3	Q4
	Powers in Ministry of Defence (DFPM)								
14	Knowledge and application of Transaction of Business Rules	Defence Headquarters Training Institute (DHTI)	Online	ASO, SO (Ba); others - Ad	1-2 hrs				
15	Defence Works Procedure	College of Military Engineering Pune	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				
		Yantra Institute of Technology & Management (YITM)	Online	Same as above	2-3 hrs				
16	Annual Major Works Programme (AMWP), Low Budget Works (LBW)	College of Military Engineering (CME) – Pune	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
17	Regulations of Military Engineering Services (RMES) 1968, Scales of Accommodation - 2009	College of Military Engineering (CME) – Pune	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				
18	Manual for procurement of consultancy and works; Procurement of Works, Defence Contracts	College of Military Engineering (CME) – Pune	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
19	Central Vigilance Commission (CVC) Guidelines / Manual	National Academy of Defence Production (NADP)	Online	All (For ASO, SO – Ba; Others – Ad)	3 hrs				
		Defence Headquarters Training Institute	Online	Same as above	2-3 hrs				
20	Peace Establishment (PE) / War Establishment (WE) Rules	Defence Headquarters Training Institute (DHTI)	Online	DS, Dir, US, DD (For all – Ad)	1-2 hrs				
21	Court cases and arbitration; Policies relating to disciplinary cases, vigilance matters; disciplinary procedure of Gazetted Officers	Institute of Military Law, Kamptee - Nagpur	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				

*	Competency	Institute / TP	Mode	Target officials	Duration	Quarter			
						Q1	Q2	Q3	Q4
22	Policies/ rules relating to posting and promotion; policies relating to the promotion board ; Rules regarding creation / abolition of posts	Military Secretary Branch – Army Headquarters	Online	All (For ASO, SO – Ba; Others – Ad)	2-3 hrs				
23	Conducting Departmental Promotion Committees (DPC)	Defence Headquarters Training Institute (DHTI)	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
24	Arbitration and Conciliation Act (ACA) 1996	Institute of Military Law, Kamptee - Nagpur	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
25	Steps towards obtaining financial and operational clearance for foreign deputation	DMA	Online	ASO, SO, US, DD (For ASO, SO – Ba; US/DD-Ad)	1-2 hrs				
26	Training on Pay fixation of Gazetted/Non-Gazetted civilian employees; Modified Assured Career Progression Scheme (MACP) etc.	Defence Headquarters Training Institute (DHTI)	Online	All (For ASO, SO – Ba; Others – Ad)	1-2 hrs				
		Institute of Secretariat Training and Management (ISTM)	Online	Same as above	1-2 hrs				

Note – The trainings mentioned above are suggestive for target officials listed. The Department may finalise the same post consideration with its stakeholders.

3.1.2. Training plan for Functional competencies

The below table presents the annual training plan for different functional competencies required by the Department officials, as identified during the CNA exercise. Few of the courses are readily available on iGOT (the Learning Management System started under Mission Karmayogi). Officials may directly start undertaking such iGOT courses. For others, the Department may collaborate with CBC to partner with the suggested institutes or Training Providers (TPs). Under the guidance of CBC, TPs may be partnered with to develop and deliver the proposed training courses. Specific requirements such as – delivery mode, duration, delivery quarter etc. may be communicated to the TPs to develop courses in line with the training plan presented below.

	Recommended
	Optional

Table 4: Tentative training plan for Functional competencies

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Quarter			
							Q1	Q2	Q3	Q4
1	Formulation of public policies	Formulation of Public Policies	iGOT & ISTM (Prarambh Course)	Online	ASO, SO, DD, US (US/DD – Ba)	1 hr 15 min				
		Evidence in Public Policy	iGOT & Indian School of Business (ISB)	Online	Dir, DS, DD, US, JS, AS (For all – Ad)	4 hr 48 min				
		Policy Drafting	Indian School of Public Policy (ISPP) – course already in pipeline by CBC	Online	Dir, DS JS, AS (For all – Ad)	1-2 hrs				
2	Managing Stakeholder Relationships	Custom-made course	Indian School of Business (ISB)	Online	All (ASO / SO – Ba; Others – Ad)	1-2 hrs				
		Custom-made course	IIM Calcutta	Online	Same as above	1-2 hrs				
3	Use of cyber-security tools; Knowledge on cyber security guidelines and gazette publications	Cyber Security Basics	Microsoft and iGOT	Online	ASO, SO – Ba	2 hrs 22 mins				
		Foundation Course on Cyber Security	Centre for Development of Advanced Computing (C-DAC), MeitY and iGOT	Online	US, DD, Dir, DS, DD, JS (Ad)	24 hrs				
		Basic Course on Cyber Security Awareness	C-DAC, MeitY and iGOT	Online	ASO, SO – Ba	17 hrs 2 mins				
4	Right to Information Act, 2005	Right to Information Act- Part I	ISTM and iGOT (DAKSHTA course)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	55 mins				
		Right to Information Act- Part I	ISTM and iGOT (DAKSHTA course)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	41 mins				

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Quarter			
							Q1	Q2	Q3	Q4
5	Knowledge about using MS Office – creating documents	Word Advanced	Microsoft & iGOT (May be customized for Maya OS)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	2 hrs 49 mins				
		Microsoft word Beginners	Microsoft & I-GOT (May be customized for Maya OS)	Online	Same as above	2 hrs 56 mins				
6	MS Office – excel spreadsheets	Excel Advanced	Microsoft & iGOT (May be customized for Maya OS)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	3 hrs 44 mins				
		Microsoft Excel for Beginners	Microsoft & iGOT (May be customized for Maya OS)	Online	Same as above	6 hrs 55 mins				
7	MS Office – creating presentations	PowerPoint Advanced	Microsoft & iGOT (May be customized for Maya OS)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	2 hrs 18 mins				
		Microsoft PowerPoint Beginners	Microsoft & iGOT (May be customized for Maya OS)	Online	Same as above	2 hrs 41 mins				
8	Basics of e-Governance and Digital India	Basics of e-Governance and Digital India	iGOT (Prarambh Course)	Online	All (Ba)	1 hr 35 mins				
9	Project Management	Fundamentals of Program	Quality Control of	Online	US, DD, DS, Dir, JS, AS	17 hrs 15 mins				

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Quarter			
							Q1	Q2	Q3	Q4
		and Project Management	India (QCI) and iGOT		(For all – Ad)					
10	Legal knowledge of Indian Penal Code, acts, regulations and procedures	Custom-made course on the topic	Institute of Military Law Kamptee-Nagpur	Online	JS, US, DD, DS, Dir (For all – Ad)	1-2 hrs				
		Custom-made course on the topic	National Academy of Legal Studies and Research (NALSAR)	Online	DD, Dir (For all – Ad)	1-2 hrs				
11	Handling statutory complaints and disciplinary issues	Custom-made course on the topic	Institute of Military Law Kamptee, Nagpur	Online	DD, US, Dir, DS (For all – Ad)	1-2 hrs				
12	Parliamentary procedures	Parliamentary Procedures	iGOT and ISTM (DAKSHTA course)	Online	ASO, SO, US, DD, Dir (For all – Ad)	2 hrs				
13	Office Procedures	Office Procedures	iGOT and ISTM (DAKSHTA course)	Online	ASO, SO, US, DD, Dir, DS (For all – Ad)	2 hrs 17 mins				
14	Drafting/Note writing skills	Noting and Drafting	iGOT & ISTM (DAKSHTA course)	Online	ASO, SO, US, DD, Dir, DS (For all – Ad)	2 hr				
15	Preparation of legal documents such as draft affidavit, rejoinders, Statement of Facts, written statement etc.	Custom-made course on the topic	National Academy of Legal Studies and Research (NALSAR)	Online	ASO, SO, DD, US (ASO, SO – Ba; DD, US – Ad)	1-2 hrs				
16	Preparation of an RFP for procurement	Custom-made course on the topic	Defence Headquarters Training Institute (DHTI)	Online	ASO, SO, US, DD, Dir, DS (ASO, SO – Ba; Others – Ad)	1-2 hrs				
17	Training on Evaluation of Financial	Custom-made course on the topic	Arun Jaitley National Institute of	Online	All (ASO, SO – Ba; Others – Ad)	1-2 hrs				

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Quarter			
							Q1	Q2	Q3	Q4
	Proposals aligned to instructions of Ministry of Finance		Financial Management (AJNIFM)							
18	Handling Annual Performance Assessment Report (APAR)	Annual Performance Appraisal Report (APAR)	ISTM and iGOT	Online	ASO, SO, US, DD, Dir, DS (For all – Ad)	30 mins				
19	Managing the National Pension Scheme (NPS)	Exit and Withdrawal Norms under NPS	DHTI and iGOT	Online	ASO, SO, US, DD, Dir, DS (ASO, SO – Ba; Others - Ad)					
		Family Pension under NPS	DHTI and iGOT	Online	Same as above					
20	Making cabinet notes	Preparation of Cabinet notes	iGOT & ISTM (Prarambh course)	Online	ASO, SO, US, DD, Dir, DS (For all – Ad)					
21	Knowledge about Government e-Marketplace (GeM)	Government e-Marketplace (GeM)	GeM – (Course under preparation by GeM in collaboration with CBC)	Online	ASO, SO, US, DD, DS, Dir (For all – Ad)	1-2 hrs				
22	Data analysis and data visualization through creating dashboards, etc. for effective monitoring and evaluation of policy and scheme implementation	Data Driven Decision Making For Government	Wadhvani Institute of Technology and Policy (WITP), CBC, and iGOT	Online	ASO, SO, DD, US, DS, Dir (ASO, SO – Ba; Others – Ad)	2 hrs 30 mins				
		Data Visualisation (Tableau, Power BI)	NSSTA ⁵ (CBC is in the process of collaborating with NSSTA for the course)	Online	ASO, SO, US, DD, DS, Dir (ASO, SO – Ba; Others – Ad)	1-2 hrs				

⁵ NSSTA – National Statistical Systems Training Academy (under Ministry of Statistics and Programme Implementation)

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Quarter			
							Q1	Q2	Q3	Q4
23	General Financial Rules (GFR)	General Financial Rules (GFR)	NADFM and iGOT	Online	ASO, SO, DD, US, DS, Dir) (ASO, SO – Ba; Others – Ad)	1-2 hrs				
24	Establishment Rules	Establishment Rules – 1, 2	ISTM	Online	ASO, SO, US, DD, Dir, DS (ASO / SO – Ba, US, DD – Ad)	2-3 hrs				
		Fundamental Rules (FR) and Supplementary Rules (SR)	iGOT & Department of Expenditure (DoE)	Online	ASO, SO, US, DD, Dir, DS (ASO / SO – Ba, US, DD – Ad)	3 hrs 54 mins				
		Conduct Rules	iGOT & ISTM	Online	Same as above	1 hrs 22 min				
		Leave Travel Concession (LTC)	iGOT & ISTM	Online	Same as above	1 hr 7 mins				
25	Knowledge about Emerging Technologies	Introduction to Emerging Technologies	Wadhvani Institute of Technology and Policy (WITP) and iGOT	Online	ASO, SO, US, DD, DS, Dir (For all – Ba)	2 hrs 20 mins				
26	Departmental e-portals – e-Pragati, e-Samiksha, CPGRAMS, APMS etc.	Custom-made course on the topic	ISTM	Online	All (ASO, SO – Ba; Others – Ad)	2-3 hrs				
		Public Grievance Handling and CPGRAM 7.0	ISTM and iGOT	Online	All (ASO, SO – Ba; Others – Ad)	2 hrs				
27	Knowledge of impact assessment frameworks to assess the impact of a scheme/policy	Custom-made course on the topic	3ie (International Initiative for Impact Evaluation)	Online	JS, AS (Ba)	2-3 hrs				
		Custom-made course on the topic	Indian School of Business (ISB)	Online	JS, AS (Ba)	2-3 hrs				

Note – The trainings mentioned above are suggestive for target officials listed. The Department may finalise the same post consideration with its stakeholders.

3.1.3. Training plan for Behavioural competencies

As suggested for domain and functional competencies, the below table presents the annual training plan for various behavioural competencies. The training plan suggests the training courses that the officials may undertake in order to train themselves for the specific behavioural competencies. Some of these courses are already available on iGOT. DMA may also encourage its officials to directly undertake such courses following the timeline (quarter of training) suggested. For others, DMA may also collaborate with CBC to reach out to the proposed institutes / TPs to develop courses that are in accordance with the specifics proposed in the below training plan.

	Recommended
	Optional

Table 5: Tentative training plan for Behavioural competencies

*	Competency	Course	Institute / TP	Mode	Target officials	Duration					
							Q1	Q2	Q3	Q4	
1	Leadership and Team management	Visionary Leadership	Indian School of Business (ISB) – CBC is in the process of collaborating with ISB	Online	SO, US, DD, Dir, DS, JS, AS (SO – Ba; Others – Ad)	1-2 hrs					
		Visionary Leadership	College of Defence Management – course to be prepared	Online	SO, US, DD, Dir, JS, AS	1-2 hours					
		High Impact Leadership	IIM Indore	Online	SO, US, DD, Dir, DS, JS (SO – Ba; Others – Ad)	1-2 hrs					
		Leadership Development	IIM Lucknow								
Leadership and Team Building	IIM Calcutta										
2	Negotiation skills	Mastering Negotiation and Influence	ISB (CBC is in the process of collaborating with ISB for course development)	Online	ASO, SO, US, DD, Dir, DS, JS, AS (ASO, SO – Ba; Others – Ad)	1-2 hrs					
		Negotiation	College of Defence Management – course to be prepared	Online	SO, US, DD, Dir, JS, AS	1-2 hours					
		Custom-made course on the topic	Sushma Swaraj Institute of Foreign	Online / Physical	US, DD, Dir, DS, JS, AS (Ad)						

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Q1	Q2	Q3	Q4
			Services (SSIFS)							
3	Problem solving and decision-making skills	Solve Learning Pathway – Structuring problems, Creating solutions, Making decisions	Harappa (Learner-centered online learning platform – collaboration of CBC with the platform is under progress)	Online	ASO, SO, US, DD, Dir, DS, JS, AS (ASO, SO – Ba; Others – Ad)	1-2 hrs				
4	Communication skills	Effective Communication	IIM Bangalore (CBC in collaboration with IIM B for course development)	Online	ASO, SO, US, DD, Dir, DS (ASO, SO – Ba; Others – Ad)	1-2 hrs				
		Effective Communication	iGOT & IIM Bangalore (PRARAMBH Course)	Online	ASO, SO, US, DD, Dir, DS (ASO, SO – Ba; Others – Ad)	5 hrs 34 mins				
5	Time management	Time management	Harappa (CBC is in process of collaborating with Harappa)	Online	ASO, SO, US, DD, Dir, DS JS, AS (ASO, SO – Ba; Others – Ad)	1-2 hrs				
		Time management	iGOT & DoPT	Online	ASO, SO (Ba)	1hr 15 mins				
6	Stress management	Complete Journey to Stress Management	The Art of Living and iGOT	Online	ASO, SO, US, DD, Dir, DS, JS, AS (ASO, SO – Ba; Others – Ad)	6 hrs 8 mins				
		Stress Management – Developing Resilience to manage stress	iGOT & IIPA	Online	ASO, SO (Ba)	1 hr 54 mins				
		Stress Management	The Art of Living	Physical	US, DD, Dir, DS, JS, AS	2-3 days				

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Q1	Q2	Q3	Q4
					(For all – Ad)					
7	Skills related to motivating others and self	Motivation	Harappa (CBC is in the process of collaborating with Harappa)	Online	SO, US, DD, Dir, DS, JS, AS (SO – Ba; Others – Ad)	1-2 hrs				
		NavChetana – a journey towards inner evolution / Kaushalam - Integral Leadership Training Programme	Auro Leadership – Sri Aurobindo Society (Pondicherry) CBC in the process of collaborating with Sri Aurobindo Society for course development	Online	SO, US, DD, Dir, DS, JS, AS (SO – Ba; Others – Ad)	1-2 hrs				
		Understanding Motivation- From different perspectives	iGOT (PRARAMBH Course), Lal Bahadur Shastri National Academy of Administration (LBSNAA)	Online	SO, US, DD, Dir, DS, JS , AS (SO – Ba; Others – Ad)	1 hrs 35 mins				
		An experiential workshop on 'Happiness'	Sri Aurobindo Foundation for Integral Management (SAFIM) - Sri Aurobindo Society (Pondicherry)	Online	SO, US, DD, DS, Dir, JS, AS (SO – Ba; Others – Ad)	1-2 hrs				
		Motivation	iGOT & DoPT	Online	SO (Ba)	1-hr 8 mins				
8	Interpersonal skills	Building Presence	Harappa	Online	ASO, SO (Ba)	1-2 hrs				
		Level III CSSS Course to Develop Behaviour Competencies	iGOT	Online	ASO, SO (Ba)	2 hrs 18 mins				

*	Competency	Course	Institute / TP	Mode	Target officials	Duration	Q1	Q2	Q3	Q4
		– Interpersonal skills								
9	Conflict management at workplace	Conflict Resolution	State Bank of India and Edx (CBC is in the process of collaborating with SBI for the course)	Online	ASO, SO, US, DD, Dir, JS, AS (ASO, SO – Ba; Others – Ad)	1-2 hrs				
		Custom-made course on the topic	Indian School of Business	Online	Same as above	1-2 hrs				
10	Innovative thinking	Creative Problem Solving and Innovation Techniques for Organization Excellence	Indian Institute of Management, Shillong	Online	US, DD, Dir, DS, JS, AS (US – Ba; Others – Ad)	1-2 hrs				
11	Learning agility	Learning Agility	IIT Delhi (Course under development through CBC)	Online	SO, ASO, US (For all-Ba)	1-2 hrs				
12	Lifestyle for Environment	Orientation Module on Mission LIFE	Ministry of Environment, Forest and Climate Change and iGOT	Online	ASO, SO, US, DD, DS, Dir, JS (For all -Ba)	22 mins 59 secs				

Note – The trainings mentioned above are suggestive for target officials listed. The Department may finalise the same post consideration with its stakeholders.

In line with the Annual Training Plan shared above, the Department may deliberate to select one or more of the training options suggested against each competency requirement. Basis their feasibility and relevance for the target groups, the courses suggested in the above Training Plans have been categorised into two groups – ‘Recommended’ and ‘Optional’. The courses highlighted in ‘GREEN’ are ‘Recommended’. Whereas the ones highlighted in ‘ORANGE’ are ‘Optional’. ‘Recommended’ courses are the ones which are desirable to be taken up by the Department once the implementation of ACBP initiates. ‘Optional’ courses are the good-to-have trainings which may be undertaken basis the need of the officials / Department, in addition to the ‘Recommended’ courses.

The recommendation has been done basis the feasibility and relevance of the courses in terms of resources required – ‘time to be invested by the learners’, ‘finance involved’, ‘requirement of other resources such as – partnerships with Ministry training institutes, leading academic institutes, central training institutes, state/government organisations, other private organisations/ institutes etc. for

content curation and delivery. Quality of learning content (to be developed) was considered as an important parameter for recommendation of courses. Regular discussions were undertaken with CBC to finalise the Training Providers for different functional and behavioural competencies.

3.2. At Organizational level

In addition to the training interventions identified at individual level, CNA exercise also identified few capacity building initiatives at the organisational level. This section of ACBP lists down the interventions which the Department may undertake to enhance its capacity at the organisational level. This involves building the capacity of collective and shared aspects of the organisation such as – existing processes, digital and physical infrastructure, and technological capabilities that enable the organisation to achieve its goals. Capacity at organisational level was assessed on following collective aspects of the Department – Technology and Data, Systems and Processes, Personnel Management, Partnerships and Relationships etc..

Basis the exercise undertaken; the major capacity building interventions required at organisational level in DMA (which needs to be part of the ACBP) are :

Technology and Data

Following steps may be taken up at Departmental level with respect to – 'Technology and Data' to enhance the overall capacity of the Department.

Table 6: Recommendations for organisation level capacity building interventions under – Technology and Data

Recommendations	Action points
Internet accessibility to all the employees	<ul style="list-style-type: none"> Internet facility (with appropriate cyber security measures) may be made accessible to all the employees (up to ASO level) under DMA. The internet accessibility can enhance the learning and information sharing in the Department. iGOT platform of Mission Karmayogi (whose basic requirement is internet) can be accessed readily for various avenues of skill development. <p>(iGOT platform under Mission Karmayogi is the Learning Management System (LMS) for all Government departments. Online courses of required trainings will be available on iGOT.)</p>
Learning Management System (LMS)	<ul style="list-style-type: none"> Department of Military Affairs may use the iGOT platform as their LMS. Department officials may be onboarded on the platform and may start taking the training courses (as recommended in the Training Plans shared above). Necessary assistance may be taken from iGOT team (functioning under DoPT) to ensure the onboarding of officials. Officials may be monitored regularly for completing the trainings on iGOT.

Database Management	<ul style="list-style-type: none"> • A database management system with respect to grievance may be created which would help in tracking best practices across different departments under Ministry of Defence, contextualized for DMA. • The database may also be helpful in collating a set of common answers for managing various standard responses across them. For setting up these processes a dedicated data management unit can be set up to handle data collection, analysis, privacy as per industry recognized quality standards.
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System and Processes

The Department may initiate following measures in terms of 'Systems and Processes' to further enhance the overall capacity of the Department.

Table 7: Recommendations for organisation level capacity building interventions under – Systems and Processes

Recommendations	Action points
Strengthen the Knowledge Management practices at the Departmental level	<ul style="list-style-type: none"> • Knowledge dissemination - Monthly/quarterly newsletter for disseminating information about the Department along with latest trends in Defence sector. <i>DMA has been publishing monthly newsletters and updating its website periodically since last year, which has ensured information about the Department to be updated in accordance to recency of events.</i> • Knowledge transfer - Quarterly knowledge transfer sessions between DMA officials from different wings may be planned. Such sessions can help the officials share their experience and assist to institutionalize knowledge sharing across the department. • Policy Hub - Policy hub is a common domain where employees can access existing, old policies/ acts / regulations of the Department. All the policies, Government rules, Acts etc. being followed in the Department / Ministry may be available for all DMA officials in this common hub, which may be developed at DMA / MoD level • Dossiers - A dossier with all relevant Acts and Regulations may be provided to every officer joining the Department.
Leadership Sessions / Idea Sessions with Secretary	<ul style="list-style-type: none"> • Quarterly interaction sessions may be arranged by Department of Military Affairs wherein senior officials (JS / Directors/ Deputy Secretary) can share their feedback about individual wing's progress, challenges, future initiatives etc. • These Leadership sessions can also act as a platform for Idea Sessions wherein participants can share and deliberate over potential solutions for the Department under the chairpersonship of Secretary

Personnel Management

Following initiatives may be taken up by the Department to further strengthen their 'Personnel Management' practices.

Table 8: Recommendations for organisation level capacity building interventions under – Personnel Management

Recommendations	Action points
Training Support (Learning and Development)	<ul style="list-style-type: none"> • A Capacity Building Unit (CBU) may be formed for leading the L&D function within the Department. • Department may decide the composition of CBU. It may preferably include – one DS / Director, one Under Secretary, one Section Officer and one Assistant Section Officer. The entire CBU may be led by a nominated Joint Secretary (JS). • This CBU may oversee the following functions: <ul style="list-style-type: none"> ○ Implement the Annual Capacity Building Plan (ACBP) for DMA in collaboration with CBC. ○ Monitor and report the progress of ACBP implementation in the DMA to CBC. ○ Facilitation of training and non-training interventions for organisational capacity building in partnership with experts.
Capacity building of officers in line with ACBP	<ul style="list-style-type: none"> • CBU set up within DMA may be tasked with leading the process of ACBP preparation <ul style="list-style-type: none"> ○ Partnerships may be established with knowledge partners or Training Institutes identified for course preparation and training delivery – while for some DMA competencies, institutes under DOD and DDP may help prepare training modules on select domain and functional areas (eg. institutes like BEL, DHTI, etc.), for other domain competencies that are very specific to the Armed Forces, courses may be developed by specialized institutes /think-tanks in DMA's network like National Defence College (NDC), College of Military Law – Kamptee, Nagpur; United Service Institution (USI), Centre for Land Warfare Studies (CLAWS), etc. ○ Training calendar may be finalised basis the feedback from the stakeholders (officers, senior leaders officers of DMA). ○ Separate budget head for ACBP implementation may be created, with guidance sought from CBC on this aspect. • To enhance the domain and technical skills of the officials, periodic industry immersion programmes may be organised by the Department. • Immersion visits may be planned to on-ground project sites of the Armed Forces – Army, Air Force, Navy. CBU may consider institutionalizing the immersion visits for the officers annually, with a different set/batch of officers being nominated for each new visit.

Mandatory Annual Training Hours	<ul style="list-style-type: none"> Each year, the officers may be instructed to undertake minimum number of hours of training (offline / online) in accordance with the training plans shared in the report. The officers may be monitored for the training hours regularly.
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Partnerships and Relationships

Table 9: Recommendations for organisation level capacity building interventions under –Partnerships and Relationships

Recommendations	Action points
Establish partnerships for various L&D activities	<ul style="list-style-type: none"> Department may foresee and establish partnerships for conducting various of its L&D activities proposed above. These include activities such as – Training, workshops, immersion visits, LEO sessions, developing training materials etc. Institutes that may be looked at are – <ul style="list-style-type: none"> Government training institutes such as – LBSNAA, ISTM etc. Reputed government academic institutes such as IITs, IIMs etc. Reputed private academic institutes such as ISB National think tanks MoD Think Tanks Other ministries, departments Industry/private sector organisations etc. Central Public Sector Enterprises (CPSEs)

3.3. Quick Impact Initiatives – Quick Wins

Quick impact initiatives are those that may be implemented within a short span of time and operationalized soon. Basis the CNA exercise conducted with the Department officials, following Quick Impact Initiatives were identified for the officials, under Training and Non-training interventions:

a. Under Training Interventions

- Know Your Ministry/Know Your Department** - Induction training programmes may be provided to newly posted staff (even if transferred within the same Ministry/ Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each Division / Section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes may include – ‘Know You Ministry’/‘Know Your Department’ module.

Thus, ‘Know You Ministry’/‘Know You Department’ modules may be an important quick impact initiative for the Department.

This module will be developed in collaboration with White House Solutions - a third party which has already been empaneled by CBC. This third party will study and curate content on the roles,

responsibilities and duties of a particular division and its interlinkage with other divisions. Department's linkage with other ministries in similar sector may also be covered in this module. This module is expected to be useful for any new official recruited in the Department and also in the case of transfers.

- **DAKSHTA Training** – Department officials may undergo training in the DAKSHTA courses available on the iGOT platform. The DAKSHTA courses includes modules on – 'Leave Rules', 'Noting and Drafting', 'Office Procedures', 'Government E Marketplace', 'Right to Information Act – Part I', 'Right to Information Act – Part II', 'Code of Conduct for Government Employees', 'Public Procurement Framework', 'Parliamentary Procedures' and 'Pay Fixation'. All these modules are currently available on the iGOT portal and may be taken up readily by the officials for training.
- **Learning Hour** – One hour a week may be fixed for learning in the Department with staff / officials undertaking the DAKSHTA courses. This can also assist the officers in complying with their mandatory hours of training.

b. Under Non- Training Interventions

- **Intervention 1 - Liaison between Civil Administration and Armed Forces Institutes:** An initial Learning from Each Other (LEO) workshop may proposed to be organized between the Lal Bahadur Shastri National Academy of Administration (**LBSNAA**), Mussoorie, the country's elite academy for civil servants and the country's Armed Forces Institutes like the Indian Military Academy (IMA), Dehradun. As part of the workshop, a batch of civilian trainee officers would carry out an exchange programme with military academy for e.g., the Indian Military Academy, while an equal number of cadets from IMA would do so with LBSNAA for a daylong session. In the following years, a similar exchange program for trainee officers would be held between LBSNAA on the civil administration side and the Indian Naval Academy (INA), Ezhimala or the Indian Air Force Academy (IAFA), Dundigal, on the Armed Forces side.
- **Intervention 2:** Conducting a day-long visit to a military facility / or an institute like the Indian Military Academy, Dehradun, followed by a presentation on key global aspects like geo-political scenarios, India's relationship with select foreign nations / or friendly / hostile neighbours, etc. for a select batch of DMA officials. The session could have lectures being delivered on the above subjects by external stakeholders or institutes like the Institute of Secretariat Training and Management (ISTM).
- **Intervention 3:** Conducting a day-long knowledge session for select senior officials of DMA, from both the civilian and armed forces cadres, on the importance of National Security and Strategy at the **National Defence College** (any other institute may also be considered and final decision on the matter to be updated accordingly). As matters of national security encompass diverse aspects spanning economic, strategic, political and industrial pillars, it thereby requires cooperation among the best strategic minds of the Nation from both the Civil Services as well as the Armed Forces.

Post completion of any of the above options, the officers attending a particular immersion program must gather together in the following week mandatorily, share their learnings and document their feedback as part of the “**What We Learnt**’ session. This document shall then be shared with everyone at DMA to ensure seamless knowledge transfer for all.

Selection of officers for the programme:

Minimum service duration, domain expertise, and specific roles played by the officer would be considered for participation in the programme. The final decision on the selection of the officers shall rest with the Joint Secretaries of the individual DMA wings. The decision to select the final representatives on behalf of the wings at the concluding session shall also be at the sole discretion of the Joint Secretary of the respective wing. (for interventions 2 and 3)

Expected output:

The immersion program is envisaged to foster a greater sense of belonging to DMA within both its Armed Forces and civilian personnel. It aims to equip both sets of DMA personnel with the contextual knowledge of the processes, procedures and bottlenecks on either side and look for solutions collectively. This would eventually help in mitigating the silos that individual wings currently operate in and make operations at DMA more collaborative.

4. Conclusion

The report presents the Annual Capacity Building Plan (ACBP) for the officials of DMA. It takes into account the findings of Capacity Needs Analysis (CNA) carried out at the Department level. The important competencies required by the officials from the perspective of capacity building are categorised into three buckets – Domain, Functional and Behavioural. While the domain competencies relate to the sector-specific expertise needed by the officials, functional competencies are competencies that are applicable in any work setting such as – report writing, data analysis, project management etc. Behavioural competencies constitute attitude or personality traits that complement hard skills such as – interpersonal skills, soft skills, time management etc.

An analysis into the common domain competencies illustrate that effective training is in demand for areas like Defence Works Procedure (DWP), Delegation of Financial Powers to Defence Services (DFPDS), Emerging Technology, and Knowledge about the Ministry and Departments acts and policies, across different roles in the Department. At the Director/ Deputy Secretary and Under Secretary/ Deputy Director levels, training is also in demand around subjects like Legal matters, International Cooperation (IC) and Institutional Framework dialogue mechanisms in defence. There were also suggestions from Section Officers of the Department on having courses on geo-politics and relevant international laws. An analysis into the common functional competencies indicates the demand for competency areas like RTI Act, Parliamentary and Office procedures across different roles. At the Assistant Section Officer (ASO) level, there is specific demand for training on the Microsoft Office i.e. MS-Office suite which includes Word, PowerPoint and Excel. There is also demand for training on use of portals like GeM, E-Samiksha, Centralized Public Grievance Redress and Monitoring System (CPGRAMS), etc. Finally, an analysis into the common behavioural competencies at each level shows that effective training is required across each level on Team Development, which has come up as an important competency. Certain other top competencies which are in demand across different levels include – Problem solving, Innovative Thinking, Decision-making, Negotiation and Communication skills.

At higher levels (e.g. Joint Secretary, Director/ Deputy Secretary, etc.), personnel are expected to be more strategic in nature, with the ability to think long-term. These roles require personnel to be competent with skills such as - policy formulation, project management, basics of impact assessment etc. that ensure the overall delivery of critical projects / interventions at the Departmental level. So, these are important for designations such as – Joint Secretary, Director/ Deputy Secretary, Under Secretary/ Deputy Director etc. Competency needs at the SO / ASO levels are largely administrative in nature, involving considerable desk work. It thus requires them to be proficient with the MS-Office suite and other noting and drafting skills. Also, based on a specific role and job-description, the intensity of training would vary from basic to advanced, depending on the criticality of a particular competency area in effectively discharging duties under a role / designation.

While the above competencies mainly constitute the individual (role / division-wise) requirements of the Department, there are few capacity building interventions which are identified to be critical at the organisational level. Adoption of **iGOT Karmayogi platform** as the **Learning Management System** of the Department is important. In terms of Systems and Processes, Department may take more steps in the direction of – **knowledge dissemination**, arranging frequent **knowledge transfer sessions** between employees, regular **Leadership sessions/Idea sessions** with senior management of the Department etc. **Policy Hubs** may be created at Departmental level, wherein all the policies, Government rules, Acts etc. being followed in the Department/Ministry may be made available for all the staff. As a crucial step to strengthen the personnel management practices of the Department, a **CBU** may be set up which leads the implementation of ACBP for the Department in collaboration with CBC.

In terms of quick wins, Department in collaboration with CBC is working on implementing a quick win on one of the suggested interventions. DMA has initiated work around creation of **‘Know Your Ministry’ / ‘Know Your Department’** training modules so that all the officials (including the new joiners) are well-apprised with the activities and progress of Ministry, Department, associated agencies etc. **DAKSHTA** courses – a collection of functional competency courses, are available on iGOT. DMA may continue to encourage its officials to take up the DAKSHTA training as an important quick win.

The above mentioned interventions may be implemented and evaluated for potential annualization. To start with, for all the identified competency needs, the report also presents an annual training plan. For the competencies required, training interventions outlining the training provider (s) / institute (s), mode of delivery, training duration, target group, quarter of training etc. are suggested. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. CBC may guide the entire process of course development and training delivery. The As-is Assessment report submitted to the Department presented few major technological trends in the sector such as – Artificial Intelligence, Machine Learning, Cyber Security, Internet of Things etc. Trainings on Cyber Security tools and Emerging Technologies have been recommended in the Training plan to factor in such needs.

Way Forward

Basis the ACBP shared above, DMA may discuss with its stakeholders to select and take up a combination or any of the courses suggested in the training plan to build the required competencies. Training institutes suggested may be approached for content creation and training delivery. Mission Karmayogi aims to catalyze effective service delivery of various MDOs by facilitating reforms in the existing capacity building apparatus of the MDO at both individual and organizational level. The ACBP presented herein is a key step towards achieving this goal for DMA. The plan may be considered as a guiding document providing an overview of how the Department may implement the identified capacity building interventions specific to its needs. The Department may further evolve this document over time in consideration to its latest requirements (existing at that point in time) and feedback from its stakeholders. Going ahead, the Department may envisage implementation of the



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ACBP through the Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

5. Annexures

5.1. Annexure I - Consultations with Department officials

Details of consultations or FGDs conducted with officials of DMA are presented below.

Table 10: Details of discussions/FGD with Department officials

S.No.	Designation	Date of meeting	Attendees
1	Chief of Defence Staff	23 rd December, 2022	<ul style="list-style-type: none"> Chief of Defence Staff, Gen. Anil Chauhan Shri Praveen Pardeshi, Member, CBC Maj Gen K Narayanan, Joint Secretary Army & TA Brig Sandeep Jaswal, DA to CDS Lt Gen Anil Puri, Additional Secretary, DMA Group Captain Puneet Vig, DMA Ashish Katiyar, Director, KPMG Saoumya Tiwari, Assistant Manager, KPMG
2	Joint Secretary and Director	4 th January, 2023	<ul style="list-style-type: none"> Shri Shantanu, JS - Works and Parliament Colonel Amartej Singh, Director (Works II & III) Maj. Gen. Rajiv Nanda (retd.), Subject Matter Expert, KPMG Ashish Katiyar, Director, KPMG Saoumya Tiwari, Assistant Manager, KPMG
3	Under Secretary (US), Section Officer (SO), Assistant Section Officer (ASO)	4 th January, 2023	<ul style="list-style-type: none"> Irsad Alam USs/SOs/ASOs under Works and Parliament Wing of DMA Ashish Katiyar, Director, KPMG Saoumya Tiwari, Assistant Manager, KPMG
4	Director, Deputy Director and Under Secretaries	20 th January, 2023	<ul style="list-style-type: none"> Shri G.K. Verma, US Captain S. Sharma D (AG) Gp Captain T. Johnson D (Pay and Services) Gp Captain J.D.Mishra, D (M/C-III) Sudershan Kumar, US B.Senapati, DS Revati Raman, US Tarun Sood, US T.C. Gupta, US S.K.Mishra, Dir (Air – III) Anu R. Shine, US (Ops)

S.No.	Designation	Date of meeting	Attendees
			<ul style="list-style-type: none"> • Suman Parmar, US • Vimal Bhardwaj US • N.P.Anitha, US (Estt) • K. Karthak, US (MOV) • Ram Sagar, DD(O-II) • Col. A.J.Khimta, Dir (Coord – Air) • Col. Ajaypal Singh, Dir (Coord) • Vinod Bhardwaj, US • Deependra Singh, US (Air – IV) • S.K.Tiwary, US (Air – II) • Wasanta J.Bobade US (Air- III) • Capt. Sandeep, Dir • Satyendra Singh, Dy. Dir • Ashish Katiyar, Director, KPMG • Anoop Aravind, Manager, KPMG
5	Section Officers, Assistant Section Officers	20th January, 2023	<ul style="list-style-type: none"> • B. Prakash, SO • M.M. Barived, SO • R.K.Saxena, SO • Harish Dahiya, ASO • S. Giakhochinthay, SO • Vibha Joshi, ASO • Rahul Kumar, SO • Amit Kumar, ASO • Saptarshi , ASO • Prashant Kumar, ASO • Rohil Niranjana, ASO • Abhishek Brahmanie, ASO • Pawan Prakash, SO • Saurav , ASO • Rajan Kashyap, ASO • Laxmi Devi, SO • Ashish Katiyar, Director, KPMG • Anoop Aravind, Manager, KPMG
6	Chief of Defence Staff (CNA Findings Presentation)	9 th June, 2023	<ul style="list-style-type: none"> • General Anil Chauhan, CDS & Secretary, Department of Military Affairs (DMA) • Shri Praveen Pardeshi, Member, Capacity Building commission (CBC) • Brig Sandeep Jaswal, DA to CDS • Col. Kumar Anand, DMA

S.No.	Designation	Date of meeting	Attendees
			<ul style="list-style-type: none"> • AVM Hardeep Bains, AVSM,VSM, Joint Secretary, Air and Staff Duties • Shri Anil Kumar Chhapolia, Joint Secretary, Establishment and Coordination • Shri Shantanu, Joint Secretary, Works and Parliament • Smt. Nidhi Ojha, Director, Establishment • Group Captain Puneet Vig, DMA • Shri Rajaram Meena, Director, Parliament, DMA • Shri Param Veer Singh, CBC • Major General Rajiv Nanda (retd.), SME, KPMG • Mr. Rajarshi Dasgupta, Director, KPMG • Mr. Saoumya Tiwari, Assistant Manager, KPMG
7	Joint Secretary and Director	23 rd June, 2023	<ul style="list-style-type: none"> • Shri Shantanu, Joint Secretary, Works and Parliament • Shri Rajaram Meena, Director, Parliament • Mr. Rajarshi Dasgupta, Director, KPMG