



सूक्ष्म, लघु और मध्यम उद्यम मंत्रालय
MINISTRY OF
**MICRO, SMALL & MEDIUM
ENTERPRISES**

Annual Capacity Building Plan for Ministry of Micro, Small and Medium Enterprises

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List of Abbreviations

ACBP	Annual Capacity Building Plan
AD	Additional Director
ADC	Additional Development Commissioner
AFI	Administration & Financial Institution
ARI	Agricultural & Rural Industries
AS & DC	Additional Secretary & Development Commissioner
ASPIRE	A Scheme for Promoting Innovation, Rural Industry and Entrepreneurship
ATI	Assistance to Training Institutions
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CFC	Common Facility Centre
CFTRI	Central Food Technological Research Institute
CIPET	Central Institute of Petrochemicals Engineering
CLCS-TUS	Credit Linked Capital Subsidy Scheme for Technology Upgradation
CAN	Capacity Need Analysis
CPPP	Central Public Procurement Portal
CPWD	Central Public Works Department
CSCS	Central Secretariat Clerical Service
CSIR	Council of Scientific and Industrial Research
CSS	Central Secretariat Service
CSSS	Central Secretariat Stenographers' Service
CVC	Central Vigilance Commission
DBT	Direct Benefit Transfer
DD	Deputy Director
DDG	Deputy Director General
DFO	Development and Facilitation Office

DFOs	Development Field Office
RAMP	Raising and Accelerating MSME Performance
DGQI	Data Governance Quality Index
DMEO	Development Monitoring and Evaluation Office
DoE	Department of Expenditure
DoNER	Ministry of Development of Northeastern Region
DoPT	Department of Personnel & Training
EA	Economic Adviser
EFC/SFC	Expenditure Finance/ Standing Finance Committee
EoDB	Ease of Doing Business
ESDP	Entrepreneurship and Skill Development Programme
ESM	Ex-Servicemen
FTA	Free Trade Agreement
GeM	Government e-Marketplace
GFR	General Financial Rules
GiZ	Gesellschaft für Internationale Zusammenarbeit
GoI	Government of India
GST	Goods and Services Tax
IC	International Cooperation
IDR Act	Industrial Development and Regulation
IEDS	Indian Enterprise Development Service
IF Wing	Internal Finance Wing
iGOT	Integrated Government Online Training Platform
IIFT	Indian Institute of Foreign Trade
IIM	Indian Institute of Management
IIM	Indian Institute of Management

IIT	Indian Institute of Technology
IPR	Intellectual Property Rights
ISB	Indian School of Business
ISTM	Institute of Secretariat Training & Management
JD	Joint Director
JDC	Joint Development Commissioner
JSA	Junior Secretariat Assistant
KPIs	Key Performance Indicators
KVIC	Khadi, Village & Coir Industries
MEITY	Ministry of Electronics & Information Technology
MGIRI	Mahatma Gandhi Institute of Rural Industrialization
MoFPI	Ministry of Food Processing Industries
MoMSME	Ministry of Micro, Small and Medium Enterprises
MoU	Memorandum of Understanding
MSE-CDP	Micro & Small Enterprises - Cluster Development Programme
MSMED Act	Micro, Small and Medium Enterprises Development
MSME-DI	Micro, Small and Medium Enterprises – Development Institute
NCDC	National Cooperative Development Corporation
NER	North East Region
NIFT	National Institute of Fashion Technology
NI-MSME	National Institute for Micro, Small & Medium Enterprises
NPS	National Pension System
NRLM	National Rural Livelihood Development Mission
NSIC	National Small Industries Corporation
NULM	Urban Micro-enterprises, National Urban Livelihood Mission
O/o DC-MSME	Office of Development Commissioner - Micro, Small and Medium Enterprises

OBC	Other Backwards Category
OEM	Original Equipment Manufacturer
ONDC	Open Network for Digital Commerce
PFMS	Public Financial Management System
PMEGP	Prime Minister's Employment Generation Programme
PMHRC	Prime Minister's Public Human Resource Council
PPP	Public Private Partnership
PWD	Persons with Disability
RBI	Reserve Bank of India
RFP	Request for Proposal
RTI	Right to Information
SC/ST	Scheduled Caste/ Scheduled Tribe
SDG	Sustainable Development Goals
SFAC	Small Farmers' Agri-Business Consortium
SFURTI	Scheme of Fund for Regeneration of Traditional Industries
SHG	Self Help Group
SIDBI	Small Industries Development Bank of India
SSA	Senior Secretariat Assistant
SME	Small & Medium Enterprises
SRI	Self-Reliant India
SS & PR	Scheme of Surveys, Studies and Policy Research
SSIs	Small-Scale Industries
TC	Technology Centre
TEXMIN	Ministry of Textiles
ToR	Terms of Reference
TReDS	Trade Receivables electronic Discounting System

TRIFED	Tribal Co-operative Marketing Development Federation of India Ltd.
ZED	Zero Effect Zero Defect

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Executive Summary

The objective of the Annual Capacity Building Plan (ACBP) exercise is to create a training plan for each unique role, identifying organizational needs, building a culture conducive for learning. A Capacity Building Unit (CBU) is constituted in every Ministry to effectively manage capacity building interventions. The CBU will drive all the processes required to build capacity within the Ministry including the creation of ACBP in close association with the CBC (CBU constitution of MoMSME placed in Annexure 1).

The three pillars of the ACBP framework (Individual, Organization, Institutional) serve as the guiding principle while formulating the capacity need analysis. Individual capacity building refers to building attitude, skills and knowledge at individual level, organization building capacity of collective and shared aspects of an organization such as organization structure, processes, infrastructure, external partnerships and technological capabilities. Institutional refers to policy level interventions that affect all ministries and departments of the government.

Individual needs have been identified by receiving feedback over a self-declaration assessment form and one-on-one interviews. Organizational and institutional level gap areas have been collated based on combination of feedback received through individual forms and one-on-one discussions with various divisional heads and key staff within the Ministry. Over 1,00 Ministry personnel across all levels covering both divisions of the Ministry and O/o DC MSME have been consulted through face to face and/or virtual meetings while developing the plan. Details of individual interactions and discussions undertaken have been summarized in table below.

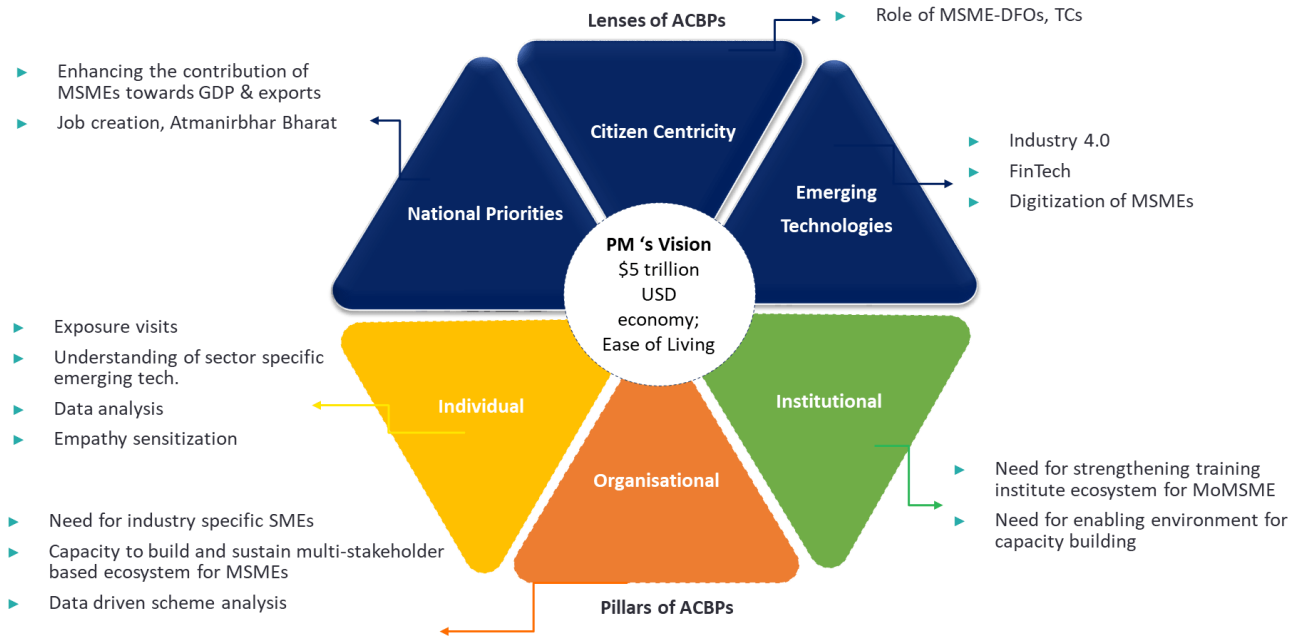
Figure 1: Summary of Individual Interactions and Discussions

Division	Type of Discussion	Number of officials covered
O/o DC-MSME	AS&DC	1
	Orientation workshop with division heads, JS, CBU members	20
	MSME-DFOs	40
	CBU Members	4
	Division heads	2
	Directors & below	20
ARI	JS	1
	Director & below	6
SME	JS	1
	Director & below	6
AFI	JS	1
	Director & below	5

Division	Type of Discussion	Number of officials covered
IFW	Division head	1
	Director & below	2
Data & DBT Wing	Division head	1
	Director & below	3

The key highlights for Ministry of MSME as per the ACBP framework is shown in the below figure. Subsequently, a brief summary about findings across each of the 3 pillars is provided.

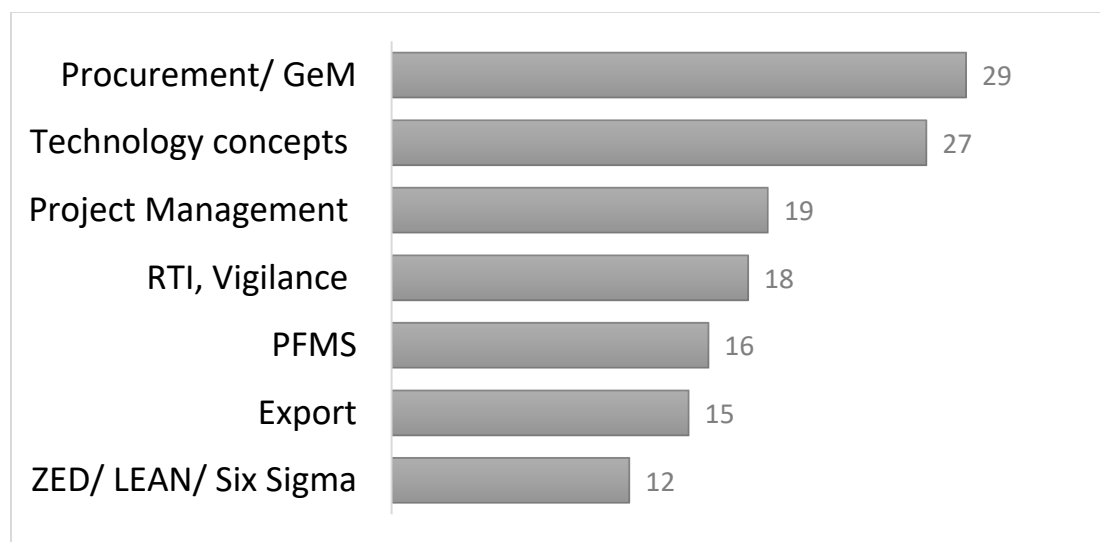
Figure 2: Lenses and Pillars of ACBP



Summary of findings from individual assessment

An online survey was conducted (Individual Capacity Self-Assessment Survey) which received 2,00 responses. Analysis of survey results helped to drive one-on-one discussions with individual officers. In some of the divisions, officers were consulted one-on-one as well as in groups. Majority of the responses for the online survey were received from officials AD-I level and below. The top repeated keywords from the survey is as follows .

Figure 3: Individual Self-Assessment



The top 3 domain competencies required are technical know-how to facilitate MSMEs, Export enablement and ZED/LEAN/Six Sigma concepts. The top 5 functional competencies are Public Procurement & GeM, Project lifecycle management, PFMS, RTI and Vigilance. Focused group discussions with MSME DFO officials (citizen facing arm of the Ministry) and one-on-one discussions were also conducted to understand contextual needs of MSME-DFOs. Need analysis for MSME-DFOs have been placed in Annexure. When one looks at the citizen-facing arm attached to the DC Office, MSME-DFOs particularly need to be equipped with basics of conducting a survey, diagnostic reports, financial modeling, and project reports.

Further, exposure visits to MSME clusters, participation in exhibitions and conferences pertaining to MSME relevant industries is something that could be institutionalized by including it as part of their training calendar.

Summary of findings from organizational assessment

One of the significant steps that the Ministry has taken in the recent years is the launch of Udyam Registration, identifier for MSMEs. However, the DATA & DBT Wing which handles the data is not sufficiently staffed and/or supported by NIC to leverage data. Evidence-based and data driven policies and schemes, design thinking approach towards scheme application process, governance, awareness etc is one significant area for the Ministry. With the launch of the RAMP scheme, capacity to build and sustain multi-stakeholder-based ecosystem support for MSMEs is another area of focus. Some Ministries that already work with or have the potential to closely collaborate with MoMSME are as follows-

- Ministry of Food Processing Industries (MoFPI)
- Ministry of Electronics & Information Technology (MEITY)
- Ministry of Commerce & Industry
- Ministry of Textiles (TEXMIN)
- Ministry of Chemicals & Fertilizers
- Ministry of Development of North-Eastern Region (DoNER)
- Ministry of Rural Development
- Ministry of Agriculture & Farmers Welfare (Department of AGRICOOP)
- Ministry of Skill Development & Entrepreneurship
- Ministry of Tribal Affairs
- Ministry of Women & Child Development

There is also need for addressing a sustainable way of building domain knowledge including exposure to emerging technologies related to specific industries such as food processing, textiles, service sector, agro & rural clusters within the Ministry. The major organizational themes for the Ministry as per ACBP analysis are as follows-

- ▶ **Policy/Scheme Related:** Evidence-based and data driven policies and schemes, design thinking approach towards scheme application process, governance, awareness etc
- ▶ **Industry Specific:** Domain knowledge including exposure to emerging technologies related to specific industries such as food processing, textiles, service sector, agro & rural clusters
- ▶ **Best Practice Benchmarking:** Training programme which provides knowledge around governance and implementation of MSME enabling models in Taiwan, Germany
- ▶ **Partnerships:** Capacity to build and sustain multi-stakeholder based ecosystem support for MSMEs

Summary of findings from institutional assessment

Most of the domain-specific trainings required by MoMSME need customized approach towards developing the course content tailor made to needs of the Ministry. There is a need for strengthening training institute ecosystem for MoMSME, NI-MSME has been nominated as a CBU member to ensure sustainable development and implementation of training calendar. There is also a need for enabling environment for capacity building, details of which is covered in Chapter 7.

A high level snapshot of areas of priority as per the feedback from Director and above in each of the Division has been provided below. The detailed domain competencies are provided in chapter 5 of the report. There was also a need felt for vertical trainings which would be trainings applicable for all level of offices across divisions, these include trainings such as training on MSMED Act, Know-how of MSME concerning portals, Udyam Registration etc.

Division	Perceived domain gaps	Gaps in other areas
Capacity Building Unit	<ul style="list-style-type: none"> ▶ Fin Tech, Industry 4.0 ▶ Sustainability ▶ Role of MSME DFOs 	<ul style="list-style-type: none"> ▶ Empathy and soft skills ▶ Basic functional skills like noting and drafting
O/o DC MSME	<ul style="list-style-type: none"> ▶ Technical know-how to facilitate MSMEs ▶ Equipping TCs to deliver impact ▶ Project management capabilities for delivery of high priority schemes ▶ Emerging topics around access to finance, markets ▶ Infrastructure development 	<ul style="list-style-type: none"> ▶ PPP knowledge ▶ Project lifecycle management ▶ Legal cell
SME	<ul style="list-style-type: none"> ▶ Knowledge of FTAs and export facilitation know-how ▶ Know-how of emerging technology sector wise 	<ul style="list-style-type: none"> ▶ Professionalism, Tech savviness ▶ Working knowledge of digital initiatives ▶ Staffing media cell
ARI	<ul style="list-style-type: none"> ▶ Sectoral training spanning Food processing, Handicraft, Handlooms, Coir, Khadi ▶ Ground-level exposure to agro-rural clusters 	<ul style="list-style-type: none"> ▶ Self-motivation & outcome oriented action ▶ MS Office skills ▶ Improved M&E for schemes
AFI	<ul style="list-style-type: none"> ▶ Know-how of multilateral funding frameworks ▶ Overview of various aspects around access to finance, technology, greening etc 	<ul style="list-style-type: none"> ▶ Build ecosystem linkages on innovation and incubation front
DATA & DBT Wing	<ul style="list-style-type: none"> ▶ MoMSME scores 2.03 out of 5 on the DGQI –opportunity to build evidence based data for MSME sector 	<ul style="list-style-type: none"> ▶ Need to equip with data analysis tools and human resources
IFW	<ul style="list-style-type: none"> ▶ Complete know-how, financial workings of all schemes of the MoMSME & its autonomous bodies ▶ Knowledge of GFR and public procurement principles 	<ul style="list-style-type: none"> ▶ Sensitization of all divisions on budgeting related processes

1. Background

Government officials are critical to the delivery of a range of public services and core governance-related functions. Throughout their career, officials contribute to the process of policy formulation, implementation, monitoring, and analysis, thus driving all government work. 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. Mission Karmayogi refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results. India's current civil service capacity building landscape has following challenges¹:

- ▶ Siloed nature of government: Government officials currently work in geographical, departmental and sectoral silos instead of adhering to a larger unified vision aligned to national priorities.
- ▶ Training based on seniority: Current training interventions are generally based on factors such as the tenure of officials, their seniority, the availability of funding, the availability of courses, and so on. Thus, they are not targeted to the specific needs of positions, government priorities, the national vision, technological developments, future requirements, and so on.
- ▶ Unstructured training: Existing training interventions are sporadic and unstructured. Thus, there is a lack of opportunities for continuous learning across various stages of an officials' career.
- ▶ Restricted access to learning opportunities: currently training opportunities are available to only a limited number of officials based on factors such as seniority and grade.
- ▶ Suboptimal learning ecosystem: Officials do not have access to an ecosystem that emphasizes learning in a holistic manner as well as the one that is in sync with adult learning principles.
- ▶ Lack of future-readiness: Officials do not have access to capacity building measures that equip them for the future.

In addition to augmenting the executive capacity of the State, Mission Karmayogi also aims to equip government officials for the future. The government of the future is expected to be, among other things, agile, data-driven, tech-enabled and citizen-centric. Each of these collective attributes will enable governments to deliver on long-term national goals while being prepared to face unforeseen challenges. The following institutions have been created to operationalize the Mission:

- ▶ PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission
- ▶ Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions.
- ▶ Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardisation of training and capacity building, supervises all central training institutions.
- ▶ Special Purpose Vehicle: Owns and operates the online platform - iGOT Karmayogi - facilitating world class learning. The iGOT-Karmayogi is an online learning platform being developed as part of the Digital India stack for capacity building for all government employees.

¹ Mission Karmayogi, Ministry of Personnel, Public Grievances and Pensions, Government of India, https://dopt.gov.in/sites/default/files/Mission_KarmYogiBooklet.pdf

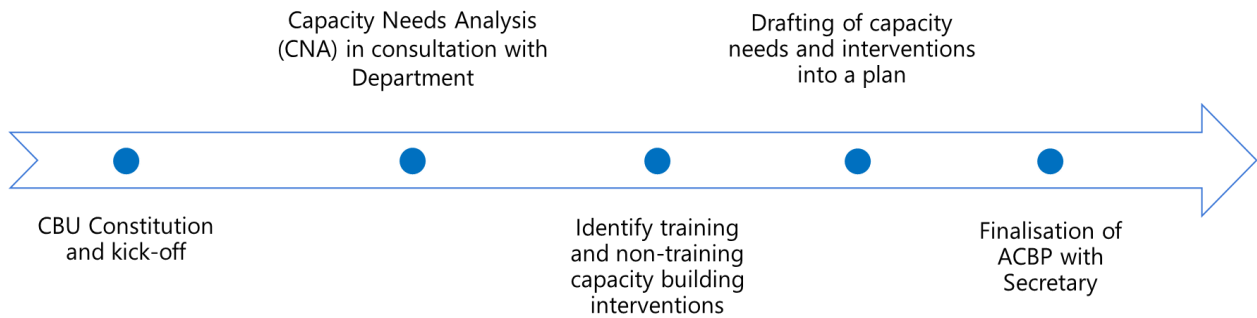
Figure 4. Institutional Structure of Mission Karmayogi



2. Approach to Building Capacity Building Plan

One of the key mandates of the Commission is to facilitate the creation of an Annual Capacity Building Plan (ACBP) for different Ministries of the Government. Through the ACBP exercise, it intends to expand the public sector capacity building by going beyond training. Thus, while the ACBP exercise identifies Ministry specific training interventions to build individual capacity, it also looks at organizational interventions. The ACBP is essentially expected to detail all the interventions required to develop and enhance the competencies of individual officials as well as the collective capacity of the Ministry. The steps in creating such a plan has been summarized in the figure below.

Figure 5. Steps for creating the Annual Capacity Building Plan



As part of the kick-off workshops in the Ministry, a Capacity Building Unit (CBU) is constituted in every Ministry to effectively manage capacity building interventions. The CBU will drive all the processes

required to build capacity within the Ministry including the creation of ACBP in close association with the CBC. The CBU constitution for MoMSME has been placed in Annexure 1. Before detailing the approach to capacity need analysis, it is important to understand the framework to capture needs. The three pillars of the ACBP framework serve as the guiding principle while formulating the capacity need analysis. The same has been detailed below. The ACBP approach essentially builds the plan across three pillars namely individual, organizational and institutional². The approach towards identifying individual needs would involve receiving feedback over a self-declaration assessment form while organizational and institutional

Figure 6. Pillars of Capacity Building



level gap areas will be collated based on combination of feedback received through individual forms and one-on-one discussions with various divisional heads and key staff within the Ministry.

Pillar 1: At the Individual Level

Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles. Capacity Constituents at the individual level:

- ▶ **Behavioural competencies:** These are a set of benchmarked behaviours displayed (or observed/felt) by individuals across a range of roles. For example, empathy and leadership and denoted as 'B' hereafter in the document
- ▶ **Domain competencies:** These competencies enable individuals to effectively perform roles within a specialized discipline or field. Domain competencies are generally applicable to the core work of the Ministry. For example, providing technical consultancy services to MSMEs. Denoted as 'D' hereafter in the document.
- ▶ **Functional competencies:** These competencies help cater to the operational requirements such as administration, procurement, financial management, and so on. Functional competencies are applicable across a wide range of ministries/departments of the Government. For example, budgeting, project management, and data analysis. Denoted as 'F' hereafter in the document.

² Annual Capacity Building Plans Approach Paper

Pillar 2: At the Organizational Level

This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals. Capacity at the organizational level is assessed on the basis of the collective aspects of a ministry or department. Some examples of these aspects include:

- ▶ **Technology and Data:** This dimension deals with the technology solutions employed by the Ministry to improve its functioning. Examples include software that enables shorter turnaround time on repetitive tasks, digital tools that increase efficiency or enable faster resolution of pain points, and PQSoft for management of parliamentary questions.
- ▶ **Systems and Processes:** This dimension includes all the established systems and processes to carry out its day-to-day functions. Examples include monitoring mechanism for schemes, standard operating procedures, Learning Management Systems etc
- ▶ **Resources and Assets:** This includes the resources and assets such as hard and soft infrastructure for day-to-day functioning. For example: the physical premises, budgets
- ▶ **Partnerships and Relationships:** This dimension includes all external partnerships that is part of such as those with other ministries/departments, global organisations and citizen groups.
- ▶ **Personnel Management:** This includes all the functions associated with managing human resources of such as performance appraisals, training and development, performance management, succession planning etc.

Pillar 3: At the Institutional Level

Institutional capacity building refers to changes made in the norms, policies and regulations that guide the functioning of individuals and organizations. In the context of the government, institutional capacity building refers to policy level interventions that affect all ministries and departments of the government. For example, The National Training Policy 2012, Mission Karmayogi, creation of the Capacity Building Commission.

3. Ministry Overview

The Ministry of Micro, Small & Medium Enterprises (MoMSME) was formed in 2007, by merging the erstwhile Ministry of Small-Scale Industries and the Ministry of Agro and Rural Industries. The primary role of the MoMSME is to design policies, promote/facilitate projects and schemes to empower and scale-up MSMEs in the country, as well as monitor their implementation. The Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 was enacted by the Government of India for the identification, classification and development of MSMEs. MSMED Act (2006) provides the legal framework for identification of an 'enterprise' (including units/entities in both manufacturing and service sectors), as well as the classification of enterprises into three tiers i.e., Micro, Small & Medium in India. Prior to which tiny, cottage, traditional, village enterprises and MSEs were collectively termed as Small-Scale Industries (SSIs) under the Industrial Development and Regulation (IDR) Act, 1951.

Under the IDR Act (1951), small scale industries in India were defined based on the number of employees in an enterprise. MSMED Act (2006) introduced investments in plant & machinery/equipment as the defining parameter for classification of MSMEs in the absence of reliable data on number of employees. This criteria for the classification of MSMEs has since been amended through a notification (effectively

from 1/7/2020) by the Government of India to be on the basis of investment in plant & machinery or equipment as well as annual turnover of the enterprise (MSMED Act 2006)³.

Classification ⁴	Micro	Small	Medium
Investment (in Plant & Machinery or Equipment)	Less than INR 1 Cr	INR 1 Cr - INR 10 Cr	INR 10 Cr – INR 50 Cr
Annual Turnover	Less than INR 5 Cr	INR 5 Cr - INR 50 Cr	INR 50 Cr – INR 250 Cr

Table 1. Classification of MSMEs (as per MSMED Act, 2006- Amendment 2020)

The following section elaborates on the vision and mission of the Ministry of Micro, Small and Medium Enterprises (MoMSME). It further describes the organizational structure of the Ministry and its various divisions and undertakings.

3.1. Vision and Mission of the Ministry

The vision of the Ministry of MSME is sustainable development of globally competitive MSMEs as an engine of growth for the Indian economy. The Ministry aims to achieve this vision by:

- a) Encouraging creation on new enterprises
- b) Adoption of cutting-edge technologies
- c) Facilitation and credit flow to MSMEs
- d) Improving competitiveness and manufacturing ability of MSMEs through technology upgradation and modernization
- e) Marketing support & promotion of MSMEs
- f) Skill development & entrepreneurship development training

Mandate	Promoting growth and development of the MSME Sector, providing support to existing enterprises. and encouraging creation of new enterprises including Khadi, Village and Coir Industries, in cooperation with concerned Ministries/Departments, State Governments and other stakeholders	
Vision	Sustainable development of globally competitive MSMEs as an engine of growth for the Indian economy	
Relevant National Priorities	<ul style="list-style-type: none"> ▶ Job Creation ▶ Export Promotion ▶ Atmanirbhar Bharat ▶ Make In India 	
Strategy	Encouraging creation of new enterprises	<ul style="list-style-type: none"> ▶ Creation of new micro enterprises through PMEGP ▶ Growth & development of Khadi & Village Industries (KVI) Sector ▶ Growth & development of Coir Industry
	Facilitation and credit flow to MSMEs	<ul style="list-style-type: none"> ▶ Implement schemes to provide finance ▶ Credit linked capital subsidy ▶ Interest subsidy eligibility certificates
	Improving competitiveness and manufacturing ability of MSMEs through technology upgradation and modernization	<ul style="list-style-type: none"> ▶ Technology transfer and adoption by MSMEs ▶ Integrated infrastructural facilities ▶ Modern testing facilities and quality certification

³ https://msme.gov.in/sites/default/files/MSME_gazette_of_india.pdf

⁴ 1 Cr = 10 million

	Marketing support & promotion of MSMEs	<ul style="list-style-type: none"> ▶ Forward – backward linkages ▶ Support for product development, design intervention ▶ Assistance for better access to domestic and export markets
	Skill development & entrepreneurship development training	<ul style="list-style-type: none"> ▶ Skills development & knowledge dissemination ▶ Cluster-wise measures to promote capacity-building and empowerment of the units and their collectives ▶ Entrepreneurship promotion ▶ Appropriate training facilities
Guiding Policies	MSMED Act (notified in 2006, amended 2020)	

Table 2. Mandate & Vision of MoMSME

Further, an analysis of the Ministry mandate through the three lenses of ACBP approach has been summarised below.

1. **National Priorities:** Fostering entrepreneurship and growth of MSMEs is key to the vision building a \$5 trillion economy by 2030. To achieve the vision, the sector's contribution to GDP and share of exports need to grow at exponential rates in the next couple of years. Strategy for New India@75, released by Niti Aayog lays special emphasis on promotion of MSMEs as an integral way forward. Also, given the phase through which India's current GDP growth cycle is going through, concerted policy and scheme level initiatives for the sector can augment domestic demand and solve the problem of mass unemployment within the short to medium term. The MSME sector in India is a significant contributor to the economy and employment, the sector generates around 110 million jobs through over 63 million units situated throughout the geographical expanse of the country. The sector contributes around 29% to the nation's GDP and 50% and 33% share of the overall exports and industrial output, respectively. MSMEs constitute a diverse and heterogeneous sector in terms of size of the enterprises, nature of products and services, and levels of technology employed. There is huge potential for Indian MSMEs in the foundry industry, electronics industry, chemicals, leather, textiles, agro and food processing, transport and pharmaceuticals. With increasing focus on sustainability, zero carbon footprint at the global level – there is immense scope for our artisans, social enterprises and rural MSMEs to capture new markets and thereby build a sustainable source of income for those at the bottom of pyramid. There is also immense scope for growth of MSMEs in the service sector, especially amongst the 12 champion sectors identified by the Government of India.
2. **Emerging Technologies:** In the context of MSME development, this would involve facilitating MSMEs adopt newer forms of technology for improved productivity and also supporting their digitization journey. Industry 4.0, FinTech, e-commerce, Clean technology, digitization of business processes are some of the key emerging technologies of interest to the Ministry. Technology Centres and Testing Centres under the MoMSME will need to play a great role in this regard.
3. **Citizen Centricity:** The citizen-facing or in other words the MSME facing institutions under the ambit of the Ministry are MSME-DI/MSME-DFOs, Technology Centres and MSME Testing Centres. Amongst these, MSME-DFOs is the most prominent ones and identified by the Ministry as focus areas for ACBP exercise.

The strategy to promote MSMEs is realized through a host of schemes implemented through various divisions of the Ministry. A mapping of these schemes against the strategy is provided in table below. A detailed description of these schemes is placed in Annexure 2.

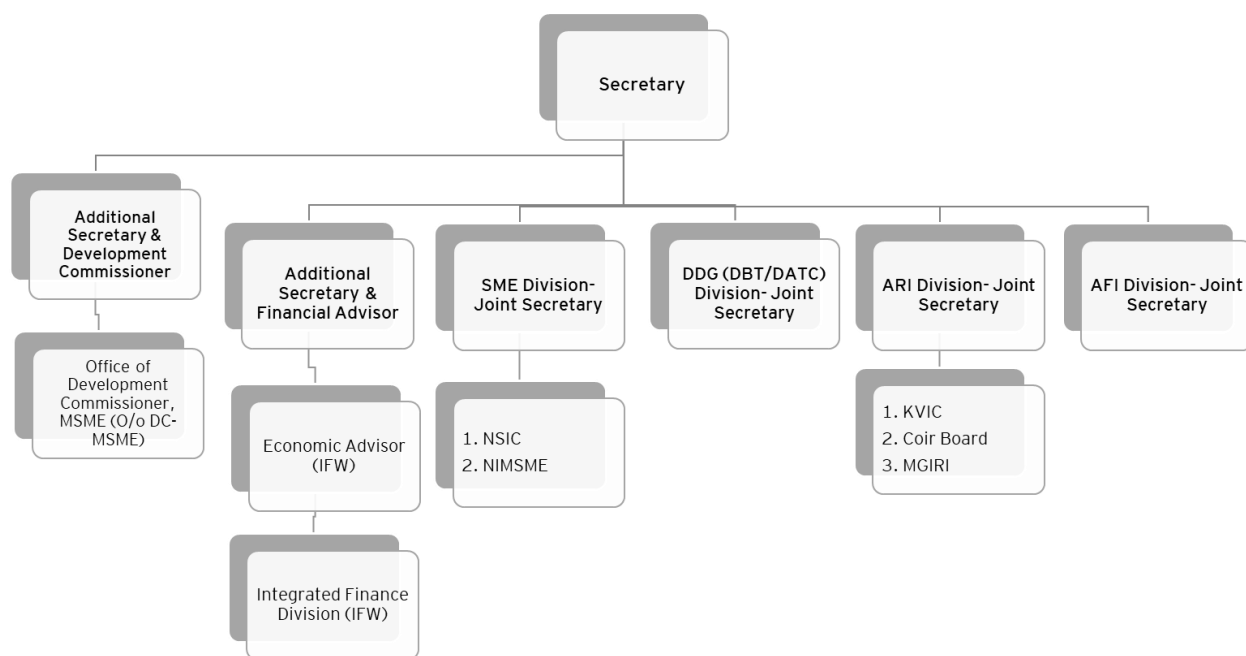
Strategy – Scheme mapping	MSE CDP	SFURTI	IC	CGT MSE	ESDP	ASPIRE	SC/ST Hub	MSME Champions	SRI	PMEGP
Encouraging creation of new enterprises					✓	✓		✓		✓
Credit flow to MSMEs				✓			✓	✓	✓	✓
Improving competitiveness & manufacturing ability of MSMEs through technology upgradation & modernization	✓	✓						✓	✓	
Marketing support		✓	✓			✓	✓			
Entrepreneurship development training					✓	✓	✓		✓	
Facilitation support			✓					✓		

Table 3. Mapping of Schemes against Strategies Priorities of MoMSME

3.2. Organizational Set-up of the Ministry

The Ministry of MSME consists of Small & Medium Enterprises (SME) Division, Agro & Rural Industry (ARI) Division, Administration & Financial Institutions (AFI) Division, Integrated Finance Wing (IFW) and Data Analytics and Technical Co-ordination (DATC) Wing. The Office of the Development Commissioner (DC, MSME) is an attached office of the MoMSME through which majority of MoMSME schemes are currently being implemented. National Board for MSMEs, Khadi Village and Industries Board, Technology Centres, MSME – Development and Facilitation Offices, Coir Board, National Small Industries Corporation (NSIC) Limited, Mahatma Gandhi Institute of Rural Industrialization (MGIRI) are statutory and subordinate bodies under the MoMSME. Organizational structure of the Ministry as per Annual Report 2021-22 has been shown in figure below.

Figure 7. Organization Structure of Ministry of MSME

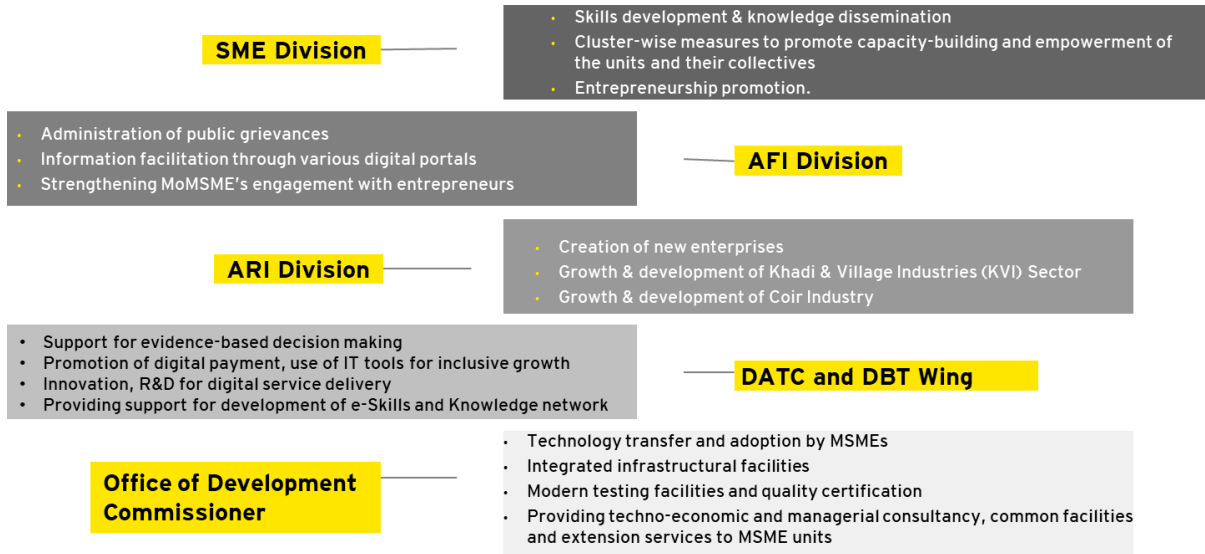


3.3. Areas of Responsibility of the Ministry

The areas of responsibility for the ministry of MSME include promotion of growth and development of the MSME Sector, providing support to existing enterprises and encouraging creation of new enterprises including Khadi, Village and Coir Industries, in cooperation with concerned Ministries/Departments, State Governments and other stakeholders. Each of the divisions of the Ministry contribute towards achieving these objectives by administering schemes/ programmes seeking to facilitate/provide:

- ▶ adequate flow of credit from financial institutions/banks,
- ▶ support for technology upgradation and modernization,
- ▶ integrated infrastructural facilities,
- ▶ modern testing facilities and quality certification,
- ▶ access to modern management practices,
- ▶ entrepreneurship development and skill upgradation through appropriate training facilities,
- ▶ support for product development, design intervention and packaging,
- ▶ welfare of artisans and workers,
- ▶ assistance for better access to domestic and export markets, and
- ▶ cluster-wise measures to promote capacity-building and empowerment of the units and their collectives.

Figure 8. Key Areas of Focus for each Division



4. Division-wise Objectives and Organizational Need Analysis

4.1. Office of Development Commissioner (O/o DC-MSME)

The O/o DC-MSME implements the policies and various programmes/schemes for providing infrastructure and support services to MSMEs. The Office of the Development Commissioner [O/o DC-MSME] is an attached office of the Ministry, headed by the Additional Secretary & Development Commissioner (AS&DC), MSME. It renders services such as:

- ▶ Advising the Government in Policy formulation for the promotion and development of MSMEs.
- ▶ Providing techno-economic and managerial consultancy, common facilities and extension services to MSME units.
- ▶ Providing facilities for technology upgradation, modernization, quality improvement and infrastructure.
- ▶ Developing Human Resources through training and skill upgradation.
- ▶ Providing economic information services.

The O/o DC-MSME functions through a network of MSME-DFOs (Development & Facilitation Office) - erstwhile MSME-Development Institutes (DIs), Regional Testing Centres, Production Centres, Field Testing Stations and Specialized Institutes. These institutes and field offices are the citizen facing arms of the Ministry that directly interact with MSMEs and are largely responsible for implementing and promoting the various schemes, programmes and policies of the MoMSME. There are 32 MSME-DFO and 27 Branch MSME-DFO (formerly SISIs) operational in State capitals and industrial cities all over India. DFOs also routinely interact and coordinate with other Ministries, State Departments, Associations, Industrial Bodies, other stakeholders in the state. They also act as nodal points between the MSMEs and the O/o DC-MSME.

Organisational hierarchy of the O/o DC-MSME depicting all unique roles and incumbency details for the Headquarter Office situated at Nirman Bhavan. All posts in the O/o DC-MSME till the level of AD-I are Grade A gazetted officers, AD-II level officers fall in the category of Grade B gazetted officers.

Division Head	Area of Focus
Additional Secretary & Development Commissioner	Design, implementation and monitoring of policies for MSME facilitation
	Outreach and promotion of schemes & programmes of MoMSME
	MSME facilitation through provision of CFC, technology upgradation, quality improvement, skill development, training, consultancy, marketing and credit facilitation
	Public grievance management, coordination & complaint resolution
	Administration of vigilance matters of O/o DC-MSME
	Enabling entrepreneurs (new and existing), facilitating start-ups and promoting innovation
	Cluster development and development of human capital through training and skill upgradation

Table 4. Office of DC MSME

In our discussion with the AS & DC, ADCs of the O/o DC MSME, following capacity needs were articulated:

- ▶ Officers require a shift in attitude to be self-motivated change makers and towards self-leadership.
- ▶ There is a need for change in mindset towards producing outcome-oriented output and also to inculcate a sense of ownership of work responsibilities and performance.
- ▶ Officers require trainings in soft skills such as communicating effectively, interpersonal skills, networking. Focus on grievance redressal, complaint handling, problem resolution as well as empathy skills for officers at all levels, especially DFO's.
- ▶ DFO's- the citizen facing arms and the nodal contact of the MoMSME across the country- should be a prime focus of the capacity building exercise. Whereas Technology Centres and Tool Rooms can be focused upon in the next phase as they are autonomous bodies under the O/o DC-MSME.
- ▶ Focus on technological knowledge enhancement for DFOs, upcoming technologies and trends to drive penetration and enhancement at the MSME level.
- ▶ DC office has a draft training policy for IEDS officers. The policy does not make provisions for but should include industry exposure, international exchange programmes and sabbatical. These aspects should form a part of the Annual Capacity Building Plan.
- ▶ Trainings should be in hybrid model (online - offline - industry exposure) with a greater emphasis on offline mode.
- ▶ A mechanism to link training performance to promotion should also be built into the training programme to drive its importance and the continuous nature of learning. International exposure and exchange programmes can act as incentives for officers to participate seriously in training initiatives.
- ▶ Greater awareness with respect to MSME enabling schemes of other central and state ministries, departments as well as scheme formulation process and its components such as- problem statement, methodology adopted, target beneficiaries, KPIs, stakeholders involved, intended outcome, monitoring and evaluation process.

Details of divisions within the O/o DC-MSME and capacity need inputs can be found in Annexure 4. DFO need analysis will be captured as a separate Annexure.

4.2. Administration & Financial Institution (AFI) Division

The AFI Division is allocated the work, inter alia, of administration, vigilance of the Ministry. It also looks after administrative supervision of CHAMPIONS Desk, Public Grievances, CPGRAM, E-Samiksha, PRAGATI and follow up on complaints of MSMEs including with Banks, Financial Institutions and CLCS-TU scheme.

Division Head	Area of Focus
Joint Secretary	General administration & HR matters of the Ministry (including in-service training)
	Administration of Cash Section (salaries, bills, medical reimbursements, allowances, travel allowances etc.)
	Management of externally aided projects funding support & technical assistance from multilateral financial institutions such as the Raising and Accelerating MSME Performance (RAMP) Scheme
	Public grievance management, coordination & complaint resolution
	Administration of vigilance matters of the MoMSME including O/o DC-MSME
	RTI matters concerning the ministry
	Procurement and maintenance of office equipment (including computers and other IT related items, stationery, furniture etc.,) and services
	Administrative supervision of - <ol style="list-style-type: none"> i. CHAMPIONS Desk ii. CPGRAM, iii. E-Samiksha iv. PRAGATI, v. Hindi Division

Table 5. AFI Division

In our discussion with the JS and Directors of the division, following capacity needs were articulated:

- ▶ Soft skills- such as communication and negotiation skills- and core domain knowledge must be primary focus of the capacity building exercise. However, at the same time capacity building is also required for certain technical functional areas such as labour laws and legal knowledge that will empower field officers and divisional heads to drive inclusion and uptake of government initiatives and schemes
- ▶ Technical understanding of concepts involved in implementation of CHAMPIONS
- ▶ Focus on topics such as environment, sustainability

4.3. Agro & Rural Industry (ARI) Division

The ARI Division looks after the administration of three statutory bodies - the Khadi and Village Industries Commission (KVIC) and Coir Board and also of the Mahatma Gandhi Institute for Rural Industrialization (MGIRI). It also supervises the implementation of the Prime Minister's Employment Generation Programme (PMEGP), the Scheme of Fund for Regeneration of Traditional Industries (SFURTI) and A Scheme for Promoting Innovation, Rural Industry and Entrepreneurship (ASPIRE).

Division Head	Area of Focus
Joint Secretary	Administrative and operating matters of KVIC, Coir Board & MGIRI
	Cluster Development of agro and rural industries

	Promotion of agro, rural and village industries (Solar Charkha, Honey Mission)
	Formalizing the informal sector and agro-rural, rural based artisans, businesses and entrepreneurs
	Promoting self-employment and sustainable livelihood creation through credit facilitation, skilling and capacity building

Table 6. ARI Division

In our discussion with the JS and Directors of the division, following capacity needs were articulated:

- ▶ Emphasis on sectoral training spanning these industries – Food processing, Handicraft, Handlooms, Coir, Khadi to enhance domain/sectoral knowledge such that evaluation of schemes, Detailed Project Reports and Annual Plans can be done effectively.
- ▶ Need for improved monitoring and evaluation methods for the schemes handled by the division
- ▶ Officials need ground-level exposure to agro-rural clusters, understanding of cluster creation, growth and value chain basics
- ▶ Need to motivate officials, behavioural and functional trainings required with an emphasis on MS Office skills

4.4. Small & Medium Enterprises (SME) Division

The SME Division looks after overall inter-alia administrative supervision of the National Small Industries Corporation (NSIC) Ltd., a central public sector enterprise and National Institute for Micro, Small & Medium Enterprises (NI-MSME) an autonomous national level entrepreneurship development/ training organization. The Division is also responsible for implementation of the National SC/ST Hub Scheme, International Cooperation Scheme and Assistance to Training Institutions, among others. In addition, the SME Division also deals with preparation of Ministry's media campaign for promotion of schemes and its implementation through advertisement in electronics, Print Media, and social media.

Division Head	Area of Focus
Joint Secretary	Administrative control of NSIC, NI-MSME (including appointments to board level, release of grants and budget preparation)
	Administration & implementation of Assistance to Training Institutions Scheme (ATI), International Cooperation (IC) Scheme & National SC/ST Scheme
	Preparation of Ministry's media campaign for promotion of schemes and its implementation through advertisement in electronics, print and social media
	All matters of bilateral relations with other countries including signing/implementation/follow-up of Memorandum of Understanding (MoUs)/ Agreements/ Joint Action Plans etc. in MSME Sector at Ministry-to-Ministry level
	Matters of Inter-Ministerial meetings of bilateral cooperation in MSME sector
	Promotion of women entrepreneurship
	General Coordination of the Ministry (including of reports, cabinet notes, meetings, parliamentary matters, audit report, court cases of organisations etc.

Table 7. SME Division

In our discussion with the JS and Directors of the division, following capacity needs were articulated:

- ▶ Officers need capacity building in the field of digital - familiarity with e-commerce platforms, industry 4.0 concepts. Fostering 'digital' as an enabler for MSMEs.

- ▶ Know-how of emerging technology and technological advancements in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.) and also facilitating technology infusion to enhance compatibility of Indian MSMEs with global supply chains are key areas where capacity building is required to serve the sector much better.
- ▶ Technology savviness of officers and know-how of various portals and digital tools maintained by Ministries with which MoMSME typically works with.
- ▶ Officers also require training in professionalism and workplace hygiene

4.5. Data & DBT Wing

This wing undertakes analysis of data/ statistics related to the MSME Sector and provides technical inputs for evidence-based decision-making pertaining to MSME Sector. Technical coordination with all stakeholders towards development and maintenance of MSME databases; coordinating the complete compliance of the directives for the Direct Benefit Transfer (DBT) schemes of the Ministry; implementing promotion of Digital Payment in the Ministry and managing the IT Cell of the Ministry are some of its other important activities.

Division Head	Area of Focus
Deputy Director General	On-boarding of Schemes of the Ministry on DBT Portal and monthly updation of data related to schemes
	Socio economic profiling of the MSME Sector and tracking its changes over time
	Statistical work including analysis of available datasets, reports to provide technical inputs for evidence-based decision-making pertaining to MSME Sector; preparation of digital reports
	Administration & implementation of Scheme of Surveys, Studies and Policy Research (SS&PR)
	Setting up of task forces to capture different types of data (such as export) in the MSME sector and prepare sampling frame for periodic surveys
	Technical coordination with all stakeholders for updation of MSME database such as NIC & MeITY
	Tracking progress on SDG indicators
	Coordination with international and regional agencies for identification of improved policy agenda
	IT-related matters of the Ministry; consolidation and synergizing of IT and data-based mechanisms of offices and organizations under the MoMSME with that of Government of India

Table 8. Data & DBT Wing

In our discussion with the Deputy Director General and the director, following capacity needs were articulated:

- ▶ Tasks such as statistical analysis of data, preparation of digital reports, progress on SDG indicators, setting up of task forces to undertake periodic surveys etc. are thus not being undertaken.
- ▶ Presently, the division is highly dependent on NIC officers for updating data on respective portals and for creation of dashboards for scheme monitoring. The officers need to be equipped with data analysis and visualisation tools.
- ▶ The division also updates the status of digital readiness on the DGQI (Data Governance Quality Index) that enables Ministries/Departments to self-assess the level of data preparedness and drive greater digitization in GoI. The MoMSME scores 2.03 out of 5 on the DGQI (2020 Report). Better data management and scheme monitoring system as well as building data handling skills are major requirement of the division.

- ▶ Building IT skills to undertake end-to-end digitisation of schemes in-house within the division.

4.6. Internal Finance (IF) Wing

IFW examines the various proposals received from the Programme Divisions of Ministry and the O/o DC (MSME) for:

- Concurrence of release of funds under various schemes
- Furnishing comments on EFC/SFC for the Schemes to be continued and convene the EFC/SFC meetings.

It tenders advice as and when sought by Programme Wings on various issues having financial implications. The Wing also examines other miscellaneous matters relating to signing of MoU/other Agreements/Contracts etc.

Division Head	Area of Focus
Economic Adviser	Tendering financial advice on all matters involving government expenditure/concurrence to financial proposals
	Ensuring compliance of instructions issued by the Department of Expenditure (DoE) on economy/ rationalization of expenditure; screening of all expenditure proposals
	Monitoring and reviewing the progress of expenditure against sanctioned grant on a monthly and quarterly basis
	Budget preparation, review of proposals, sanction and monitoring of funds
	Monitoring of scheme progress; strategic suggestion to make Ministry's schemes more effective and outcome-based
	Scrutiny of and concurrence to foreign deputation proposals of officers of Ministry of MSME including obtaining the approval of Screening Committee of Secretaries through Department of Expenditure
	Evaluation of SFC/EFC/Cabinet note; vetting of replies on audit/PAC paras and other committees

Table 9. IF Wing

In our discussion with the Economic Adviser and Directors following capacity needs were articulated:

- ▶ Given that all financial clearances and decisions are made in the IF Wing, the division needs to be well versed in the financial workings of all schemes of the MoMSME as well as the autonomous bodies under its jurisdiction
- ▶ Rigorous trainings on budget exercise and the various stages involved – preparation, revision, supplementary grant for demand etc. This exercise is also necessary for all other divisions to understand how to present need/demand for funds/schemes and also how to record, monitor and present financial information.
- ▶ Gender budgeting is another important focus area going forward.
- ▶ Better outcome-output monitoring mechanisms/system to monitor fund released in conjunction to the target and KPIs achieved; unspent balance; fund spent on SC/ST category, women and children, NER category as on date (with details of last update date).
- ▶ There is a need for better communication and coordination with other divisions including with external consultants to enable more efficient decision making.

5. Competency Requirements

This chapter captures the capacity required at the individual level (officer level) in the Ministry of MSME for smooth functioning and effective delivery of assigned work responsibilities. Thus, competencies required by a position in the present and those that might be required to be future-ready have been captured in this section as per the three constituents of individual capacity building pillar i.e., Domain, Functional and Behavioural.

5.1. Domain Competency Requirements

The domain competency requirements of the Divisions of the MoMSME have been given below.

5.1.1. Domain Competency Requirements for O/o DC-MSME

From one-on-one interactions with various officers in the O/o DC-MSME, (ranging from ADC to AD level, including DFOs) the following domain areas have been identified with respect to the role and responsibilities of the individual position as well as the Division.

Domain Competency requirements of the Office of Development Commissioner	
Domain Competencies	Level of the Officer
<p>a. Improvement in specific sectoral knowledge both theoretical as well as practical and keeping up to date with advancements and emerging trends in these field/areas is crucial to ensuring that the officers are abreast with the developments in the industry in order to effectively add value to their work responsibilities. Some such areas are:</p> <ul style="list-style-type: none"> • Lean manufacturing tools and techniques • Additive manufacturing & reverse engineering • A broad range of highly sector specific knowledge such as - food processing; packaging; automobile and components industry (systems, processes, quality standards etc.); chemical; electronics; aerospace; heavy industries; textile; agro-based industries; energy & green energy; health sector; medical appliances & precision tools; education sector, sustainable supply chains etc. <p>This is also important to developing in-house resources within the MoMSME with core-expertise in various domains who can be consulted with by the Ministry itself.</p>	<p>Advanced-</p> <ul style="list-style-type: none"> • Joint Development Commissioner (JDC) • Joint Director (JD) <p>Basic to Intermediate-</p> <ul style="list-style-type: none"> • Deputy Director (DD) • Additional Directors (ADs- AD-I & AD-II)
<p>b. Policy design and formulation is a key domain area where competency building is required for all officers from AD (basic awareness) to ADC (advanced) level as the O/o DC MSME is directly involved in policy formulation process from inception to implementation</p>	<ul style="list-style-type: none"> • Additional Secretary & Development Commissioner (AS & DC) • Additional Development Commissioner (ADC)/ Deputy Director General (DDG) • Joint Development Commissioner (JDC)
<p>c. Similarly, trade facilitation, export promotion and trade agreements (multi-lateral, FTAs) are domain areas that are becoming more relevant with the concurrent national focus on self-reliance and becoming a global manufacturing leader with initiatives such as Atmanirbhar Bharat, Make in India etc.</p>	<ul style="list-style-type: none"> • Additional Secretary & Development Commissioner (AS & DC) • Additional Development Commissioner (ADC)/ Deputy Director General (DDG) • Joint Development Commissioner (JDC)
<p>d. Knowledge about respective schemes under the supervision of the division and working knowledge of all the schemes of the</p>	<ul style="list-style-type: none"> • Deputy Director (DD) • Additional Directors (ADs- AD-I & AD-II)

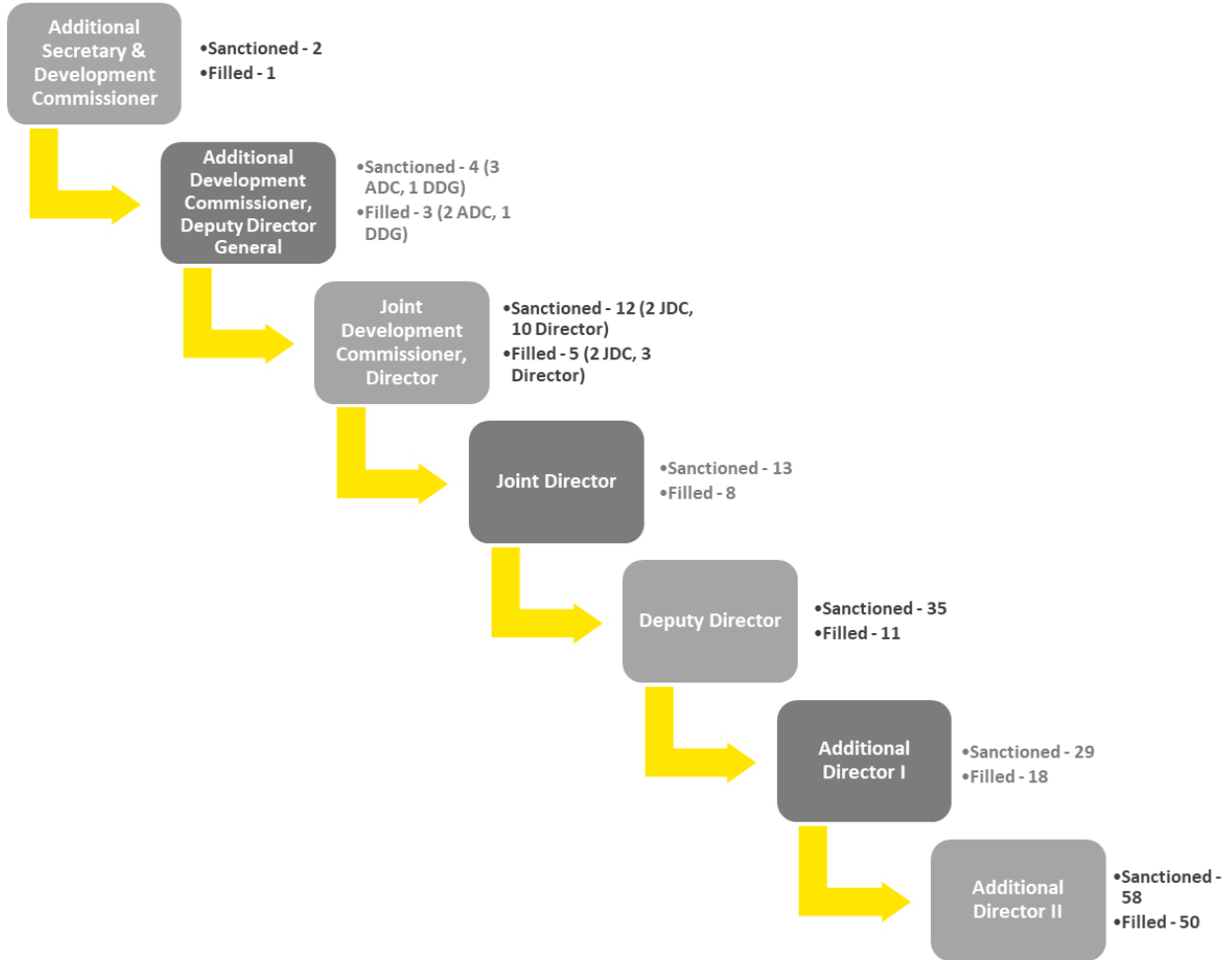
MoMSME. Schemes of other ministries and state departments (more applicable for DFOs) for the empowerment of MSMEs.	
<p>e. Enhanced knowledge about credit facilitation (including hybrid and more innovative models of finance) & financial knowledge (impact funds/MSME funds/angel funds; knowledge of credit discounting platforms; NBFCs & MFIs; guidelines of SIDBI & RBI etc.) is key to the vision of MoMSME, given that lack of credit availability is one of the most persistent bottlenecks to the growth of MSMEs and entrepreneurs in India.</p>	<p>Advanced-</p> <ul style="list-style-type: none"> • Additional Secretary & Development Commissioner (AS & DC) • Additional Development Commissioner (ADC)/ Deputy Director General (DDG) • Joint Development Commissioner (JDC) • Joint Director (JD) <p>Basic to Intermediate-</p> <ul style="list-style-type: none"> • Deputy Director (DD) • Additional Directors (ADs- AD-I & AD-II)
<p>f. Understanding of supply chain management and vendor management are key focus areas where competency building is required – such that it can translated into strengthening and upgrading the manufacturing ability/output of MSMEs in the country</p>	<ul style="list-style-type: none"> • Joint Director (JD) • Deputy Director (DD) • Additional Directors (ADs- AD-I & AD-II)
<p>g. Other domain areas repeatedly highlighted for competency building by the various divisions in O/o DC-MSME are- IPR & trademarking, industry 4.0 topics, emerging technologies (both sector agnostic and sector specific)</p>	<ul style="list-style-type: none"> • Joint Director (JD) • Deputy Director (DD) • Additional Directors (ADs- AD-I & AD-II)
<p>h. Public-Private Partnership (PPP) model</p>	<ul style="list-style-type: none"> • Additional Secretary & Development Commissioner (AS & DC) • Additional Development Commissioner (ADC)/ Deputy Director General (DDG) • Joint Development Commissioner (JDC)

Table 10. Domain Competency Requirements for O/o DC-MSME

The organization hierarchy of DC office is shown below.

OFFICE OF DEVELOPMENT COMMISSIONER, MoMSME

Figure 9. Organisational Hierarchy (Unique Roles) of O/o DC-MSME



Sub- Division-wise domain requirements for O/o DC-MSME has been summarized in the table below, the detailed mapping has been placed in Annexure 3.

Table 11: Sub-division-wise Domain Requirement of O/o DC MSME

Division/ Domain Competency	Industry Specific Knowledge	Policy Design/ Formulation	Facilitating Exports	Facilitating Credit	Facilitating Market Linkages	Industry 4.0	PPP Model	IPR	Design	Digital MSME	ZED	Lean Tech.
SME (Manufacturing)	Knowledge of auto, plastics		✓	✓	✓	✓		✓	✓	✓	✓	✓
Social Enterprise Development	Agro and rural based industries	✓		✓	✓	✓						
Policy and Governance	Knowledge of prominent MSME industries	✓		✓	✓		✓		✓	✓	✓	✓
Technology Services and Technical Research	Industry 4.0, additive manufacturing; 3D printing					✓	✓	✓	✓			✓
Infrastructure Services	Transport; logistics; cluster development	✓				✓	✓		✓			✓
Investment Promotion and Financial Services	Credit Rating Models and guidelines; Enterprise sickness,	✓	✓	✓	✓							

Division/ Domain Competency	Industry Specific Knowledge	Policy Design/ Formulation	Facilitating Exports	Facilitating Credit	Facilitating Market Linkages	Industry 4.0	PPP Model	IPR	Design	Digital MSME	ZED	Lean Tech.
	restructuring etc.											
Knowledge Services, Training & Capacity Building	Consultancy; Data Analysis; Monitoring & Evaluation					✓		✓	✓	✓	✓	✓
Export Promotion and International Cooperation	Make in India; International quality standards & clearances	✓	✓		✓	✓		✓	✓	✓		
Autonomous Bodies (AB)					✓	✓	✓		✓	✓		

5.1.2. Domain Competency Requirement for Other Divisions of MoMSME

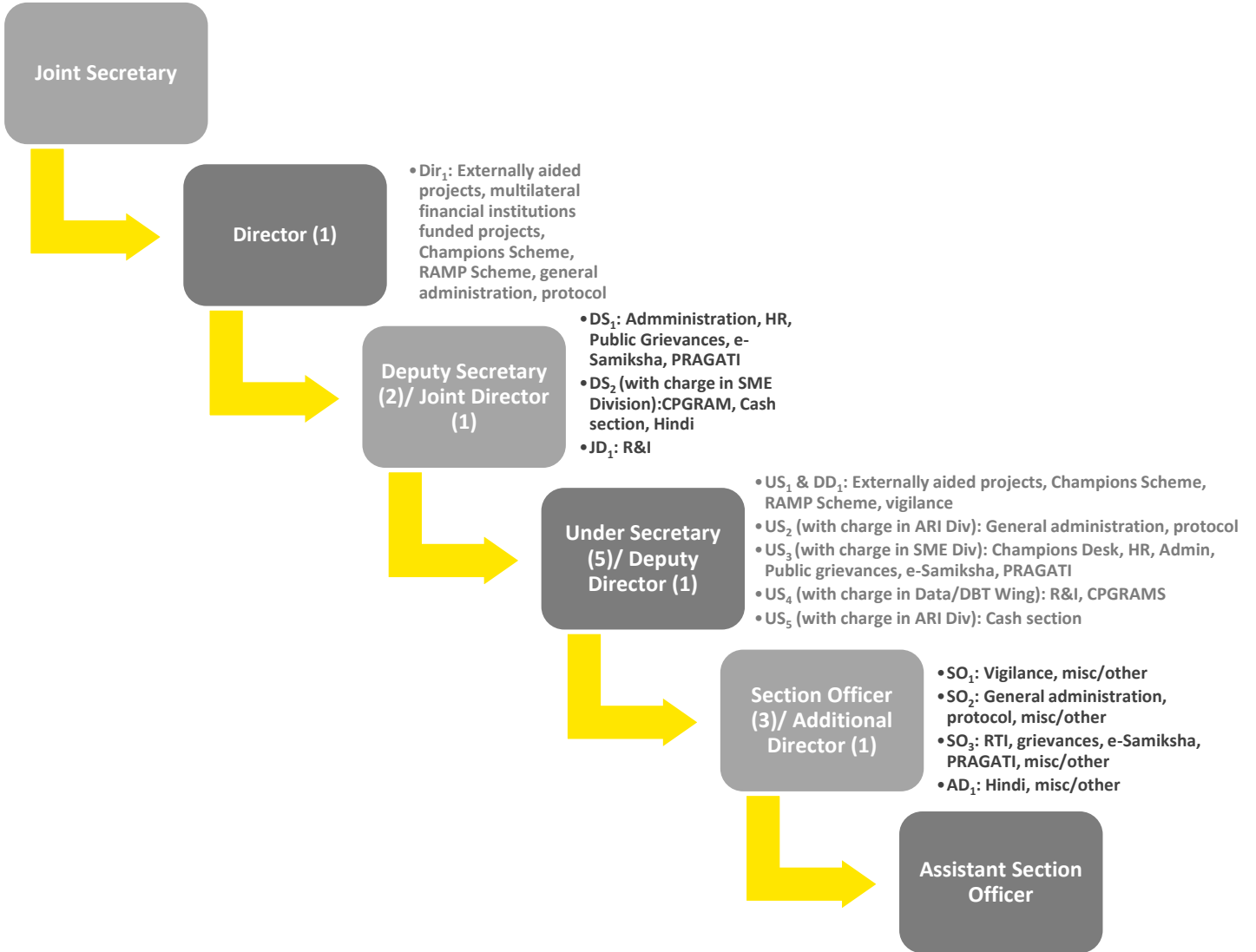
Domain areas vis-à-vis roles and responsibilities of the individual and that of the Division for the rest of the Ministry (AFI, ARI, SME, Data/DBT and IF Wing) have been identified basis extensive one-on-one discussions with various officials of the Division and have been presented below. For every Division, three tables have been provided. Summarised domain competency requirements, division structure and hierarchy followed by role wise competency mapping.

AFI Division

Division	Domain Competencies Required
Administration & Financial Institution (AFI)	a. Innovation & Incubation: <ul style="list-style-type: none"> • Fostering innovation and incubation through awareness of different models, best practices being practiced across the globe • Creating an eco-system to nurture innovation and incubation, working with multilaterals.
	b. Manufacturing Technologies: <ul style="list-style-type: none"> • Lean manufacturing and six sigma principles • Additive manufacturing & reverse engineering • Reducing waste & sustainable manufacturing practices
	c. Know-how of circular economy & fostering sustainable value chains

Table 12. Domain Competency Requirement for AFI Division

Figure 10: Organogram of AFI Division



AFI Division

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<p style="text-align: center;">Joint Secretary</p>	<ul style="list-style-type: none"> ▶ Inter alia administration of the entire Ministry ▶ Overseeing all HR & establishment matters such as cadre control functions of IEDS cadre, creation of new posts, scrutinizing & approving transfers, promotions of Grade A, B & C Services, pay fixation, pension, leave records etc. ▶ Management of externally aided projects funding support & technical assistance from multilateral financial institutions such as the Raising and Accelerating MSME Performance (RAMP) Scheme ▶ Administrative supervision of Cash Section- scrutinizing and signing off on matters concerning salaries, bills, medical reimbursements, travel allowances, license fee schedule etc. ▶ Administrative supervision of vigilance matters of the MoMSME including O/o DC-MSME. <ul style="list-style-type: none"> • All vigilance work of IEDS cadre; review/maintenance/ acceptance of APARs of officers; issue of certificates for vigilance clearance. • Review/scrutiny of vigilance appeals & complaints pertaining to the organizations under the Ministry • Overseeing cases of disciplinary proceedings & court cases • Appointment of part-time CVOs in the Ministry, NSIC, NI-MSME and Coir Board 	<ul style="list-style-type: none"> • Establishment rules of MoMSME • Establishment rules of NI-MSME, NSIC, KVIC, Coir Board and MGIRI • Know-how of global best practices in MSME facilitation, sustainable eco-system creation • Know-how of fostering innovation and incubation-exposure to best practices • Know-how of emerging technology and technological advancements in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.) • Industry exposure to manufacturing technologies such as lean manufacturing & Six Sigma principles and 3D manufacturing 	<ul style="list-style-type: none"> • General and establishment rules of cadre controlling authority- IEDS, IAS CSS etc. cadres • Knowledge of multilateral funding frameworks • CVC guidelines • Know-how of dealing with vigilance matters and court cases • Overview of procurement procedure through GeM (goods & services), CPPP & CPWD (works) • Know-how of GFR • CPWD guidelines • Responding to parliamentary questions • Handling RTI matters • Grievance redressal 	<ul style="list-style-type: none"> • Transdisciplinary thinking • Conflict management • Team management & development • Innovation & improvement • Networking • Leading others • Stress management

	<ul style="list-style-type: none"> • Coordination with CVC & DoPT <ul style="list-style-type: none"> ▶ Overseeing General Admin function of the Ministry- such as approving procurement of office equipment etc., rate contracts, services such as cleanliness service, provisioning of telephone, overseeing maintenance of office equipment etc., & CPWD matters of repair ▶ Overseeing & scrutinizing RTI applications/appeals, concerning the Ministry ▶ Scrutiny and monitoring of public grievances concerning the Ministry' along with supervision of Champions Desk, CPGRAM, PRAGATI & e-Samiksha ▶ Overseeing work related to Hindi Section ▶ Monitoring of reservation of PWDs/ESMs/ST, SC & OBC 			
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Table 13. JS (AFI) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Director/ Deputy Secretary	<ul style="list-style-type: none"> ▶ Assisting JS in handling administrative matters of MoMSME- <ul style="list-style-type: none"> • HR & Establishment matters- formalization of appointments, formalization of documents, due diligence, and monitoring • General administration (including procurement & maintenance)- analysing proposals/requests, due diligence, coordination, and monitoring • Cash Section- monitoring & scrutinizing of monthly expenditure, maintenance of pay bills registers, other expenditure control registers and general provident ledgers, disbursement of funds ▶ Analysing proposals for technical & funding support from multilateral financial institutions 	<ul style="list-style-type: none"> • Establishment rules of MoMSME • Establishment rules of NI-MSME, NSIC, KVIC, Coir Board and MGIRI • Know-how of global best practices in MSME facilitation, sustainable eco-system creation • Know-how of emerging technology and technological advancements in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.), • Industry exposure to manufacturing technologies 	<ul style="list-style-type: none"> • General and establishment rules of cadre controlling authority- IEDS, IAS CSS etc. cadres • Knowledge of multilateral funding frameworks • Office procedure • CVC guidelines • Know-how of dealing with vigilance matters and court cases • Working knowledge of procurement of goods & services through GeM, CPPP & procurement of works through CPWD • Know-how of GFR 	<ul style="list-style-type: none"> • Negotiation skills • Networking • Leading others • Collaboration • Conflict management • Stress management • Working with ambiguity • Result/outcome-oriented work approach

	<ul style="list-style-type: none"> ▶ Performing due diligence, overseeing vigilance matters & court cases of the MoMSME including O/o DC-MSME and ensuring compliance to CVC guidelines, office procedures, code of conduct ▶ Monitoring and coordination for the preparation of responses to RTI applications/appeals, concerning the Ministry ▶ Coordination for the preparation of responses to public grievances concerning the Ministry along with supervision of Champions Desk, CPGRAM, PRAGATI & e-Samiksha ▶ Monitoring of work related to Hindi Section 	<p>such as lean manufacturing & Six Sigma principles and 3D manufacturing</p>	<ul style="list-style-type: none"> • CPWD guidelines • Responding to parliamentary questions • Handling RTI matters • Grievance redressal • Data management • Awareness and working knowledge of different portals, e-platforms of the government that enable coordination & inter-operability between different ministries/ departments and schemes 	
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Table 14. Director/DS (AFI) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Under Secretary	<ul style="list-style-type: none"> ▶ Undertaking tasks pertaining to administration-preparation & maintenance of documents (leave records, vacancies, trainings, PFMS); information and records; procurement; sending out notifications; coordination with cadre controlling authority (maintenance of web-based cadre management system) ▶ Vetting of proposals & reports for technical & funding support from multilateral financial institutions ▶ Tasks, inputs, documentation, and coordination for vigilance matters- obtaining vigilance clearances, handling complaints, maintenance of property folders of officers, coordination for disciplinary proceedings (court cases, CVC cases), preparation of various reports for DoPT & CVC, updating of APARs, vigilance status, Lokpal returns ▶ Preparation of replies to parliamentary questions and RTI appeals concerning AFI Division & MoMSME 	<ul style="list-style-type: none"> • Establishment rules of MoMSME • Establishment rules of NI-MSME, NSIC, KVIC, Coir Board and MGIRI • Know-how of global best practices in MSME facilitation, sustainable eco-system creation • Know-how of emerging technology and technological advancements in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.) 	<ul style="list-style-type: none"> • General and establishment rules of cadre controlling authority- IEDS, IAS CSS etc. cadres • Office procedure • CVC guidelines • Know-how of dealing with vigilance matters and court cases • Know-how of procurement of goods & services through GeM, CPPP & procurement of works through CPWD • Know-how of GFR • CPWD guidelines • Responding to parliamentary questions • Handling RTI matters • Grievance redressal (including know-how of handling 	<ul style="list-style-type: none"> • Communicating effectively • Leading others • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Stress management • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

	<ul style="list-style-type: none"> ▶ Preparation of responses to public grievances concerning the Ministry along with monitoring of Champions Desk, CPGRAM, PRAGATI & e-Samiksha ▶ Tasks related to Hindi Section- English to Hindi translation of Parliament Questions, Annual Report, Notifications, Outcome Budget and Detailed Demands for Grants of the Ministry, organization of Hindi month etc. 		<p>CPGRAMS, Champions Desk etc.)</p> <ul style="list-style-type: none"> • Drafting & presentation skills • Data management • Awareness and working knowledge of different portals, e-platforms of the government that enable coordination & inter-operability between different ministries/ departments and schemes • E-office 	
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Table 15. US (AFI) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Section Officer/ Assistant Section Officer	<ul style="list-style-type: none"> ▶ Collection, input, maintenance of data, documents, records, and portals for administration- such as number of vacancies, e-leave management, PFMS, web-based cadre management system, forwarding of applications & queries, filing PARs etc. ▶ Drafting and sending out notifications ▶ Preparation of minutes, notes and drafts for meetings, agendas, policy discussions, parliamentary sessions, proposals, etc. ▶ Collection and collation of relevant data, material for vigilance related matters ▶ Drafting material for reports to DoPT & CVC ▶ Draft replies to parliamentary questions and RTI appeal concerning AFI Division & MoMSME ▶ Drafting of responses to public grievances concerning the Ministry ▶ Tasks related to Hindi Section 	<ul style="list-style-type: none"> • Establishment rules of MoMSME • Establishment rules of NI-MSME, NSIC, KVIC, Coir Board and MGIRI • Know-how of global best practices in MSME facilitation • Exposure to emerging technology and technological advancements & manufacturing technologies in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.) 	<ul style="list-style-type: none"> • General and establishment rules of cadre controlling authority- IEDS, IAS CSS etc. cadres • Office procedure • CVC and CAG guidelines • Know-how of dealing with vigilance matters • Know-how of GFR, APAR, CGHS, SPARROW • CPWD guidelines • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Noting, drafting & presentation skills • Data management • E-office • DAR&PG and DOPT regulations 	<ul style="list-style-type: none"> • Communicating effectively • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Working with ambiguity • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

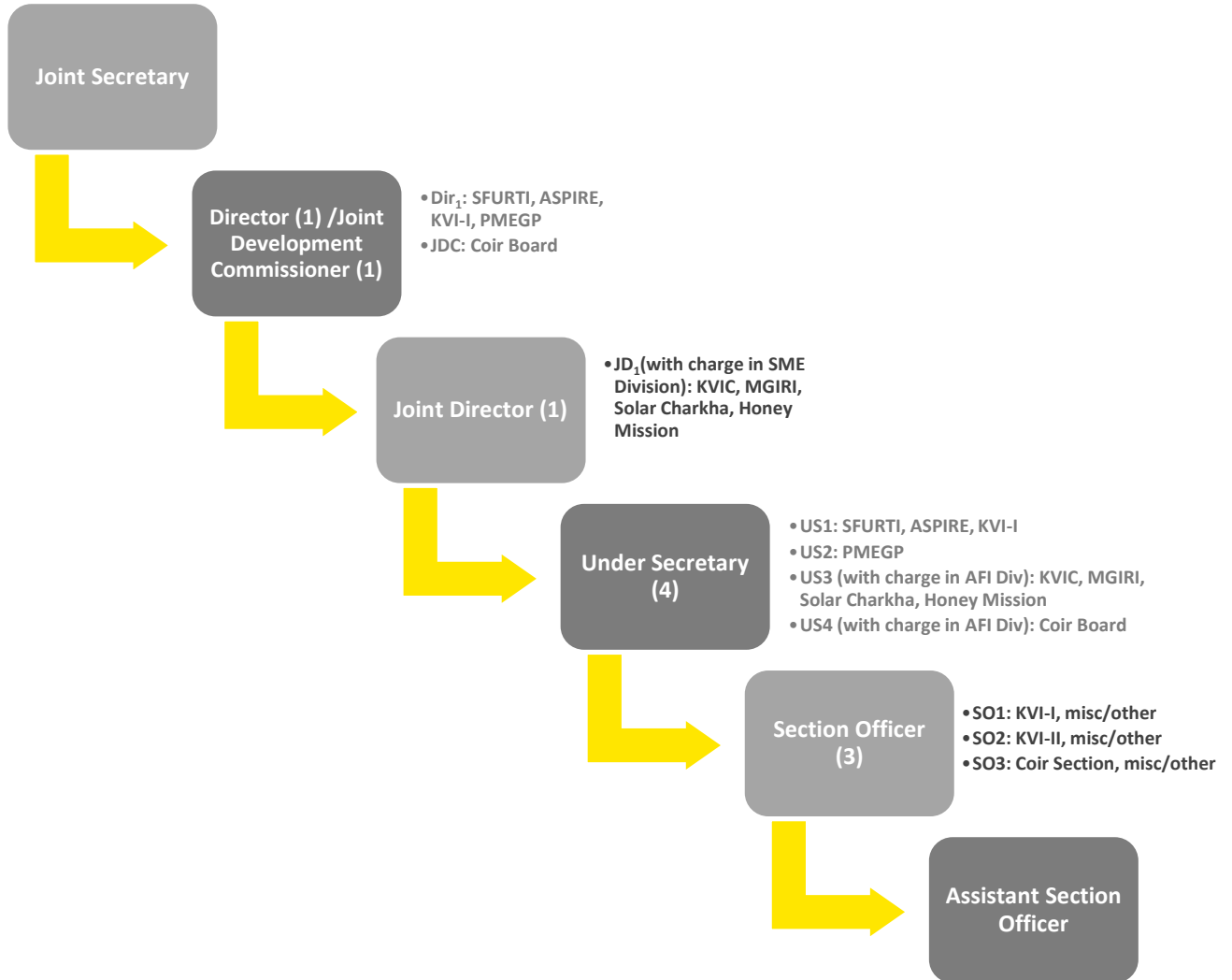
Table 16. SO/ASO (AFI) Competency Requirement

ARI Division

Division	Domain Competencies Required
Agricultural & Rural Industries (ARI)	a. Sectoral/Industrial Knowledge: <ul style="list-style-type: none"> • Enhancement of sectorial know-how and technological upgradation in food-processing, handicraft, handloom & textiles, coir, and khadi sectors to not only facilitate evaluation of schemes, DPRs and annual plans but also to identify opportunities and design interventions that proliferate to the cluster level • Emerging technologies in the above sectors • Circular economy concepts, sustainable & green practices in the focus sectors (Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft)
	b. Cluster Development: <ul style="list-style-type: none"> • Cluster identification, formation, sustainable growth • How-to form and sustain SHG's • Knowledge of agro-based, rural and cottage industries • Evaluation of RFPs
	c. Export facilitation in the focus sectors/industry verticals (Coir, Khadi, Agro-rural, Textiles & Handloom, Handicraft) and possible forward looking focus sectors (technology- software & systems, high value manufactured products/part, pharmaceuticals, chemicals, auto components etc.)
	d. Know-how of using digital tools, technology and e-commerce platforms for marketing & branding
	e. Know-how of fostering efficient supply chains and reducing wastage
	f. Intelligent Policy Design & Formulation: <ul style="list-style-type: none"> • Ability to- <ul style="list-style-type: none"> - understand gaps, challenges and needs for MSMEs in the field and articulate the problem statement - recognize opportunities and areas with growth potential - identify target beneficiaries, articulate KPIs, stakeholders involved - identify and infuse enabling, more efficient (cost & waste reducing) technologies - make data backed decisions - monitor progress and evaluate the output achieved

Table 17. Domain Competency Requirements for ARI Division

Figure 11. Organogram ARI Division



ARI Division

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<p style="text-align: center;">Joint Secretary</p>	<ul style="list-style-type: none"> ▶ Inter-alia administrative supervision of – <ul style="list-style-type: none"> • KVIC • Coir Board • MGIRI Including overseeing all establishment matters (finalization of appointments at board level etc.); approving release of funds; preparation of budget, annual plan & Five-Year Plan; overseeing court cases; signing off on annual report & audit report; evaluation & monitoring of schemes ▶ Supervision (implementation and monitoring) along with providing high level strategy inputs of following schemes - <ul style="list-style-type: none"> • PMEGP (release of funds, policy matters, monitoring of progress/ target achievement under PMEGP and coordination with states & KVIC) • SFURTI (set the framework & approach for proposals, release of funds, preparation of annual plan, convening of EFC/SFC meetings & follow-up action) • ASPIRE (overall monitoring, preparation of annual plan, vetting of proposals, release of funds, due diligence, budgetary matters) ▶ Promotion of Coir, Khadi, Agro, Rural & Village Industries (Solar Charkha, Honey Mission)- including providing high level policy inputs and strategies for growth ▶ Fostering cluster development & expansion for micro, rural enterprises 	<ul style="list-style-type: none"> • Establishment rules of KVIC, Coir Board and MGIRI • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Know-how of cluster development and growth strategies, with exposure to global best practices • Know-how of emerging technology and technological advancements in key/focus MSME sectors (mentioned above) • Knowledge and exposure to foster resilient and sustainable supply chains in focus industries for MSME facilitation • Know-how of promoting innovation, incubation and exposure to technological infusion in focus industries • Policy design & formulation - Data-backed, SMART goal oriented, incorporating global best practices in the Indian MSME context 	<ul style="list-style-type: none"> • Financial management for statutory bodies • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Outcome-output monitoring mechanisms • Know-how of dealing with vigilance matters and court cases • Grievance redressal 	<ul style="list-style-type: none"> • Transdisciplinary thinking • Conflict management • Team management & development • Decision making • Innovation & improvement

	<ul style="list-style-type: none"> ▶ Review and coordination for preparation of Annual Plan proposals, Budget /Revised Estimates, Outcome Budget of ARI Division ▶ Review of Annual Plan for KVIC, Coir Board & MGIRI and schemes under them ▶ Handling policy matters related to PMEGP Scheme ▶ Review of parliamentary replies and RTI matters concerning ARI Division, KVIC, Coir Board, MGIRI and PMEGP 			
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Table 18. JS (ARI) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Director/ Deputy Secretary	<ul style="list-style-type: none"> ▶ Assisting JS in handling administrative matters of KVIC, Coir Board & MGIRI- formalization of appointments to board level, proposal vetting for release of funds, budget preparation, handling parliamentary matters & court cases; coordination for preparation of annual report and audit report ▶ Overseeing the administration and implementation of - <ul style="list-style-type: none"> • PMEGP (preparation of annual plan, monitoring of progress/ target achievement under PMEGP and coordination with states & KVIC) • SFURTI (analyzing plan, preparation of annual proposal, follow-up on EFC/SFC meetings) • ASPIRE (preparation of annual plan, vetting of proposals, due diligence, budgetary matters) ▶ Preparation of Annual Plan proposals, Budget /Revised Estimates, Outcome Budget of ARI Division ▶ Scrutiny of Annual Plan for KVIC, Coir Board & MGIRI as well as the schemes under them ▶ Coordination and review of replies to parliamentary questions and RTI matters 	<ul style="list-style-type: none"> • Establishment rules of KVIC, Coir Board and MGIRI • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Know-how of cluster development and growth strategies, with exposure to global best practices • Know-how of emerging technology and technological advancements in key/focus MSME sectors (mentioned above) • Knowledge and exposure to foster resilient and sustainable supply chains in focus industries for MSME facilitation 	<ul style="list-style-type: none"> • Drafting & evaluating RFPs • Financial management for statutory bodies • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Outcome-output monitoring mechanisms • Responding to parliamentary questions • Handling RTI matters • Know-how of dealing with vigilance matters and court cases • Grievance redressal • Office procedure & e-office 	<ul style="list-style-type: none"> • Negotiation skills • Networking • Leading others • Collaboration • Conflict management • Stress management • Working with ambiguity • Result/outcome-oriented work approach

	concerning ARI Division, KVIC, Coir Board, MGIRI and PMEGP			
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Table 19. Director/DS (ARI) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Under Secretary	<ul style="list-style-type: none"> ▶ Miscellaneous tasks pertaining to administration of KVIC, Coir Board & MGIRI such as coordination for release of funds, preparation of annual report and audit report, court cases, RTI matters and parliament questions ▶ Implementation and monitoring of - <ul style="list-style-type: none"> • PMEGP (preparation of annual plan, target achievement under PMEGP and coordination with states & KVIC) • SFURTI (analyzing proposals, preparation of annual plan, follow-up on EFC/SFC meetings, due diligence, parliament queries, RTI matters) • ASPIRE (preparation of annual plan, vetting of proposals, due diligence, budgetary matters) ▶ Tasks, inputs and coordination for preparation of Annual Plan proposals, Budget /Revised Estimates, Outcome Budget of ARI Division ▶ Preparation of annual plan for KVIC, Coir Board & MGIRI as well as the schemes under them ▶ Preparation of replies to parliamentary questions and RTI matters concerning ARI Division, KVIC, Coir Board, MGIRI and PMEGP ▶ Analyzing and preparing notes for SFC/EFC/CCEA 	<ul style="list-style-type: none"> • Establishment rules of KVIC, Coir Board and MGIRI • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Know-how of cluster development and growth strategies, with exposure to global best practices • Know-how of emerging technology and technological advancements in key/focus MSME sectors (mentioned above) • Knowledge and exposure to foster resilient and sustainable supply chains in focus industries for MSME facilitation 	<ul style="list-style-type: none"> • Drafting & evaluating RFPs • Financial management for statutory bodies • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Outcome-output monitoring mechanisms • Responding to parliamentary questions • Handling RTI matters • Know-how of dealing with vigilance matters and court cases • Grievance redressal • Drafting & presentation skills • Data management • Office procedure & e-office 	<ul style="list-style-type: none"> • Communicating effectively • Leading others • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Stress management • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

Table 20. US (ARI) Competency Requirement

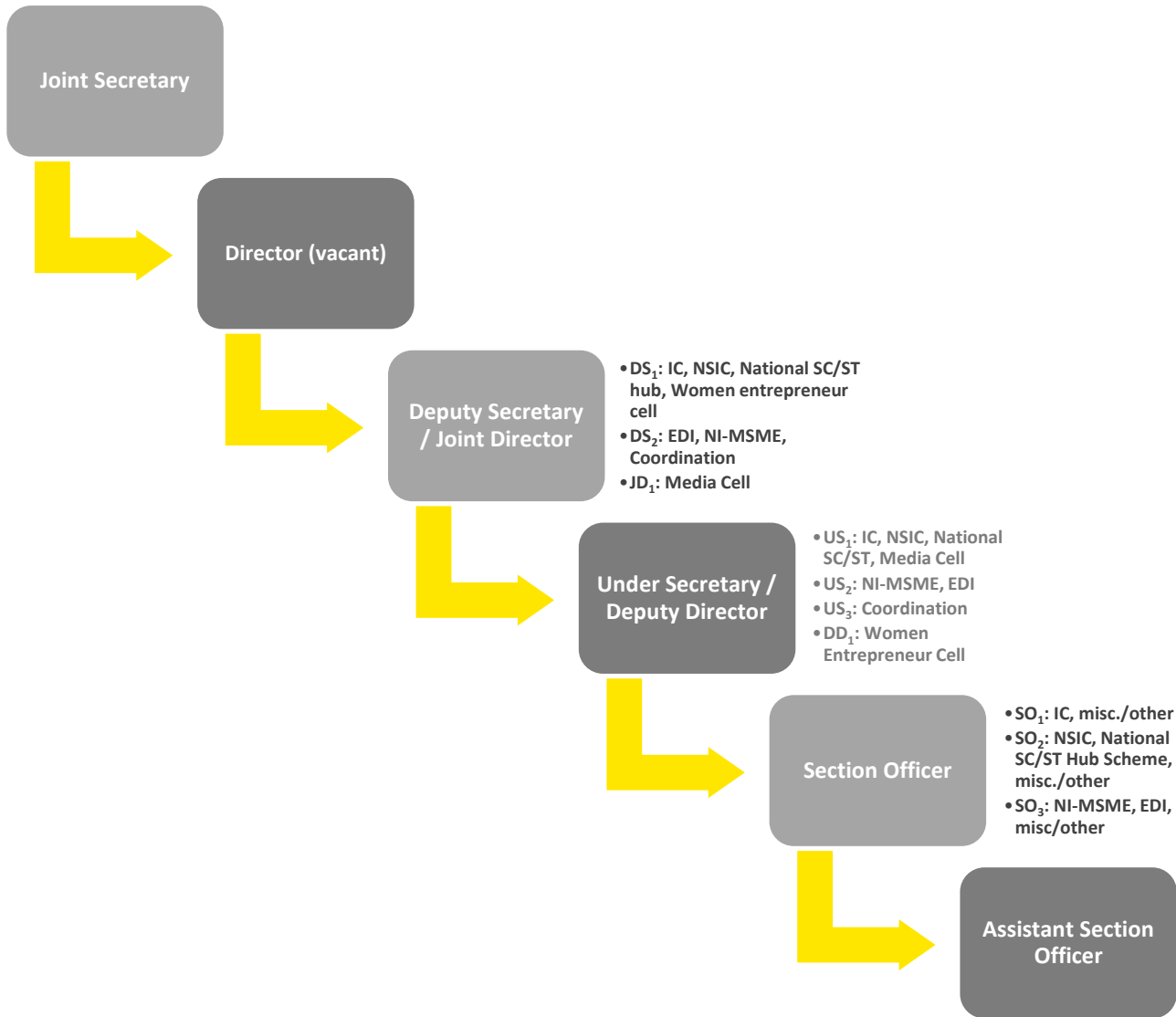
Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Section Officer/ Assistant Section Officer	<ul style="list-style-type: none"> ▶ Preparation of material for annual report, plan for Coir Board, KVIC, MGIRI, ARI Division and schemes under it ▶ Collection, input, monitoring of data for the implementation of PMEGP, SFURTI & ASPIRE schemes ▶ Collection and collation of relevant data, material for preparation of Annual Report, Budget/ Revised Estimates, Outcome Budget of ARI Division ▶ Preparation of minutes, notes and drafts for meetings, agendas, policy discussions, parliamentary sessions, proposals, etc. ▶ Collection and collation of relevant data for drafting replies to parliamentary questions, RTI applications ▶ Follow-up action on minutes and agenda items from meetings 	<ul style="list-style-type: none"> • Establishment rules of KVIC, Coir Board and MGIRI • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Know-how of cluster development and growth strategies, with exposure to global best practices • Know-how of emerging technology and technological advancements in key/focus MSME sectors (mentioned above) 	<ul style="list-style-type: none"> • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Noting, drafting and presentation skills • Responding to parliamentary questions • Handling RTI applications • Know-how of dealing with vigilance matters • Grievance redressal • Data and knowledge management • Office procedure & e-office • Event Management • Contract management and monitoring 	<ul style="list-style-type: none"> • Communicating effectively • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Working with ambiguity • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

Table 21. SO/ASO (ARI) Competency Requirement

Division	Domain Competencies Required
Small & Medium Enterprises (SME)	<p>a. Facilitating MSME growth & development:</p> <ul style="list-style-type: none"> • Knowledge and exposure to prominent challenges to MSMEs in the country (access to finance, access to technology, access to markets, sustainable growth, access to infrastructure etc.); mitigation tactics, know-how of possible solutions
	<p>b. Focus on facilitating access to finance /credit</p> <ul style="list-style-type: none"> • Know-how of- <ul style="list-style-type: none"> - Innovative/hybrid financing models - how to take loans from NBFCs and MFIs - dealing with banking institutions & necessary documents required from MSMEs to avail loans - discounting platforms and more innovative funding avenues - subsidies, credit and possible schemes available to MSMEs
	<p>c. Assessing viability of schemes of MoMSME, analyze shortcomings, possible challenges and barriers to implementation and take-up of schemes on ground</p>
	<p>d. Export promotion and improving international competitiveness of MSMEs</p>
	<p>e. Fostering International Cooperation:</p> <ul style="list-style-type: none"> • Knowledge of drafting and implementing MoUs, Joint Action Plans, Bi-lateral & multi-lateral agreements with other countries/ organizations/ institutions • Exposure to best practises
	<p>f. Fostering 'digital' as an enabler for MSMEs</p> <ul style="list-style-type: none"> • Using e-commerce platforms for marketing, branding, trade and export facilitation • Familiarity with industry 4.0 concepts, digitalization as well as initiatives of the government such as Digital India in the context of MSMEs
	<p>g. Know-how of emerging technology and technological advancements in key MSME sectors (such as agro-rural, textiles auto manufacturing etc.)</p> <ul style="list-style-type: none"> • Facilitating technology infusion to enhance compatibility of Indian MSMEs with global supply chains
	<p>h. Women Entrepreneurship: Focus on best practices, ways to promote and incentivizing entrepreneurship and women entrepreneurship</p>

Table 22. Domain Competency Requirements for SME Division

Figure 12. Organogram SME Division



SME Division

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<p>Joint Secretary</p>	<ul style="list-style-type: none"> ▶ Administrative supervision of NSIC- establishment matters, evaluating schemes implanted by NSIC, approving fund release ▶ Administrative supervision of NI-MSME- signing off on budget, annual plans ▶ Scrutinize matters of bilateral cooperation in MSME sector (including providing strategic inputs) ▶ Overseeing bilateral relations with counterpart organisations & signing of MoUs with regard to MSME ▶ Administration and supervision (including providing high level strategy inputs and direction) of- <ul style="list-style-type: none"> • ATI (Assistance to Training Institutions) Scheme • National SC/ST Scheme • IC (International Cooperation) Scheme ▶ Promotion of women entrepreneurship ▶ Fostering welfare of backward classes, SC/STs, Minorities & Women, Child Development ▶ Coordination and review of matters related to Parliamentary Standing Committee ▶ Review of parliamentary replies concerning SME Division, NSIC, NI-MSME and schemes under SME division ▶ Review and coordination for preparation of Annual Plan proposals, Budget /Revised Estimates, Outcome Budget of SME Division ▶ Scrutiny of funds released unspent balances and coordination for preparation of Financial Management Report of SME Division ▶ Policy matters related to e-governance ▶ Oversee matters related to Media cell 	<ul style="list-style-type: none"> • Establishment rules of NI-MSME, NSIC • Know-how of NSIC and NI-MSME mandate and operational aspects • Know-how of emerging technology and technological advancements in key SME sectors • Knowledge of facilitating bilateral cooperation, exposure to best practices, SME sectors that can benefit from foreign collaboration such as through technology infusion/ up-gradation, joint ventures etc. • Understanding of MSME export markets • Know-how of leading international delegation, major international exhibitions, trade fairs and buyer-seller meets • Know-how of best practices, ways to promote and incentivizing women and SC/ST entrepreneurship 	<ul style="list-style-type: none"> • Financial management for autonomous bodies & PSUs • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Outcome-output monitoring mechanisms • Awareness and working knowledge of different portals, e-platforms of the government that enable coordination & inter-operability between different ministries/ departments and schemes • Know-how of Information, Education and Communication strategies and 360-degree media planning 	<ul style="list-style-type: none"> • Transdisciplinary thinking • Conflict management • Team management & development • Innovation & improvement • Networking • Leading others • Stress management

Table 23. JS (SME) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Director/ Deputy Secretary	<ul style="list-style-type: none"> ▶ Handling administrative matters of NSIC, NI-MSME- formalization of appointments to board level, proposal vetting for release of funds/grants, budget preparation, handling parliamentary matters & court cases) ▶ Overseeing the administration and implementation of- <ul style="list-style-type: none"> • ATI Scheme (overall monitoring, preparation of annual proposal, vetting of proposals, release of grants, due diligence, budgetary matters) • National SC/ST Scheme (coordination with NSIC) • IC Scheme (overall monitoring & implementation, including handling parliamentary and RTI matters) ▶ Contacting and liaising with stakeholders/ potential partners; implementation of MoUs/ Agreements/ Joint Action Plans etc. at inter-ministerial level to promote bilateral cooperation in the MSME sector (including for NSIC) ▶ Processing foreign deputation proposals of officers of MSME Division under bilateral cooperation ▶ Preparation of Annual Plan proposals, Budget/ Revised Estimates, Outcome Budget of SME Division ▶ Overseeing parliamentary matters concerning SME Division ▶ Promoting & creating awareness about the work, impact and schemes implemented by the MoMSME 	<ul style="list-style-type: none"> • Establishment rules of NI-MSME, NSIC • Understanding of MSME export market • Know-how of emerging technology and technological advancements in key SME sectors • Know-how of best practices, ways to promote and incentivizing women and SC/ST entrepreneurship 	<ul style="list-style-type: none"> • Understanding and preparation of budget (and outcome budget) • Financial management for autonomous bodies & PSUs • Monitoring & evaluation of schemes • Outcome-output monitoring mechanisms • Life cycle management of projects & programmes • Digital hygiene & cyber security • Awareness and working knowledge of different portals, e-platforms of the government • E-office • Office procedure • Handling RTI matters • Responding to parliamentary questions • Grievance redressal and CPGRAMS 	<ul style="list-style-type: none"> • Negotiation skills • Networking • Leading others • Stakeholder engagement & coordination • Collaboration • Conflict management • Stress management • Working with ambiguity • Result/outcome-oriented work approach

Table 24. Director/DS (SME) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Under Secretary	<ul style="list-style-type: none"> ▶ Undertaking tasks pertaining to administration of NSIC and NI-MSME (release of funds, court cases, RTI matters and parliament questions) ▶ Implementation and monitoring of- <ul style="list-style-type: none"> • ATI Scheme (vetting of proposals, due diligence, budgetary matters, parliament questions, RTI matters) • National SC/ST Scheme (monitoring progress, KPIs) • IC Scheme (parliament questions, RTI matters etc.) ▶ Analyzing matters of bilateral cooperation in MSME sector and actioning steps such as preparation of proposals, coordination and follow-up with stakeholders/ potential partners; follow-up, due diligence of MoUs/ Agreements/ Joint Action Plans ▶ Tasks, inputs and coordination for preparation of Annual Plan proposals, Budget/ Revised Estimates, Outcome Budget of SME Division ▶ Maintaining data relating to foreign visits undertaken by the Officers of the Ministry including O/o DC-MSME ▶ Preparation/coordination of material for parliament questions received from other Ministries/Department of SME Division ▶ General coordination of the Ministry where subject matter does not pertain to any other Section ▶ Preparation of Ministry's media campaign for promotion of schemes and its implementation through advertisement in electronic, print and social media 	<ul style="list-style-type: none"> • Establishment rules of NI-MSME, NSIC • Exposure to global best practices, case studies, field exposure in SME promotion • Understanding of prominent SME sectors and emerging technologies • Understanding of MSME export market 	<ul style="list-style-type: none"> • Understanding and preparation of budget (and outcome budget) • Financial management for autonomous bodies & PSUs • Evaluation of proposals, contracts • Monitoring & evaluation of schemes (including research and data analysis) • Outcome-output monitoring mechanisms • Stakeholder engagement & coordination • Drafting & presentation skills • Data management • E-governance & Digital India • Awareness and working knowledge of different portals, e-platforms of the government • Designing awareness programmes and 360-degree media planning 	<ul style="list-style-type: none"> • Communicating effectively • Leading others • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Stress management • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

Table 25. US (SME) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Section Officer/ Assistant Section Officer	<ul style="list-style-type: none"> ▶ Collection, input, monitoring of data for the implementation of- <ul style="list-style-type: none"> • IC Scheme • National SC/ST Scheme • ATI Scheme ▶ Preparation of material for annual report on NI-MSME, schemes under SME Division ▶ Research on a wide variety of topics such as international cooperation; welfare of backward classes, SC/STs, Women; bilateral/trade agreements; best practices to support MSMEs; technology infusion; modernization & promotion of exports of Indian MSMEs etc. ▶ Preparation of notes and drafts for meetings, agendas, policy discussions, parliamentary sessions, proposals, bi-lateral cooperation matters etc. ▶ Collection and collation of relevant data for preparation of replies to parliamentary questions, RTI matters ▶ Follow-up with on bilateral matters & stakeholders ▶ Collection and collation of relevant data, material for preparation of Annual Plan proposals, Budget/ Revised Estimates, Outcome Budget of SME Division ▶ Preparation of content for social media sites, newspapers, etc. for Ministry's media campaign 	<ul style="list-style-type: none"> • Basic understanding of MSMED Act and MSME ecosystem • Knowledge of scheme objectives and process flows for schemes implemented by the Division 	<ul style="list-style-type: none"> • Data management • Research and data analysis • Noting, drafting & presentation skills • Basic know how of proposal & contract evaluation • Understanding and preparation of budget (and outcome budget) • Monitoring & evaluation of schemes • Understanding of outcome-output monitoring mechanisms • Awareness and working knowledge of different portals, e-platforms of the government • Office procedure & e-Office • RTI matters • Responding to parliamentary questions • Grievance redressal and CPGRAMS • eHRMS • eSamiksha 	<ul style="list-style-type: none"> • Communicating effectively • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Working with ambiguity • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

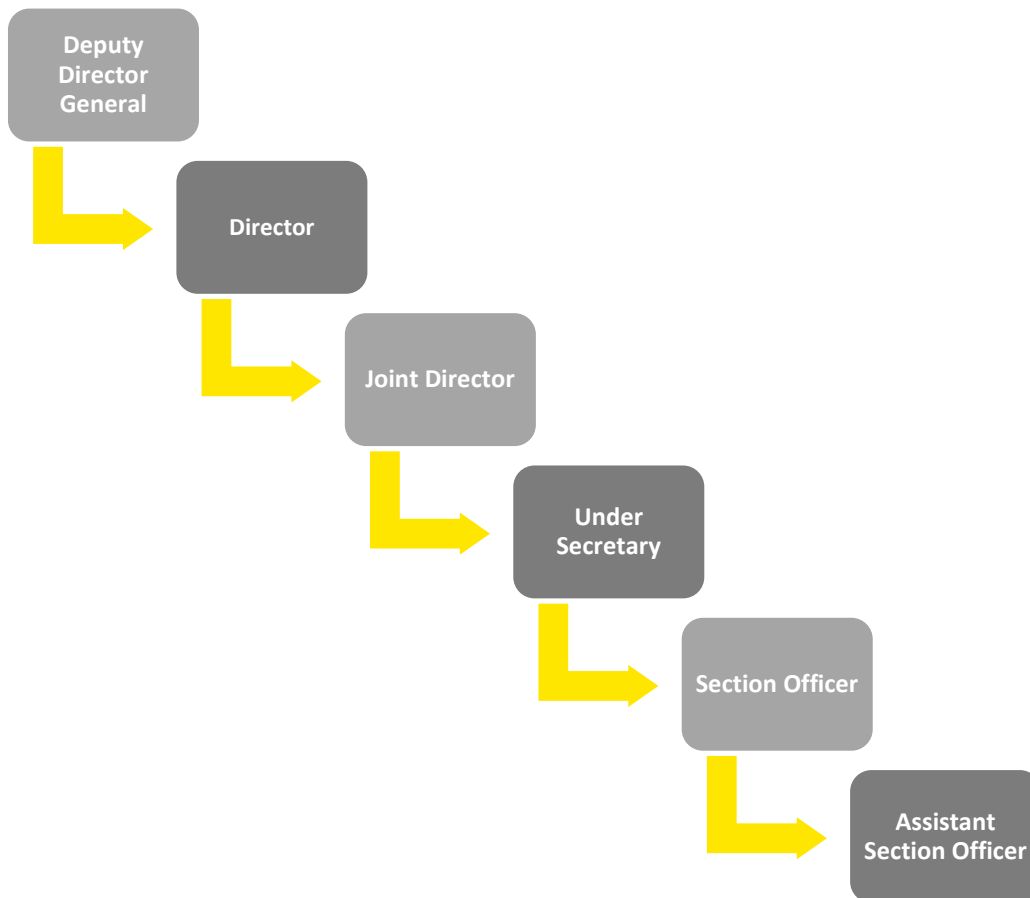
Table 26. SO/ASO (SME) Competency Requirement

Data & DBT Wing

Division	Domain Competencies Required
DATA/DBT	<p>a. Technical & IT skills:</p> <ul style="list-style-type: none"> • Know-how to create dashboards for schemes • Working knowledge of website creation • Ability to achieve end-to-end digitization of schemes in house • Ability to operate portals such as for DBT, Samparth, Samadhan, Prayaas, DGQI (Niti Aayog) - to update data, create dashboards, monitor progress of schemes
	<p>b. RFP & TOR Evaluation:</p> <ul style="list-style-type: none"> • Tender design, evaluation & award (technical & non-technical parameters evaluation)
	<p>c. Outcome monitoring (of ongoing studies/projects) & evaluation (of completed studies) for awarded studies</p> <ul style="list-style-type: none"> • Data driven decision making

Table 27. Domain Competency Requirements for DATA/DBT Wing

Figure 13. Organogram Data & DBT Wing



Data & DBT Wing

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Joint Secretary (Deputy Director General)	<ul style="list-style-type: none"> ▶ Supervising technical coordination with all stakeholders towards development and maintenance of MSME databases (such as with NIC & MeITY) ▶ Monitoring the on-boarding and digitalization of Schemes of the Ministry on DBT Portal ▶ Overseeing all IT related matters of the Ministry as well as synergizing of IT & data-based mechanisms of offices and organizations under the MoMSME with that of Government of India (such as updating DGQI dashboard of Development Monitoring and Evaluation Office (DMEO)) ▶ Coordinating with international and regional agencies for identification of improved policy agenda ▶ Administration and supervision of SS&PR Scheme (Survey Studies & Policy Research)- setting up of steering committee for proposal evaluation, presiding over the committee, procurement strategy, approving tenders and awarding contracts ▶ Review and overseeing the preparation of Annual Report to be presented in Parliament Session ▶ Review of parliamentary replies, RTI applications concerning Data & DBT Wing, data and IT related matters of MoMSME ▶ Review of vigilance and grievance matters concerning the Data & DBT Wing 	<ul style="list-style-type: none"> • Know-how of maintaining dashboards for schemes • Ability to achieve end-to-end digitization of schemes in house • Ability to operate portals such as for DBT, Samparth, Samadhan, Prayaas, DGQI (Niti Aayog) - to update data, create dashboards, monitor progress of schemes • Exposure to global best practices, case studies, field exposure in MSME growth & development through data backed decision making 	<ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals • Outcome-output monitoring mechanisms • Data analysis, visualisation and forecasting • Life cycle management of projects & programmes • Know-how of contract, project & programme management • Grievance redressal 	<ul style="list-style-type: none"> • Transdisciplinary thinking • Conflict management • Team management & development • Innovation & improvement • Networking • Leading others • Stress management

Table 28. DDG (Data & DBT Wing) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Director/ Deputy Secretary	<ul style="list-style-type: none"> ▶ Technical coordination with all stakeholders towards development and maintenance of MSME databases NIC & MeITy ▶ On-boarding and digitalization of Schemes of the Ministry on DBT Portal ▶ Managing the synergizing of IT & data-based mechanisms of offices and organizations under the MoMSME with that of Government of India (such as updating DGQI dashboard of Development Monitoring and Evaluation Office (DMEO)) ▶ Assisting JS in implementing the SS&PR Scheme (Survey Studies & Policy Research)- setting up of steering committee for proposal evaluation, designing tender document, performing due diligence, analysing TOR/TOO, getting necessary approvals etc. ▶ Scrutiny and coordination with other Divisions for the preparation of Annual Report for the MoMSME ▶ Scrutiny of parliamentary replies, RTI applications concerning Data & DBT Wing, data and IT related matters of MoMSME ▶ Overseeing vigilance and grievance matters concerning the Data & DBT Wing 	<ul style="list-style-type: none"> • Know-how of creating dashboards for schemes • Ability to achieve end-to-end digitization of schemes in house • Working knowledge of website creation • Ability to operate portals such as for DBT, Samparth, Samadhan, Prayaas, DGQI (Niti Aayog) - to update data, create dashboards, monitor progress of schemes 	<ul style="list-style-type: none"> • Awareness and working knowledge of different portals, e-platforms of the government that enable coordination & inter-operability between different ministries/ departments and schemes • Evaluation of RFPs, financial proposals • Outcome-output monitoring mechanisms • Data analysis & visualisation • Life cycle management of projects & programmes • Know-how of contract, project & programme management • Data management • Grievance redressal • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Know-how of dealing with vigilance matters and court cases 	<ul style="list-style-type: none"> • Negotiation skills • Networking • Leading others • Collaboration • Conflict management • Stress management • Working with ambiguity • Result/outcome-oriented work approach

Table 29. Director/DS (Data & DBT Wing) Competency Requirement

1 US manages only RTI; DD (equivalent to US) post is currently vacant*.

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Section Officer/ Assistant	<ul style="list-style-type: none"> ▶ Collection of data, inputs from concerned divisions/stakeholders for maintenance and updation of MSME data bases (internal & hosted by NIC, MeITy) 	<ul style="list-style-type: none"> • Know-how of creating dashboards for schemes • Working knowledge of website creation 	<ul style="list-style-type: none"> • Awareness of different portals, e-platforms of the government that enable coordination & inter-operability between 	<ul style="list-style-type: none"> • Communicating effectively • Attention to detail • Problem solving

<p>Section Officer</p>	<ul style="list-style-type: none"> ▶ Coordination with NIC & MeITY nodal officers ▶ Assisting in on-boarding and digitalization of Schemes of the Ministry on DBT Portal ▶ Collation of relevant data from all Divisions for preparation of Annual Report ▶ Preparation of minutes, notes and drafts for meetings, agendas, policy discussions, parliamentary sessions, proposals, etc. ▶ Follow-up action on minutes and agenda items from meetings ▶ Drafting replies to parliamentary questions, RTI queries ▶ Collection and collation of relevant data for vigilance and grievance related matters 	<ul style="list-style-type: none"> • Ability to operate portals such as for DBT, Samparth, Samadhan, Prayaas, DGQI (Niti Aayog) - to update data, create dashboards, monitor progress of schemes 	<p>different ministries/ departments and schemes</p> <ul style="list-style-type: none"> • Data management, analysis and forecasting • Outcome-output monitoring mechanisms • Noting, drafting & presentation skills • Grievance redressal • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Know-how of dealing with vigilance matters • Office procedure & e-office 	<ul style="list-style-type: none"> • Working in a team • Conflict management • Empathy and sensitivity • Working with ambiguity • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness
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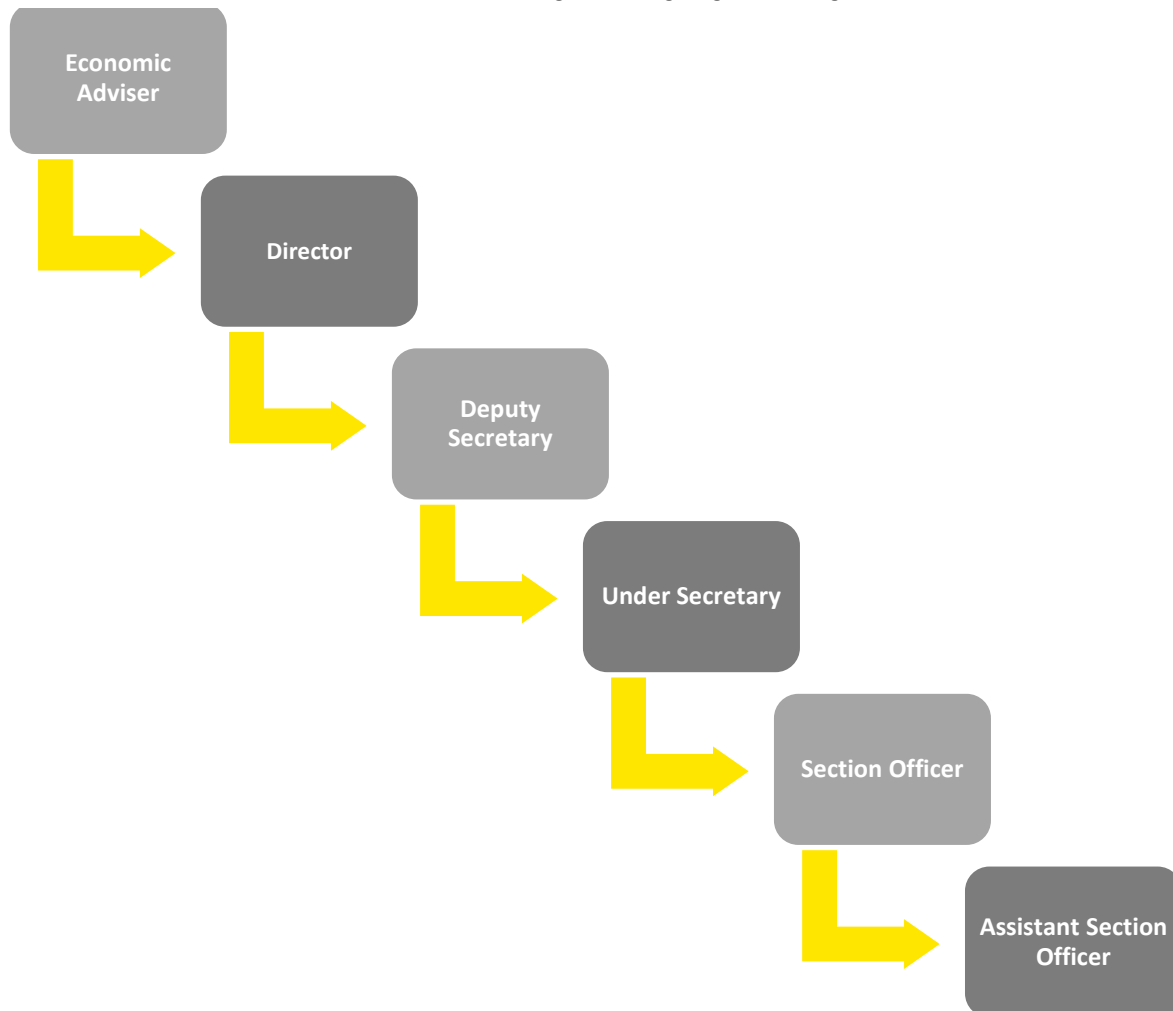
Table 30. SO/ASO (Data & DBT Wing) Competency Requirement

IF Wing

Division	Domain Competencies Required
Internal Finance Wing	a. Budget & outcome budget preparation
	b. Know-how of monitoring and evaluating scheme progress <ul style="list-style-type: none"> • Overall understanding of financial workings of all schemes under different divisions and autonomous bodies under MoMSME • Know-how of outcome-output monitoring- key KPIs to monitor with respect to funds allocated, released, unspent balance and progress achieved
	c. Know-how of contract, project & programme management <ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals

Table 31. Domain Competency Requirements for IF Wing

Figure 14. Organogram IF Wing



Role-wise Competency Requirement Mapping for IF Wing

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Economic Adviser	<ul style="list-style-type: none"> ▶ Tendering financial advice on all matters involving government expenditure/concurrence to financial proposals ▶ Providing strategic suggestions to make Ministry's schemes more effective and outcome based ▶ Scrutinizing matters/proposals having financial implications from other Divisions ▶ Ensuring compliance of instructions issued by the Department of Expenditure (DoE) on economy/rationalization of expenditure ▶ Review and coordination with other Divisions for preparation of Annual Budget /Revised Estimates, Outcome Budget of the MoMSME ▶ Review and scrutiny of the progress of expenditure against sanctioned grant on a monthly and quarterly basis ▶ Review and monitoring of scheme progress with regards to funds sanctioned and KPIs achieved ▶ Review of and concurrence to foreign deputation proposals of officers of Ministry of MSME ▶ Review of SFC/EFC/Cabinet note and vetting/review of replies on audit/PAC paras etc. ▶ Review of parliamentary replies, RTI applications concerning IF Wing, financial matters of MoMSME and also financial matters referred to IF Wing by other Divisions ▶ Review of vigilance and grievance matters concerning the IF Wing 	<ul style="list-style-type: none"> • Establishment rules of MoMSME, NI-MSME, NSIC, KVIC, Coir Board & MGIRI • Overall understanding of financial workings of all schemes under different divisions and autonomous bodies under MoMSME • Exposure to global best practices, case studies, field exposure in MSME facilitation through data backed decision making • Exposure to innovative, hybrid models of funding and finance (case studies, pilots, industry leading practices etc.) 	<ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals • Life cycle management of projects & programmes • Know-how of rules & procedures, orders, instructions issued by DOE • Budget & outcome budget • Financial modelling • Know-how of audit, outcome-output monitoring-key KPIs to monitor with respect to funds allocated, released, unspent balance and progress achieved • Financial management for statutory bodies, autonomous bodies & PSUs • Outcome-output monitoring mechanisms • Know-how of contract, project & programme management • Evaluation of SFC/EFC/Cabinet note • Grievance redressal 	<ul style="list-style-type: none"> • Transdisciplinary thinking • Conflict management • Team management & development • Innovation & improvement • Networking • Leading others • Stress management

Table 32. Economic Adviser (IF Wing) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Director/ Deputy Secretary	<ul style="list-style-type: none"> ▶ Analyzing matters/proposals having financial implications from other Divisions ▶ Supporting JS in ensuring compliance of instructions issued by the Department of Expenditure (DoE) on economy/rationalization of expenditure ▶ Coordination with other Divisions for preparation of Annual Budget /Revised Estimates, Outcome Budget of the MoMSME ▶ Scrutiny of funds released, unspent balances against sanctioned grant on a monthly and quarterly basis ▶ Assisting JS in monitoring of scheme progress with regards to funds sanctioned and KPIs achieved ▶ Scrutiny of and concurrence to foreign deputation proposals of officers of Ministry of MSME including obtaining the approval of Screening Committee of Secretaries through Department of Expenditure ▶ Overseeing preparation of SFC/EFC/Cabinet note and review of replies on audit/PAC paras etc. ▶ Scrutiny of parliamentary replies, RTI applications concerning IF Wing, financial matters of MoMSME and also financial matters referred to IF Wing by other Divisions ▶ Overseeing vigilance and grievance matters concerning the IF Wing 	<ul style="list-style-type: none"> • Establishment rules of MoMSME, NI-MSME, NSIC, KVIC, Coir Board & MGIRI • Overall understanding of financial workings of all schemes under different divisions and autonomous bodies under MoMSME • Exposure to global best practices, case studies, field exposure in MSME facilitation through data backed decision making 	<ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals • Life cycle management of projects & programmes • Know-how of rules & procedures, orders, instructions issued by DOE • Budget & outcome budget • Financial modelling • Know-how of audit, outcome-output monitoring-key KPIs to monitor with respect to funds allocated, released, unspent balance and progress achieved • Financial management for statutory bodies, autonomous bodies & PSUs • Outcome-output monitoring mechanisms • Know-how of contract, project & programme management • Evaluation of SFC/EFC/Cabinet note • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Know-how of dealing with vigilance matters and court cases 	<ul style="list-style-type: none"> • Negotiation skills • Networking • Leading others • Collaboration • Conflict management • Stress management • Working with ambiguity • Result/outcome-oriented work approach

Table 33. Director/DS (IF Wing) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Under Secretary	<ul style="list-style-type: none"> ▶ Scrutinizing and performing due diligence on matters/proposals having financial implications received from other Divisions ▶ Tasks and coordination to ensure compliance of instructions issued by the Department of Expenditure (DoE) on economy/rationalization of expenditure ▶ Maintaining data, records and liaising with other Divisions for the preparation of Annual Budget /Revised Estimates, Outcome Budget of the MoMSME ▶ Monitoring and maintaining data base of funds released, unspent balances against sanctioned grant on a monthly and quarterly basis ▶ Tasks inputs and coordination for monitoring of scheme progress against funds sanctioned ▶ Maintaining data and performing due diligence on foreign deputation proposals of officers of Ministry of MSME; ensuring necessary approvals are in place ▶ Preparation of SFC/EFC/Cabinet note and replies to audit/PAC paras etc. ▶ Preparation of parliamentary replies, RTI applications concerning IF Wing, financial matters of MoMSME and also financial matters referred to IF Wing by other Divisions ▶ Tasks pertaining to vigilance and grievance matters concerning the IF Wing 	<ul style="list-style-type: none"> • Establishment rules of MoMSME, NI-MSME, NSIC, KVIC, Coir Board & MGIRI • Overall understanding of financial workings of all schemes under different divisions and autonomous bodies under MoMSME 	<ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals • Life cycle management of projects & programmes • Know-how of rules & procedures, orders, instructions issued by DOE • Budget & outcome budget • Financial modelling • Know-how of audit, outcome-output monitoring-key KPIs to monitor with respect to funds allocated, released, unspent balance and progress achieved • Financial management for statutory bodies, autonomous bodies & PSUs • Outcome-output monitoring mechanisms • Know-how of contract, project & programme management • Evaluation of SFC/EFC/Cabinet note • Data management • Drafting & presentation skills • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Know-how of dealing with vigilance matters and court cases 	<ul style="list-style-type: none"> • Empathy and sensitivity • Stress management • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

Table 34. US (IF Wing) Competency Requirement

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<p>Section Officer/ Assistant Section Officer</p>	<ul style="list-style-type: none"> ▶ Collection of input, maintaining data and records for evaluation of financial proposals ▶ Sending out notifications and coordinating with Divisions for collection and collation of relevant data as well as ensuring compliance of DOE instructions/mandates ▶ Collection and collation of relevant data, material for preparation of Annual Budget/ Revised Estimates, Outcome Budget of the MoMSME ▶ Assisting US in maintaining data base of funds released, unspent balances against sanctioned grant and monitoring of scheme progress ▶ Preparation of minutes, notes and drafts for meetings, agendas, policy discussions, parliamentary sessions, proposals, etc. ▶ Follow-up action on minutes and agenda items from meetings ▶ Drafting replies to parliamentary questions, RTI queries ▶ Collection and collation of relevant data for vigilance and grievance related matters 	<ul style="list-style-type: none"> • Establishment rules of MoMSME, NI-MSME, NSIC, KVIC, Coir Board & MGIRI 	<ul style="list-style-type: none"> • Evaluation of RFPs, financial proposals • Know-how of rules & procedures, orders, instructions issued by DOE • Budget & outcome budget • Basic know-how of audit, outcome-output monitoring- key KPIs to monitor with respect to funds allocated, released, unspent balance and progress achieved • Outcome-output monitoring mechanisms • Evaluation of SFC/EFC/Cabinet note • Data management • Noting, drafting & presentation skills • Responding to parliamentary questions • Handling RTI applications • Grievance redressal • Know-how of dealing with vigilance matters • Office procedure & e-office 	<ul style="list-style-type: none"> • Communicating effectively • Attention to detail • Problem solving • Working in a team • Conflict management • Empathy and sensitivity • Working with ambiguity • Result/outcome-oriented work approach • Interpersonal skills & personal effectiveness

Table 35. SO/ASO (IF Wing) Competency Requirement

Competency Requirements of LDC/UDC

On feedback from key Ministry stakeholders, analysis of competency requirements of LDC/UDC level officers has been captured below. Since their competencies are not division specific, a common training plan could be evolved.

Number of LDC/ UDC Officers in the MoMSME			
MoMSME – Secretary’s Office		O/o DC MSME	
JSA - 5	SSA - 3	LDC – 72 (incl. field offices) JSA – 6(70)	UDC – 127 (incl. field offices) SSA – 6 (126)

Figure 15: Competency Requirements LDC/ UDC

Roles/ Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<ul style="list-style-type: none"> ▶ Maintaining office data, files, documents, office workflow and service books ▶ Indexing and registration of work files ▶ Preparation of official letters, notices, and notifications ▶ Processing of medical bills, reimbursements and others advances ▶ Maintaining records of recruitment, appraisal, reservation roaster ▶ Work related to estate office ▶ Making of salary slips of the staff, pay fixation ▶ Maintenance of records of provident fund 	<ul style="list-style-type: none"> • Establishment rules of MoMSME • Knowledge of objectives and process flow for schemes implemented by MoMSME • Knowledge of MSME portals 	<ul style="list-style-type: none"> • Data management • Drafting and noting • MS Office • Office procedures and rules • CPGRAMs, RTI • Preparation of responses for parliamentary questions • Knowledge of PFMS processes, Budget and accountancy • GFR, Public procurement rules, GeM • Income tax rules for government offices • Government portals such as Bhavishya, SPARROW, e-HRMS, NPS • Proficiency in e-office • Knowledge of channels for file disposal • Understanding of organisational structure and hierarchy 	<ul style="list-style-type: none"> • Confidence to take ownership of work • Self-starter, self-motivator • Openness to learning • Office ethics, discipline, and decorum • Communication skills and effective articulation • Attention to detail • Working with ambiguity

<ul style="list-style-type: none"> ▶ Maintenance of office records, service books ▶ Maintaining records and preparation of files, processing of bills for leave travel concession and travel allowance 		<ul style="list-style-type: none"> • Ability to interpret and understand the implications of office orders and memorandums issued by different line ministries • Nature of different receipts, procedure to record and their disposal 	
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Table 36. Competency Requirements LDC/UDC

6. Analysis of existing training interventions

The Ministry is in the process of evolving a training policy for IEDS cadre officers, this has been studied and mapped while developing the capacity building plan.

O/o DC MSME has a training calendar in place, the same has been analyzed while developing the list of trainings (The list provided by Ministry is placed in Annexure 4). **The draft training calendar is placed below, it has a total of 40 trainings, out of which 17 are domain specific taken by IIMs and NI-MSME, 19 are functional and taken by ISTM and are 4 behavioral mostly implemented by IIMs.** In our initial analysis, feedback was received around domain specific trainings was limited when it came to its applicability on-the-job. Scheme specific training, the budget for which is captured under the scheme budget itself. Trainings for technical components of the CHAMPIONS Scheme such as Intellectual Property, ZED, Lean Manufacturing etc., are organized for implementing officers involved in the implementation of the scheme. These trainings typically address concepts and/or implementation modalities of the scheme. Officers can nominate themselves for trainings organized by other Ministries such as POSH training.

7. Enabling Environment

Based on our stakeholder interviews and need assessment, prominent business processes for the MoMSME and the capacity building recommendations against each have been mapped.

The processes are as follows.

1. Policy Formulation – refers to the organizational capacity to formulate policies and coordinate with relevant line Ministries backed by data analysis, mapping of national priorities
2. Evaluation of Scheme Performance – refers to systems and processes to capture scheme outcomes and effectiveness in a structured manner using technology
3. Large-scale Program Management – refers to managing complex investments which may involve multiple aspects like creation of infrastructure, public-private partnership projects, contract management etc
4. Delivering Administrative and Operating Matters pertaining to Autonomous Bodies and PSUs attached to the Ministry – refers to effectively delivering the Ministry's role pertaining to the delivery of outcomes by autonomous bodies and PSUs attached to the Ministry.

7.1. Policy Formulation

Relevant Division: O/o DC-MSME, SME

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	N	<ul style="list-style-type: none"> Exposure to best practices on policy design & formulation Training on evidence-based policy design 	<ul style="list-style-type: none"> Development of a framework and standard templates to define each stage of the process of policy formulation 	
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Not observed			
	▪ Are the PM tools integrated with other processes and systems ?	N			
	▪ Clear well-defined processes?	Y (Largely)			
	▪ Covers all aspects of scheme/program?	Y (Largely)			
	▪ Is there SOP/manual/guide/FAQs for process?	N			
	▪ Are all concerned staff well versed with process?	N			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	N	<ul style="list-style-type: none"> In case of division change, a module can be planned for officers to familiarise themselves with work related to new division 	<ul style="list-style-type: none"> Leveraging e-file systems to archive knowledge materials on process documentation 	
Data Analysis	▪ Is performance data collected and analyzed throughout project/scheme period?	Y	<ul style="list-style-type: none"> iGOT trainings – Evidence in public policy and insights from data for policy 		<ul style="list-style-type: none"> Formal channel of communication and coordination between closely
	▪ Is the analysis “owned”?	Y			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Is such data used to inform/support decision-making of ongoing and future projects/schemes? 	Y	<ul style="list-style-type: none"> Training on MS Excel and tools for data visualisation 		allied ministries (such as Ministry of Food Processing etc.) to foster a de-siloed approach to policy formulation with mutually enhancing policies that give impetus to one-another and are able to efficiently target the end beneficiary
	<ul style="list-style-type: none"> Are staff well versed with data analysis tools? 	N			
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	To a large extent			
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	NA	<ul style="list-style-type: none"> Greater awareness on- <ul style="list-style-type: none"> Data-Driven Decision Making Preventive Vigilance & General Vigilance Guidelines Digital Hygiene & Cyber Security 	<ul style="list-style-type: none"> Building legal awareness related to delayed payments, Udyam Registration, IPR matters and other issues Creation of handbook/FAQs on common legal issues 	
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	NA			
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	NA			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y			
	<ul style="list-style-type: none"> Is accountability for each step defined? 	To some extent			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? Are staff well versed with compliance requirements? 	N Largely			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	N	<ul style="list-style-type: none"> Building capabilities to conduct broad based consultation with stakeholders affected by policy 	<ul style="list-style-type: none"> Building a pool of sectoral experts to assist the Ministry 	
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N (Highly variable)			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y (To some extent)			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Not always	<ul style="list-style-type: none"> Training on- <ul style="list-style-type: none"> Outcome-based decision making Citizen-centric and service delivery approach Leadership and team building Organisational management 	<ul style="list-style-type: none"> Development of digital outcome-output monitoring mechanisms- SMART Goals, understanding of KPIs and how to measure/track them 	<ul style="list-style-type: none"> Quarterly sessions between concerned Ministries to monitor and evaluate scheme progress and outcomes
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	Not always			
	<ul style="list-style-type: none"> Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? <ul style="list-style-type: none"> Is accountability for completing the step/task assigned? 	Y Not always			
	<ul style="list-style-type: none"> Are there time/labour redundancies in the process? 	N			
	<ul style="list-style-type: none"> Is there a functional performance monitoring system for the process? 	N			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	N			
	<ul style="list-style-type: none"> Are staff aware of performance indicators for the process? 	N			
	<ul style="list-style-type: none"> Do staff participate in the evaluation and provide feedback? 	N			

Table 37. Business Process 1- Policy Formulation

7.2. Evaluation of Scheme Performance

Relevant Division: O/o DC-MSME, SME, ARI, Data and DBT Wing

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	<ul style="list-style-type: none"> End-to-end management systems in place? 	Y (To some extent)	<ul style="list-style-type: none"> Enhancing awareness and working knowledge of different portals, e-platforms of the government that enable coordination & interoperability between different ministries/ departments and schemes Exposure to best practices on scheme design, implementation and evaluation Design, implementation of SMART goal-oriented schemes 	<ul style="list-style-type: none"> Creation of scheme specific toolkits with FAQs, manuals etc. Regular consultation, townhall sessions with DFO's/ scheme implementation units to incorporate learnings and feedback 	
	<ul style="list-style-type: none"> Project-specific system or generic? 	Project specific			
	<ul style="list-style-type: none"> Online/offline/hybrid management tools? 	Hybrid			
	<ul style="list-style-type: none"> Are the PM tools integrated with other processes and systems ? 	N			
	<ul style="list-style-type: none"> Clear well-defined processes? 	Y (Largely)			
	<ul style="list-style-type: none"> Covers all aspects of scheme/program? 	Y (Largely)			
	<ul style="list-style-type: none"> Is there SOP/manual/guide/FAQs for process? 	N			
	<ul style="list-style-type: none"> Are all concerned staff well versed with process? 	N			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Documentation	<ul style="list-style-type: none"> Are process documentation up-to-date and easily accessible to all concerned staff? 	N	<ul style="list-style-type: none"> In case of division change, a module can be planned for officers to familiarise themselves with work related to new division 	<ul style="list-style-type: none"> Development of clearly defined SOPs and process flows with clear responsibility sharing, task ownership and spocs defined 	<ul style="list-style-type: none"> Developing integrated meta data portal (data infrastructure) with data visualisation for better coordination, implementation of programmes.
Data Analysis	<ul style="list-style-type: none"> Is performance data collected and analyzed throughout project/scheme period? 	Y	<ul style="list-style-type: none"> Familiarising with DGQI framework defined by Niti Aayog Training on- <ul style="list-style-type: none"> Basics of Data Analysis, Statistical Tools & Techniques Primary & Secondary Research Methodologies and Data Analysis Monitoring & Evaluation of Schemes (with Simulation) Outcome-Output Monitoring Mechanisms (with Simulation) 	<ul style="list-style-type: none"> Development of interoperable, better data management tools and improved digital data monitoring systems 	
	<ul style="list-style-type: none"> Is the analysis “owned”? 	Y			
	<ul style="list-style-type: none"> Is such data used to inform/support decision-making of ongoing and future projects/schemes? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with data analysis tools? 	N			
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	To a large extent			
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	Y (To some extent)	<ul style="list-style-type: none"> Greater awareness on- <ul style="list-style-type: none"> Data-Driven Decision Making 		

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	Y (To some extent)	<ul style="list-style-type: none"> Preventive Vigilance & General Vigilance Guidelines Digital Hygiene & Cyber Security 		
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	N			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	<ul style="list-style-type: none"> Training on- <ul style="list-style-type: none"> Office procedure Handling RTI matters Public procurement policy of GOI- GFR, role of GeM, CPPP and CPWD 	<ul style="list-style-type: none"> Development of standard framework for reporting, follow-through, escalation management and electing spocs for clear ownership of each task 	<ul style="list-style-type: none"> Enhanced focus on implementation of e-governance
	<ul style="list-style-type: none"> Is accountability for each step defined? 	Y (To some extent)			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	Y (To some extent)			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	N	<ul style="list-style-type: none"> Exposure to global best practices, case studies, field exposure in SME promotion Greater awareness with respect to MSME enabling schemes of other central and state ministries, departments 	<ul style="list-style-type: none"> Incorporating global best practices in the context of Indian MSME through peer-learning sessions, industry visits etc. 	<ul style="list-style-type: none"> Creating culture, systems, mechanisms and processes to foster greater inter-and intra- ministerial coordination and communication including knowledge and best-practise sharing
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N (Highly variable)			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y (To some extent)			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Not always	<ul style="list-style-type: none"> Training on- 	<ul style="list-style-type: none"> Development of digital outcome- 	

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> ▪ Is there a timeline for completing each step of the process? 	N	<ul style="list-style-type: none"> • Outcome-based decision making • Citizen-centric and service delivery approach • Leadership and team building 	output monitoring mechanisms- SMART Goals, understanding of KPIs and how to measure/track the same	
	<ul style="list-style-type: none"> ▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> ○ Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> ▪ Are there time/labour redundancies in the process? 	Y			
	<ul style="list-style-type: none"> ▪ Is there a functional performance monitoring system for the process? 	Not always			
	<ul style="list-style-type: none"> ▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	Y			
	<ul style="list-style-type: none"> ▪ Are staff aware of performance indicators for the process? 	Y/N			
	<ul style="list-style-type: none"> ▪ Do staff participate in the evaluation and provide feedback? 	Y/N			

Table 38. Business Process 2- Evaluation of Scheme Performance

7.3. Large-scale Program Management

Relevant Division: O/o DC-MSME, SME, ARI

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	<ul style="list-style-type: none"> ▪ End-to-end management systems in place? 	N	<ul style="list-style-type: none"> • Training on project management and tools for project management 	<ul style="list-style-type: none"> • Investing in license for project management tools in case of long duration projects 	
	<ul style="list-style-type: none"> ▪ Project-specific system or generic? 	Generic			
	<ul style="list-style-type: none"> ▪ Online/offline/hybrid management tools? 	Hybrid			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are the PM tools integrated with other processes and systems 	N			
	<ul style="list-style-type: none"> Clear well-defined processes? 	N			
	<ul style="list-style-type: none"> Covers all aspects of scheme/program? 	N			
	<ul style="list-style-type: none"> Is there SOP/manual/guide/FAQs for process? 	N			
	<ul style="list-style-type: none"> Are all concerned staff well versed with process? 	N			
Documentation	<ul style="list-style-type: none"> Are process documentation up-to-date and easily accessible to all concerned staff? 	N	<ul style="list-style-type: none"> In case of division change, a module can be planned for officers to familiarise themselves with work related to new division 	<ul style="list-style-type: none"> Exposure to best practices on documentation, data capture and knowledge sharing 	
Data Analysis	<ul style="list-style-type: none"> Is performance data collected and analyzed throughout project/scheme period? 	Y	<ul style="list-style-type: none"> Greater awareness of program management process and effective monitoring and evaluation 		
	<ul style="list-style-type: none"> Is the analysis “owned”? 	Y			
	<ul style="list-style-type: none"> Is such data used to inform/support decision-making of ongoing and future projects/schemes? 	Y			
	<ul style="list-style-type: none"> Are staff well versed with data analysis tools? 	N			
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	To a large extent			
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	Y	<ul style="list-style-type: none"> Building know-how of evaluating and managing potential risk 		
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	N			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	N	<ul style="list-style-type: none"> Consultation with legal department/cell Handling court cases Digital hygiene Training on cyber security Training on preventive vigilance 		
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	<ul style="list-style-type: none"> Training on- <ul style="list-style-type: none"> Handling RTI matters GST Public grievance management Digital hygiene 	<ul style="list-style-type: none"> Development of standard framework for reporting, follow-through, escalation management and electing spocs for clear ownership of each task 	
	<ul style="list-style-type: none"> Is accountability for each step defined? 	To some extent			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	N			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	N			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	N	<ul style="list-style-type: none"> Project Management training to cover fundamentals of stakeholder engagement, escalation matrix, project governance etc 	<ul style="list-style-type: none"> Making budgetary provisions for stakeholder meetings to ensure timely exchange of information 	
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N (Highly variable)			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Y			
Performance Management	<ul style="list-style-type: none"> Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Not always	<ul style="list-style-type: none"> Training on- <ul style="list-style-type: none"> Outcome-based decision making 	<ul style="list-style-type: none"> Development of digital outcome-output monitoring mechanisms- 	
	<ul style="list-style-type: none"> Is there a timeline for completing each step of the process? 	N			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> ▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y	<ul style="list-style-type: none"> ○ Leadership and team building 	SMART Goals, understanding of KPIs and how to measure/track them	
	<ul style="list-style-type: none"> ○ Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> ▪ Are there time/labour redundancies in the process? 	Y			
	<ul style="list-style-type: none"> ▪ Is there a functional performance monitoring system for the process? 				
	<ul style="list-style-type: none"> ▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	N			
	<ul style="list-style-type: none"> ▪ Are staff aware of performance indicators for the process? 	Y/N			
	<ul style="list-style-type: none"> ▪ Do staff participate in the evaluation and provide feedback? 	Y/N			

Table 39. Business Process 3- Large-scale Program Management

7.4. Delivering Administrative and Operating Matters pertaining to Autonomous Bodies and PSUs attached to the Ministry

Relevant Division: O/o DC-MSME, SME, ARI, AFI

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	N	<ul style="list-style-type: none"> • Trainings covering ; <ul style="list-style-type: none"> ○ MSMED Act ○ Establishment Rules-Coir Board, KVIC, NI-MSME, Technology Centres ○ Mandatory exposure visit by new officers transferred/move to division concerning autonomous Bodies and PSUs attached to the Ministry 	<ul style="list-style-type: none"> • Developing manual and guide document for matters related to Autonomous Bodies and PSUs attached to the Ministry 	
	▪ Project-specific system or generic?	Generic			
	▪ Online/offline/hybrid management tools?	Hybrid			
	▪ Are the PM tools integrated with other processes and systems ?	N			
	▪ Clear well-defined processes?	N			
	▪ Covers all aspects of scheme/program?	N			
	▪ Is there SOP/manual/guide/FAQs for process?	N			
	▪ Are all concerned staff well versed with process?	N			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	N	<ul style="list-style-type: none"> • In case of division change, a module can be planned for officers to familiarise themselves with work related to new division 	<ul style="list-style-type: none"> • Leveraging e-file systems to archive knowledge materials on process documentation 	
Data Analysis	▪ Is performance data collected and analyzed throughout project/scheme period?	Y	<ul style="list-style-type: none"> • Training on financial Management for Autonomous Bodies & PSUs • Basic Principles of Accountancy and Double entry Bookkeeping • Government Accounting (GAR) & Internal Audit 	<ul style="list-style-type: none"> • Development of interoperable, better data management tools 	
	▪ Is the analysis “owned”?	Y			
	▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	▪ Are staff well versed with data analysis tools?	N			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> Are senior staff well versed with using such analysis/evidence to make decisions? 	To a large extent			
Risk Management	<ul style="list-style-type: none"> Are risks associated with the process identified and managed appropriately? 	Y	<ul style="list-style-type: none"> Greater awareness on- <ul style="list-style-type: none"> Preventive Vigilance & General Vigilance Guidelines Digital Hygiene & Cyber Security Handling court cases 	<ul style="list-style-type: none"> Building a legal cell within the Ministry Creation of handbook/FAQs on common legal issues related to autonomous institutions 	
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs cover risk? 	N			
	<ul style="list-style-type: none"> Are staff well versed with risk management procedures? 	N			
Compliance	<ul style="list-style-type: none"> Are there compliance/reporting requirements in place? 	Y	<ul style="list-style-type: none"> Training on- <ul style="list-style-type: none"> Handling RTI matters Public procurement policy of GOI- GFR, role of GeM, CPPP and CPWD Parliamentary Procedure 		
	<ul style="list-style-type: none"> Is accountability for each step defined? 	To some extent			
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements? 	N			
	<ul style="list-style-type: none"> Are staff well versed with compliance requirements? 	N			
Stakeholder Engagement	<ul style="list-style-type: none"> Does the project management system cover all stakeholders? 	N	<ul style="list-style-type: none"> Basic know-how in key subject matters pertaining to autonomous bodies such as Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft to be built within the concerning divisions 	<ul style="list-style-type: none"> Know-how of fostering innovation by facilitating collaboration 	
	<ul style="list-style-type: none"> Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement? 	N (Highly variable)			
	<ul style="list-style-type: none"> Are stakeholders involved and consulted throughout the process as per requirement? 	Largely			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Performance Management	<ul style="list-style-type: none"> ▪ Are there clear performance indicators to define success, effectiveness and efficiency of the process? 	Not always	Training on- <ul style="list-style-type: none"> • Outcome-based decision making • Leadership and team building • Organisational management • Good governance 	<ul style="list-style-type: none"> • Building performance monitoring system to assess effectiveness and efficiency of autonomous bodies 	
	<ul style="list-style-type: none"> ▪ Is there a timeline for completing each step of the process? 	N			
	<ul style="list-style-type: none"> ▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion? 	Y			
	<ul style="list-style-type: none"> ○ Is accountability for completing the step/task assigned? 	Y			
	<ul style="list-style-type: none"> ▪ Are there time/labour redundancies in the process? 	Y			
	<ul style="list-style-type: none"> ▪ Is there a functional performance monitoring system for the process? 				
	<ul style="list-style-type: none"> ▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes? 	N			
	<ul style="list-style-type: none"> ▪ Are staff aware of performance indicators for the process? 	Y/N			
	<ul style="list-style-type: none"> ▪ Do staff participate in the evaluation and provide feedback? 	Y/N			

Table 40. Business Process 4- Delivering Admin and Operating Matters

8. Capacity Building Plan

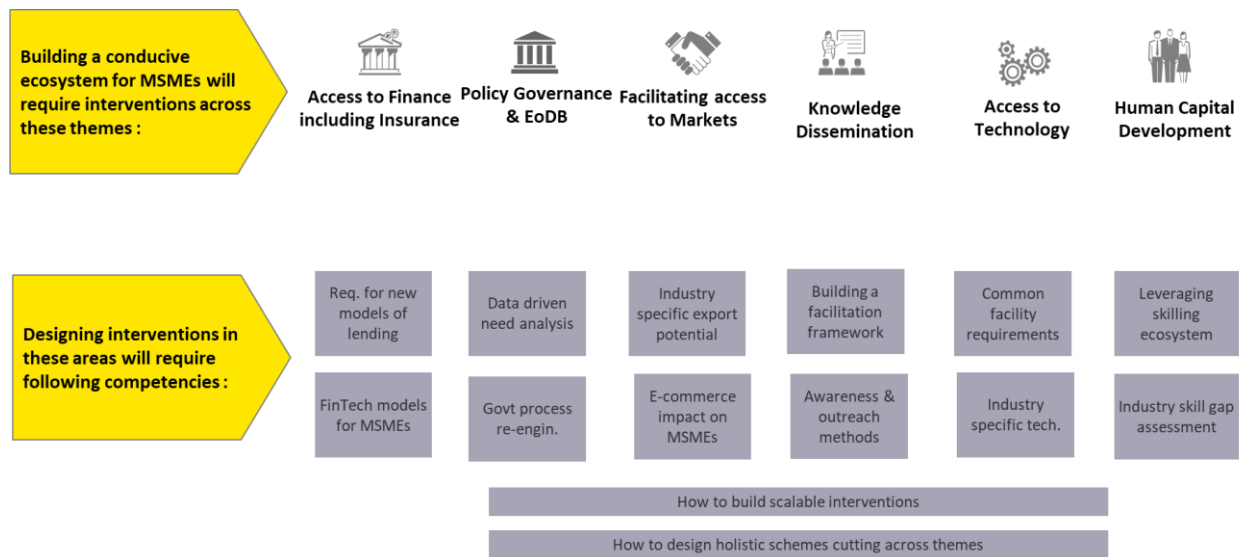
The previous chapters identified the capacity required at the individual level to strengthen the functioning of the Ministry, and the gaps thereof. In this chapter the training interventions with respect to the three competencies- domain, functional and behavioural- have been enlisted for the different divisions, level of staff, intensity of training (Basic/Advanced⁵), mode of training (Online/Classroom/Hybrid) along with institutes of interest.

8.1. Domain Training Mapping

Domain competencies required by the Ministry of MSME can be classified according to the seven pillars of MSME ecosystem development framework. This framework identifies the key areas where overcoming challenges and designing scalable interventions will enable the creation of a sustainable and robust ecosystem for the growth of MSME. These pillars are:

1. Access to Finance and Insurance
2. Policy, Governance and Ease of Doing Business
3. Access to Markets
4. Knowledge Dissemination
5. Access to Technology
6. Human Capital Development
7. Common Facility Infrastructure

Figure 16: Domain Training Mapping



This framework has been used as a guide to map domain competencies of the officers of MoMSME across the 6 pillars (excluding common facility infrastructure) that contribute to the creation of a conducive ecosystem of growth for MSMEs, to upskill and enhance their capacity to deliver in these highly sector specific (MSME) areas. Domain trainings have been mapped below-

⁵ B – Basic; A – Advanced

Table 41: Division and Officer Level Domain Training Mapping

Domain Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DD AD-I	SO/ AD-II, ASO			
Basic - MSMED Act, MSME landscape in India and challenges of MSMEs,	All divisions	A	A	A	A	A	Induction	Online module	NI-MSME
Advanced – MSMED Act, MSME landscape in India and challenges, types of firms and registration procedure, Factory act	All divisions	A	A	A	-	-	Induction	Online module	NI-MSME
Leading practice study about MSME policies across globe	All divisions	A	A	A	-	-	Induction	Online module	NI-MSME
Understanding of Udyam Registration process, NIC codes, integration available	All division, DFO	A	A	A	A	-	Induction	Online module	NI-MSME
Primer on key online portals for MSMEs	All divisions	A	A	A	A	A	Induction	Online module	NI-MSME
Make in India policy framework, challenges and approach to import substitution	SME	A	A	-	-	-	Regular	Classroom	
Traditional channels of financing for micro enterprises	ARI, Micro enterprise division of O/o DC MSME	A	A	A	-	-	Induction	Online module	SIDBI/Public Sector Banks
Traditional channels of financing for medium and small enterprises	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	A	-	-	Induction	Online module	SIDBI/Public Sector Banks
Emerging financing models and including equity-based funding	SME, ARI, Policy and governance	A	A	-	-	-	Progressive	Classroom	IIM Lucknow

Domain Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DD AD-I	SO/ AD-II, ASO			
and non-credit based modes of financing and key takeaways for MSME policymakers	division of O/o DC MSME								
Understanding of FinTech solutions for MSMEs and key takeaways for MSME policymaker	Policy and governance division of O/o DC MSME	A	A	-	-	-	Progressive	Classroom	IIM
Training on TReDS platform	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	-	-	-	Regular	Classroom	SIDBI
Framework to resolve delayed payments, Role of MSME Facilitation Council	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	A	-	-	Regular	Online module	NI-MSME
Public procurement policy for MSEs and role of GeM	SME, MSME-DFOs	A	A	A	-	-	Regular	Online module and virtual training	NI-MSME, GeM
E-commerce landscape – benefits for MSMEs and associated challenges	MSME-DFOs, Relevant divisions of O/o – DC MSME	A	A	A	A	-	Regular	Classroom	NI-MSME
Training on Open Network for Digital Commerce (ONDC)	MSME-DFOs, Relevant divisions of O/o – DC MSME	A	A	A	A	-	Regular	Classroom	ONDC

Domain Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DD AD-I	SO/ AD-II, ASO			
Enabling MSMEs for exports, current landscape	SME, DFOs, Relevant divisions of O/o – DC MSME	A	A	A	-	-	Regular	Classroom	Indian Institute of Foreign Trade
Quality certification, testing landscape for MSMEs	SME, DFOs, Relevant divisions of O/o – DC MSME	A	A	A	-	-	Regular	Classroom	Quality Council of India
Energy Efficiency and Clean Technology Concepts	SME, ARI, MSME-DFO	-	A	A	B	-	Progressive	Classroom	GiZ
Cluster development – basics and best practices	Relevant divisions of O/o-DC MSME	A	A	A	A	-	Regular	Classroom	UNIDO
Industry 4.0 and emerging concepts in SME manufacturing	Relevant divisions of O/o – DC MSME	A	A	A	-	-	Regular	Exposure visits and classroom training	Technology Centres
Digital MSMEs – Various digital tools used by MSMEs	MSME-DFOs, policy and governance division and relevant divisions of O/o – DC MSME	A	A	A	-	-	Regular	Classroom	IIIT Hyderabad
Understanding global regulatory framework, building partnerships through (MoUs, FTAs)	AFI, SME, relevant divisions of O/o – DC MSME	A	A	A	-	-	Regular	Classroom	IIFT

Domain Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DD AD-I	SO/ AD-II, ASO			
Designing effective learning and development programmes for MSMEs	DC MSME, MSME- DFO	A	A	B	-	-	Regular	Classroom	NI-MSME
Conceptual understanding around working of incubators	SME, DFOs, Relevant divisions of O/o – DC MSME	A	A	B	-	-	Regular	Classroom	ISB , IIT Delhi
Course on fundamentals of working of micro enterprises and associated challenges	ARI, Micro enterprise division of O/o DC MSME	A	A	-	-	-	Regular	Classroom	Institute of Rural Management, TISS
Research & Development, Technology transfer to MSMEs	DC Office	A	A	B	-	-	Regular	Classroom	CSIR
Designing curriculum for aspiring entrepreneurs	DC Office, MSME DFO		A	A	-	-	Regular	Classroom	EDI, Ahmedabad
Affirmative action for women entrepreneurs	SME	A	A	B	-	-	Regular	Classroom	UN Women

Domain Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DD AD-I	SO/ AD-II, ASO			
Food Processing Industry	SME, MSME-DFO	-	A	A	B	-	Progressive	Classroom	CFTRI
Pharmaceuticals Industry	SME, MSME-DFO	-	A	A	B	-	Progressive	Classroom	National Institute of Pharmaceutical & Education Research
Leather Industry	SME, MSME-DFO	-	B	B	B	-	Progressive	Classroom	Central Leather Research Institute
Plastics Industry	SME, MSME-DFO	-	B	B	B	-	Progressive	Classroom	CIPET
Textiles Industry	SME, ARI, MSME-DFO	-	A	A	B	-	Progressive	Classroom	NIFT
MSMEs in Service Industry	SME, MSME-DFO	-	A	A	B	-	Classroom. Progressive	Classroom	IIMA

8.2. Functional Training Mapping

Mapping of functional trainings for the applicable divisions, level of staff, intensity of training (Basic/Advanced), mode of training (Online/Classroom/Hybrid) along with institutes of interest has been given below.

Table 42: Division and Officer Level Functional Training Mapping

Functional Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS & DC, ADC, DDG	Director/ JDC	DS/JD	US/DD, AD-I	SO/ AD-II, ASO			

Office Procedure	All divisions	-	-	-	B	B	Induction	Online module	ISTM, NI-MSME
Code of Conduct	All divisions	-	B	B	B	B	Induction	Online module	ISTM, NI-MSME
Noting, drafting and preparation of Cabinet/EFC notes	All divisions	-	-	-	B	B	Induction	Online module	ISTM, NI-MSME
Parliamentary Procedure	All divisions	-	-	B	B	B	Induction	Online module	ISTM, NI-MSME
Establishment Rules- MoMSME and cadre control functions of CSS/CSSS/IEDS	All divisions	B	B	B	B	B	Induction	Online module	NI-MSME
Establishment Rules- Coir Board, KVIC, NI-MSME, Technology Centres, Tool Rooms	ARI, SME, O/o DC-MSME	A	A	B	B	B	Regular	Online Module/ Classroom	NI-MSME
FRSR-I (General Rules) FRSR-II (TA Rules) FRSR-III (Leave Rules) FRSR-IV (DA, DR & Ex-gratia to CPF beneficiaries) FRSR-V (HRA & City compensatory Allowance)	All divisions	-	B	B	B	B	Induction	Online Module/ Classroom	Institute of Government Accounts & Finance
E-Office, Ms Office (Word, PowerPoint, Excel)	All divisions	-	B	A	A	A	Induction	Online module	Dakshata Program, IGOT
Pension & Other Retirement Benefits	All divisions	B	B	B	B	B	Induction	Online Module	ISTM
Basic Principles of Accountancy and Double entry Bookkeeping	IF	-	A	A	A	A	Regular	Online Module/ Classroom	Institute of Government Accounts & Finance, Arun Jaitley Institute of Financial Management, IIM, ISB
Government Accounting (GAR) & Internal Audit	Relevant divisions in O/o DC-MSME, IF Wing, AFI	A	A	A	A	A	Regular	Online Module	National Institute of Financial Management

Financial Management for Autonomous Bodies & PSUs	O/o DC-MSME, IF Wing, AFI, ARI, SME	A	A	A	B	B	Regular	Online Module/ Classroom	ISTM
Public Private Partnerships (PPP)	O/o DC-MSME, SME	A	A	B	-	-	Regular	Online Module	World Bank Group Academy
Understanding and Preparation of Budget (and Outcome Budget)	All divisions	A	A	A	B	B	Regular	Classroom	Institute of Government Accounts & Finance, Arun Jaitley Institute of Financial Management, ISTM
Monitoring & Evaluation of Schemes (with Simulation)	All divisions	A	A	A	B	B	Progressive	Online Module/ Classroom	DMEO, Niti Aayog
Outcome-Output Monitoring Mechanisms (with Simulation)	All divisions	A	A	A	B	B	Progressive	Online Module/ Classroom	DMEO, Niti Aayog
GST	All divisions	-	-	B	B	B	Regular	Online Module	ISTM
GFR	All divisions	-	-	A	B	B	Regular	Online Module	Arun Jaitley National Institute of Financial Management
Public Procurement Framework of Gol: Procurement of Goods, Services & Works; Procurement from CPPP, GeM and CPWD	All divisions	-	A	A	A	B	Regular, Progressive	Online Module/ Classroom	Arun Jaitley National Institute of Financial Management, GeM
Design, Evaluation & Execution of Projects (with Case studies & Simulation)	All divisions	-	A	A	A	B	Regular	Online Module/ Classroom	IIM, IIT, ISB
Project, Programme and Contract Lifecycle Management – including risk management (specialization in IT & advanced tech projects)	All divisions	-	A	A	A	B	Progressive	Online Module	IIM, ISB
Drafting & Evaluating RFPs	All divisions	-	B to A	B to A	B to A	B to A	Regular	Online Module	ISTM

Basics of Data Analysis, Statistical Tools & Techniques	All divisions	-	-	B	B	B	Regular	Online Module/ Classroom	Indian Statistical Service Training Division, IIM, IIT
Primary & Secondary Research Methodologies and Data Analysis	All divisions	-	-	B to A	B to A	B to A	Regular	Online Module/ Classroom	Indian Statistical Service Training Division, IIM, IIT
Data-Driven Decision Making	All divisions	A	A	A to B	B	B	Regular	Online Module	World Bank Group Academy
Preventive Vigilance & General Vigilance Guidelines	All divisions	B	B	B	B	B	Regular	Online Module/ Classroom	CBI, ISTM
Digital Hygiene & Cyber Security	All divisions	B	B	B	B	B	Regular	Online Module/ Classroom	ISTM
Public Grievance Management & Resolution	All divisions	-	-	B	B	B	Regular	Online Module/ Classroom	NI-MSME
Legal Awareness, Handling Court Cases & Legal Matters	All divisions	-	B	B	B	B	Regular	Online	NI-MSME, ISTM
Dealing with RTI matters	All divisions	-	-	B	B	B	Regular	Online Module	ISTM, NI-MSME
E-governance & Digital India	All divisions	B	B	B	B	B	Regular	Online Module	Indian Institute of Public Administration
360 Degree Media Planning, & Outreach	SME, O/o DC-MSME	-	B	B	B	B	Regular	Online Module	Indian Institute of Mass Communication

8.3. Behavioural Training Mapping

Mapping of behavioural trainings for the applicable divisions, level of staff, intensity of training (Basic/Advanced), mode of training (Online/Classroom/Hybrid) along with institutes of interest has been given below.

Table 43. Division and Officer Level Behavioural Training Mapping

Behavioural Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS & DC, ADC, DDG	Director/ JDC	DS/JD	US/DD, AD-I	SO/ AD-II, ASO			
Soft Skills & Personality Development	All divisions	-	-	A	A	A	Regular	Classroom	Savitribai Phule Pune University, IIT Kanpur
The Essence of Leadership: Explorations from Literature	All divisions	A	A	A	-	-	Regular	Online module	Indian Institute of Management Bangalore
Strategic Management	All divisions	A	A	A	-	-	Regular	Classroom	Indian Institute of Management Bangalore
The Arts of communication and Networking	All divisions, DFO	A	A	A	-	-	Regular	Classroom	MCTP Classroom course
Emotional Intelligence and Leadership	All Divisions	A	A	A	-	-	Regular	Classroom	MCTP Classroom course
Behavioral Science of Negotiations	ARI, Micro enterprise division of O/o DC MSME	A	A	-	-	-	Regular	Classroom	MCTP Classroom course
Organizing: People, Power, Change	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	-	-	-	Regular	Classroom	MCTP Classroom course
Building effective teams and talent management	SME, ARI, Policy and governance division of O/o DC MSME	A	A	-	-	-	Regular	Classroom	MCTP Classroom course, ISTM
Negotiation Mastery		A	A	-	-	-	Regular	Online Module	MCTP Online course- Harvard Business School

Behavioural Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS & DC, ADC, DDG	Director/ JDC	DS/JD	US/DD, AD-I	SO/ AD-II, ASO			
Management Essentials	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	-	-	-	Regular	Online module	MCTP Online course- Harvard Business School
Leading Effective Decision-Making	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	A	-	-	Regular	Online module	MCTP Online course- Yale School of Management
High-Impact Leadership	All Divisions, DFOs	A	A	A	-	-	Regular	Online module and virtual training	MCTP Online course- Berkley Executive Education
Ethics and Value in Public Governance	All Divisions, DFOs	-	A	A	A	-	Regular	Classroom	Institute of Secretariat Training and Management (ISTM)
Emotional Intelligence	All Divisions, DFOs	A	A	A	A	A	Induction	Classroom	Institute of Secretariat Training and Management (ISTM)
Good Governance	All Divisions, DFOs	-	A	A	A	A	Regular	Classroom	Institute of Secretariat Training and Management (ISTM)
Citizen Centric & Service Delivery Approach	All Divisions, DFOs	A	A	A	A	A	Workshop	Classroom	Institute of Secretariat Training and Management (ISTM)
Disruptive Strategy	All Divisions, DFOs	A	A	B	-	-	Induction	Online Module	Harvard Business School Online

Behavioural Areas	Applicable Division	Officer Level					Frequency	Mode/ Type of Training	Institutes of Interest/ Implementation Approach
		JS/AS & DC, ADC, DDG	Director/ JDC	DS/JD	US/DD, AD-I	SO/ AD-II, ASO			
Leadership in the age of Digital Disruption	All Divisions, DFOs	B	B	B	-	-	Induction	Online Module	Wharton Online
Leadership and Management	All Divisions, DFOs	A	A	A	A	-	Regular	Online Module	Wharton Online
Effective Business Communication	All Divisions	-	A	A	A	A	Regular	Online Module	IIMB
Effective Organisational Management	All Divisions, DFO	A	A	A	-	-	Regular	Online Module	IGNOU
Stress Management and Work-life Balance	All divisions	A	A	A	A	A	Regular		iGOT
Yoga, Meditation and Well-being	All Divisions	A	A	A	A	A	Regular		As per Ministry

**The mode for training maybe finalized as per the ministry and training institute*

9. Training Calendar

The training calendar has been prepared using three lenses : courses which are already available/offered by other institutes, courses which are not available but required in priority by the Ministry and certain digital induction modules which can be used at all levels across the Ministry. Further, there is an opportunity for the Ministry to institutionalize exposure visits especially to MSME clusters by SME, ARI and relevant divisions of the DC Office.

9.1. List of induction modules

These online modules could be uploaded on iGOT and targeted to be developed in partnership with NI-MSME.

Table 44: Induction Modules

Domain Areas	Applicable Division	Officer Level					Institutes of Interest/ Implementation Approach
		JS/AS &DC, ADC, DDG	Director /JDC	DS/ JD	US/DD AD-I	SO/ AD-II, ASO	
Basic - MSMED Act, MSME landscape in India and challenges of MSMEs,	All divisions	A	A	A	A	A	NI-MSME
Advanced – MSMED Act, MSME landscape in India and challenges, types of firms and registration procedure, Factory act	All divisions	A	A	A	-	-	NI-MSME
Leading practice study about MSME policies across globe	All divisions	A	A	A	-	-	NI-MSME
Understanding of Udyam Registration process, NIC codes, integration available	All division, DFO	A	A	A	A	-	NI-MSME
Primer on key online portals for MSMEs	All divisions	A	A	A	A	A	NI-MSME

Domain Areas	Applicable Division	Officer Level					Institutes of Interest/ Implementation Approach
		JS/AS &DC, ADC, DDG	Director /JDC	DS/ JD	US/DD AD-I	SO/ AD- II, ASO	
Traditional channels of financing for micro enterprises	ARI, Micro enterprise division of O/o DC MSME	A	A	A	-	-	SIDBI/Public Sector Banks
Traditional channels of financing for medium and small enterprises	Relevant divisions of O/o DC-MSME handling financing schemes	A	A	A	-	-	SIDBI/Public Sector Banks

9.2. iGOT courses and courses offered by other institutes

For iGOT courses, an office order maybe circulated to all Ministry officials since the modules are based on self-paced learning. For courses offered by other institutes, especially in functional and behavioural domain, scheduling needs to be undertaken as per batch requirements of respective training institutes. Priority ones based on gap assessment has been highlighted.

List of courses on iGOT*⁶

Table 45: List of iGOT Courses

Courses	Applicable divisions
Statutory provisions for online submission of monthly and annual returns	Finance
Project Management	All divisions except IF
Self-paced Learning for Section Officers	All divisions
Information Security Basics	SENET/DATC
Prevention of Sexual Harassment of Women at Workplace	All divisions
Development of Attitude Knowledge Skill for Holistic Transformation in Administration (DAKSHTA)	All divisions
Code of Conduct	All divisions
Common Services Centers Scheme	All divisions except IF
Office Procedure	All divisions
Noting & Drafting	All divisions
Parliamentary Procedures	All divisions
Right to Information Act 2005 - Part 1	AFI

⁶ This list is based on data received from CBC Q2 of FY22-23 and will require periodic refresh

Courses	Applicable divisions
Judicial Review and Reading a Judgement	AFI, DC MSME
Constitutional Provisions at Workplace	AFI
Government Accommodations	AFI
Handling CAT Cases	AFI
Constitutional Provisions at Workplace	AFI
Leave Rules	AFI
Pay Fixation	AFI
Pensionary Benefits	AFI
Consultation with UPSC in disciplinary cases	AFI
Right to Information Act 2005 - Part 2	AFI
Handling Central Administrative Tribunal (CAT) Cases	AFI
Central Government Health Scheme (CGHS) & Central Services (MA) Rules	AFI
Budget	All divisions
Pay Allowances & Staff welfare	AFI
Preparation and Maintenance of Reservation Rosters	AFI
Introduction to functions and organization of accounts department	IF
Gov eMarket	All divisions
Digital India	All divisions
Stakeholders in Governance	All divisions
Travelling Allowances	AFI
Effective Communication	All divisions
Cyber Security and Strategy	SENET/DATC
Stress Management	All divisions
Public Private Partnerships (PPP) for Infrastructure Projects	Relevant divisions of O/o DC MSME
Gender Sensitivity	All divisions
Code of Conduct for Government Employees	All divisions
Central Government Employees Group Insurance Scheme	AFI
Content Curation for iGOT Karmayogi	CBU, NI-MSME
Level-I CSSS Course to Develop Domain Competencies (Part-I)	All divisions
Introduction to Emerging Technologies	O/o DC MSME, SME

9.3. List of applicable courses offered by IIMs

A list of courses based on analysis of MDP programmes offered by IIM A,B and C has been summarised below.

#.	Training Institute	Title of the Programme
1.	IIM, Calcutta	Leadership and Team Building
2.	IIM, Bangalore	Organizational Excellence Through Leadership
3.	IIM, Calcutta	Interpersonal Effectiveness and Leadership Excellence
4.	IIM, Ahmedabad	Transformational Leadership
5.	IIM, Bangalore	Design Thinking
6.	IIM, Ahmedabad	Fintech: Business Models, Marketing, Strategy and Tactics
7.	IIM, Calcutta	Managerial Leadership and Team Effectiveness
8.	IIM, Ahmedabad	Administrative Leadership and Good Governance
9.	IIM, Calcutta	Lean Operations
10.	IIM, Calcutta	Communication and Presentation Skills
11.	IIM, Bangalore	Strategic Perspectives on the Design of Public Private Partnerships (PPPs)
12.	IIM, Bangalore	Creating High Performance Organisations
13.	IIM, Ahmedabad	Project Management
14.	IIM, Bangalore	Challenges of Managing Inclusive Finance in India
15.	IIM, Bangalore	Organizational Excellence Through Leadership
16.	IIM, Ahmedabad	Advanced Human Resource Management
17.	IIM, Calcutta	Leadership and Team Building
18.	IIM, Calcutta	Supply Chain Management
19.	IIM, Ahmedabad	PPP Frameworks: Innovative and Technologically advanced Infrastructure Development
20.	IIM, Calcutta	Interpersonal Effectiveness and Leadership Excellence
21.	IIM, Ahmedabad	Interpersonal Effectiveness and Team Building
22.	IIM, Bangalore	Organizational Excellence Through Leadership
23.	IIM, Calcutta	Communication and Presentation Skills
24.	IIM, Calcutta	Managerial Leadership and Conflict Resolution

9.4. List of courses to be co-developed with partner institutes

It is proposed that basic component of these courses be curated as an online module and advanced modules be subsequently undertaken in a classroom model. The shortlisted institutes as partners of interest are IIM Calcutta, TERI, IIFT and Institute of Economic Growth, MSME Technology Centres and UNIDO.

1. Know your Ministry Induction Module**Partner Institute: NI-MSME****Audience: SO and above**

Module	Description	Proposed Duration
MSME Overview	<ul style="list-style-type: none"> Indian MSME landscape- Core /industries sectors, State presence, women-owned businesses etc. MSME definition 	10 min
Ministry Overview	<ul style="list-style-type: none"> Ministry Vision, Mission & History Overview of allocation of Business rules MSMED Act overview Short/medium-term focus areas/themes & KPIs 	20 min
Divisions, Mandate, Responsibilities, Schemes, Policies & Acts of the Ministry	<ul style="list-style-type: none"> Organization Structure Divisions and their roles, functions Attached, Subordinate Offices, Statutory Bodies & PSUs associated with the Ministry Major schemes implemented by Ministry 	30 min
Advanced module after 1 month of joining		
MSME Ecosystem	<ul style="list-style-type: none"> Allied Ministries and organizations Role of State Governments Key digital portals concerning the MSME ecosystem 	30 min
Global Best Practices & Emerging Trends	<ul style="list-style-type: none"> Global Best Practices in MSME growth and development Emerging trends in key MSME sectors 	30 min

2. FinTech**Partner Institute: IIM Calcutta****Audience: AFI, Policy and governance division in DC Office**

Table 46: Course on FinTech

Module	Description	Proposed Duration
Emerging fintech instruments	<ul style="list-style-type: none"> Lending fundamentals Emerging models, maturity levels, adoption rates 	30 mins
FinTech Regulatory Landscape	<ul style="list-style-type: none"> Role of regulators and evolving landscape 	30 mins
MSMEs and FinTech	<ul style="list-style-type: none"> Challenges faced by MSMEs and schematic/policy interventions Case studies 	30 min

3. Industry 4.0 for MSMEs

Partner Institute: MSME Technology Centre

Audience: MSME DFOs, Director and above in Ministry

Table 47: Course on Industry 4.0 for MSMEs

Module	Description	Proposed Duration
Definition of Industry 4.0	<ul style="list-style-type: none"> Fundamentals of Industry 4.0 Technologies included in Industry 4.0 and use cases 	20 min
Applicability to MSMEs	<ul style="list-style-type: none"> Sectors/industries wherein Industry 4.0 applicability is higher Key consideration for MSMEs before adoption 	30 min
Online module to be completed before exposure visit		
Industry 4.0 immersion (onsite)	<ul style="list-style-type: none"> Live demonstration of successful implementation Impact post implementation Walk-through of implementation journey 	2 day event

4. Circularity for MSMEs

Partner Institute: TERI

Audience: Directors and above, ARI Division

Table 48: Course on Circular Economy for MSMEs

Module	Description	Proposed Duration
Definition of circularity	<ul style="list-style-type: none"> Circularity concept and emerging trends Successful case studies from India 	20 min
Overview of resource institutes	<ul style="list-style-type: none"> Ecosystem landscape for circularity, sustainability in India and globally Case studies of programmatic interventions 	20 min
Schematic interventions required to build MSME capacities	<ul style="list-style-type: none"> Opportunities for MSMEs, typical org set up required by an MSME operating in this domain Pre-requisites for MSMEs to tap emerging markets including exports Recorded messages from entrepreneurs from the domain 	40 min

5. Export enablement for MSMEs

Partner Institute : IIFT

Audience : SME, Relevant divisions in DC Office

Table 49: Course on Export Enablement for MSMEs

Module	Description	Proposed Duration
As-is landscape	<ul style="list-style-type: none"> Current contribution to exports and major sectors/industries 	20 min
Focus sectors	<ul style="list-style-type: none"> Overview of sectors that can boost MSME export growth 	30 min
Schematic interventions required to build MSME capacities	<ul style="list-style-type: none"> Opportunities for MSMEs, typical org set up required by exporting MSMEs Recorded messages from entrepreneurs from the domain 	40 min
MSME -DFO relevant content (IIFT in collaboration with NI-MSME)		
<ul style="list-style-type: none"> Export documentation and facilitation of MSMEs 		

6. Leading practice in cluster development

Partner Institute : UNIDO

Audience : Infra division in DC Office, MSME-DFOs

Table 50. Courses on Leading Practices in Cluster Development

Module	Description	Proposed Duration
As-is landscape	<ul style="list-style-type: none"> Approach to cluster development 	20 min
Schematic interventions required to build MSME capacities	<ul style="list-style-type: none"> MSE-CDP, evolution of the scheme Comparison with cluster development interventions of other Ministries and global examples 	40 min
MSME -DFO relevant content (UNIDO in collaboration with NI-MSME)		
<ul style="list-style-type: none"> DSR and DPR Preparation 		

7. Economic Fundamentals for MoMSME Officers

Partner Institute : Institute of Economic Growth

Audience : All divisions including MSME DFO

Table 51. Course on Economic Fundamentals for MoMSME Officers

Module	Description	Proposed Duration
Concepts	<ul style="list-style-type: none"> Basic economic terms and their definition such as GDP, GVA, GNP, Employment figures etc Basic calculation approach of key figures 	45 mins
Basic of project report preparation	<ul style="list-style-type: none"> Primary and secondary research Data analysis Financial modelling, IRR calculation 	1 hour
MSME -DFO relevant content (Classroom session)		
Preparing project reports (case study based)		2 days

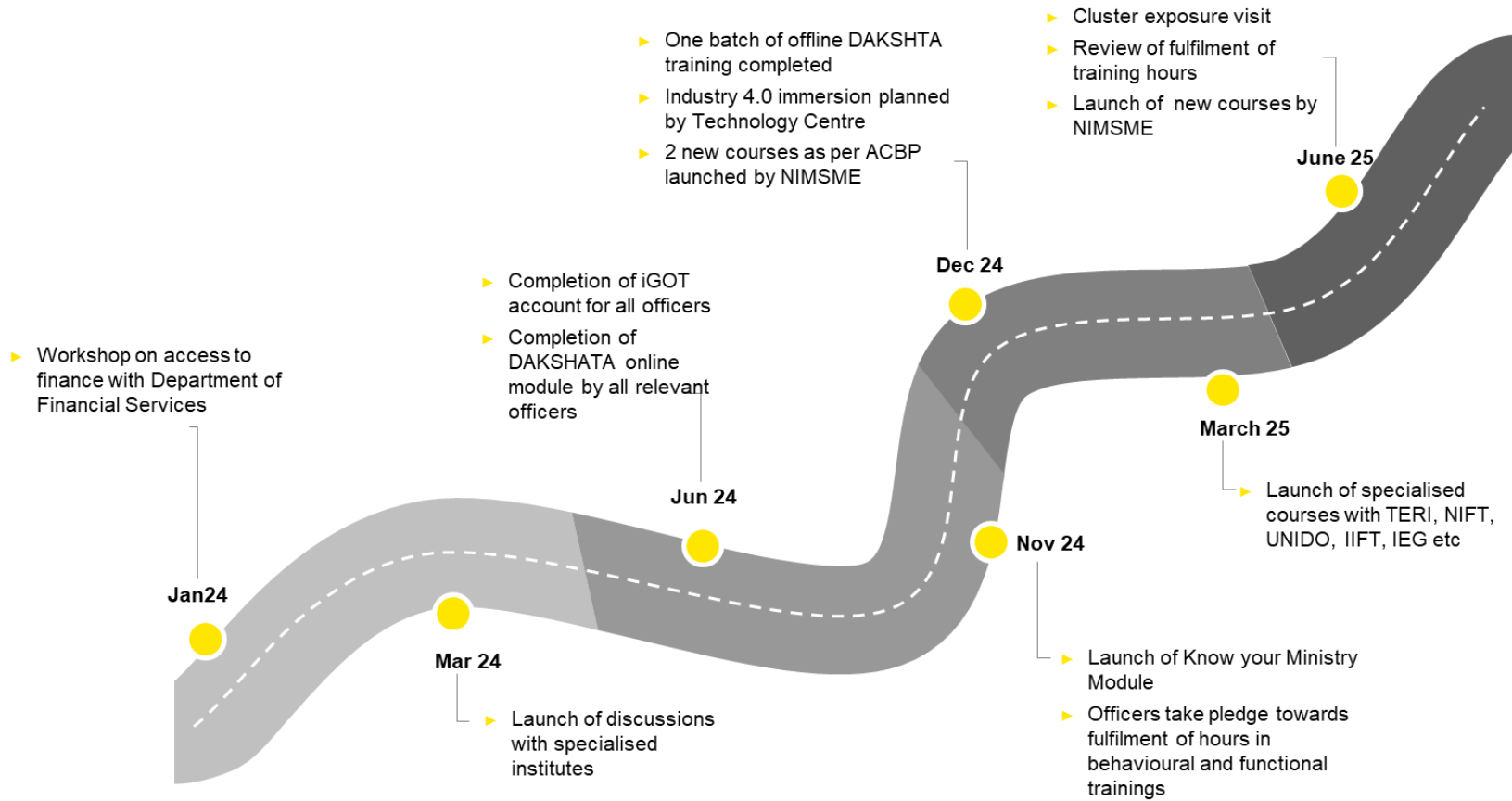
10. Monitoring and Evaluation

In the current set-up there is a casual outlook towards capacity building. Online trainings are not always approached sincerely, and off-site trainings are not monitored effectively for attendance and learning assessment. Existing trainings are not fully leveraged because it would affect the day-to-day working of the divisions on account of manpower shortage. As is usually the case, the ‘performers’ are not usually spared for training. There is also a concern amongst division heads that trained resources will eventually be transferred. Some of the inputs that we received to mitigate these factors are as follows-

- Self-paced learning to be encouraged
- User feedback around usefulness of trainings in day-to-day work to be evaluated periodically.
- International exposure is a major motivator. Training programme which provides knowledge around governance and implementation of MSME enabling models in Taiwan, Germany
- Key milestone trainings could be planned at designated locations
- Encouraging trainers especially for functional training from within the Ministry
- Level wise fulfilment of hours for domain, functional and behavioural trainings - **Annexure 5 provides a level wise table to help officers select courses for domain, functional and behavioural.**
- JS level KPIs for training hours to be achieved as a division
- Rewarding officers who have fulfilled mandated hours

From an implementation perspective, in the short term, the Ministry could target 100% onboarding on iGOT platform and completion of relevant courses currently available on the platform. In the medium to long term, the Ministry could target launch of domain specific courses and the same could be anchored by NI-MSME. As on July 2023, an office order regarding iGOT courses applicable to the Ministry and MDP courses in IIM A,B,C has been issued. Some of the key milestones that the Ministry could achieve in a phased manner is provided below. *(The roadmap is indicative and will be finalized by CBU post approval of report)*

Figure 17: Indicative Phased Approach to Implementation



Annexures

Annexure 1 – CBU Constitution

File No. A-60011/05/2021-Admn. (E-4020954)
 Govt. of India
 Ministry of Micro, Small and Medium Enterprises (MSME)
 Office of Development Commissioner (MSME)
 Administration (P&T)

Nirman Bhawan, New Delhi
 Dated: 12th September, 2022

OFFICE MEMORANDUM

Subject: - Constitution of a standing Capacity Building Unit (CBU) in M/o MSME-reg.

The undersigned is directed to say that in pursuance of the advisory issued by the Capacity Building Commission (CBC) under the Department of Personnel & Training, a standing Capacity Building Unit (CBU) for the Ministry of Micro, Small and Medium Enterprises (MSME) is hereby constituted with the following composition: -

Sl. No.	Name of the Officer	Designation Department/Organisation	Remark
1.	Shri Ateesh Kumar	Joint Secretary, M/o MSME	Chairman
2.	Dr. Ishita Ganguli Tripathy	ADC (Admin), O/o DC(MSME)	Member
3.	Shri D. Chandrasekhar	ADC (IEDS), O/o DC(MSME)	Member

2. The CBU, MSME shall be responsible coordination with CBC and implementation of various capacity building programmes / interventions for all personnel / employees under the MSME on a continuing basis based upon Training Need Assessment (TNA). The CBU, in discharge of its functions, shall be guided by the directives of the CBC. It shall meet as often as necessary to draw up capacity building plans for various employees but not less than once every quarter.

3. This issues with the approval of the Secretary, MSME.

(Signature)
 12/09/2022
 (Pankaj Kumar Jha)
 Deputy Director (Admin)

To,

1. PPS to Secretary (MSME), Udhyog Bhavan;
2. PPS to AS&DC(MSME), Nirman Bhavan;
3. Chairman and Members of CBU, MSME as above;
4. SENET Division to upload on official portal;
5. Guard File.

**The above order has been revised to include NI-MSME in CBU.*

Annexure 2 – Overview of MoMSME Schemes⁷

Ongoing Schemes of MoMSME

Scheme	MSE-CDP	SFURTI	IC	CLCS-TUS	ESDP	ASPIRE	SC/ST Hub Scheme	PMEGP
Objective	To enhance the competitiveness and productivity of Micro and Small enterprises by undertaking cluster development through the setting up of Common Facility Centre (CFCs), infrastructure, technology upgradation, financial support and capacity building	To provide technical assistance to artisans and clusters by setting up of CFCs and enhancing marketability, skills and capabilities	Capacity building of MSMEs for entering export market by facilitating their participation in international exhibitions/fairs/conferences/seminar/buyer-seller meets abroad and reimbursement of various costs involved in export	5-year national manufacturing programme comprising of schemes for promotion of ICT, mini-tool rooms, design clinic and marketing support	To promote new enterprises, capacity building of existing MSMEs and inculcating entrepreneurial culture in the country	To set up a network of Livelihood Business Incubation centres predominantly in the rural & underserved areas, to promote innovation & accelerate entrepreneurship	To provide professional support to SC & ST Entrepreneurs to fulfill the obligations under the Central Government Public Procurement Policy for Micro and Small Enterprises Order 2012, and leverage the Stand-Up India initiatives	To provide financial assistance to set up self-employment ventures and also generate sustainable employment opportunities in rural & urban areas, for unemployed youth as well as prospective traditional artisans
Scope	<ul style="list-style-type: none"> ▶ Common infrastructure development ▶ Access to technology ▶ Human capital development ▶ Capacity building 	<ul style="list-style-type: none"> ▶ Human capital development ▶ Knowledge dissemination ▶ Access to technology ▶ Common Infrastructure development ▶ Access to market ▶ Capacity building 	<ul style="list-style-type: none"> ▶ Participation in international Exhibitions, trade fairs etc. in foreign countries ▶ Market development assistance ▶ Capacity building of first time MSE exporters ▶ Market intelligence dissemination (IMID) 	<ul style="list-style-type: none"> ▶ Human capital development ▶ Access to finance, ▶ Access to market, ▶ Access to technology ▶ Common Infrastructure development ▶ Innovation 	<ul style="list-style-type: none"> ▶ Human capital development ▶ Knowledge dissemination ▶ Capacity building ▶ Innovation 	<ul style="list-style-type: none"> ▶ Human capital (Skill) development ▶ Incubation, innovation promotion ▶ Scaling-up micro-enterprises in agro-rural sector 	<ul style="list-style-type: none"> ▶ Vendor development ▶ Mentoring, handholding support ▶ Credit facilitation ▶ Capacity building ▶ Technology upgradation ▶ Marketing support ▶ Facilitating participation in public procurement 	<ul style="list-style-type: none"> ▶ Human Capital Development ▶ Credit Facilitation through bank-financed subsidy ▶ Special benefits for minorities and special categories ▶ Backward & Forward Linkage Support
Target Beneficiary	MSME Clusters	Artisans, machinery makers, raw material providers, Business Development Services (BDS) providers	MSME exporters and traders- existing and first time	SPV/Clusters, all MSMEs registered under the MSME Act, 2006	Existing and potential entrepreneurs	Rural MSMEs, entrepreneurs, agro-rural small industries/individual units, cottage and village industry producers	Aspiring, existing Scheduled Caste & Scheduled Tribe entrepreneurs	Individuals Units (18 years and above), artisans, SHGs, SC/ST/women/minorities/ex-servicemen/special categories MSMEs

⁷ Schemes for MSEMES 2022-23 Booklet, MoMSME, GoI (<https://msme.gov.in/sites/default/files/FlipbookEnglishSchemeBooklet.pdf>)

New/Upcoming Schemes of MoMSME

Scheme	Tool Rooms & Technical Institutions	MSME Champions Scheme	Self-Reliant India (SRI) Fund
Scope	<ul style="list-style-type: none"> ▶ Total 18 MSME Tool Rooms & Technical Institutions established PAN India serving sector like General Engineering, foundry & forging, electronics, etc. ▶ Upgradation of TRs & TIs ▶ Providing quality tools, trained personnel and consultancy in tooling and related areas, specific product groups, introducing new technologies such as 3D Printing, Glass Machining, Robotics and Process Automation etc. 	<ul style="list-style-type: none"> ▶ MSME Champions scheme has been formulated by merging all 6 components of erstwhile Technology Upgradation Scheme (TUS) for a period of 5 years i.e., 2021-22 to 2025-26 ▶ It is a holistic approach to unify, synergize and converge various schemes and interventions with a single purpose ▶ There are 3 components under the new MSME Champions-scheme: <ol style="list-style-type: none"> 1) MSME-Sustainable (ZED-Zero Defect Zero Effect) 2) MSME-Competitive (Lean) 3) MSME- Innovative (for Incubation, IPR, Design and Digital-MSME) 	<ul style="list-style-type: none"> ▶ Leverage the strength of the private sector in providing growth capital to viable MSMEs having a definite growth plan ▶ MoMSME, through NSIC Venture Capital Fund Limited (NVCFL) has established an AIF, christened as Self Reliant India (SRI) Fund, having Mother Fund-Daughter Fund structure for ensuring availability of growth capital to the MSMEs, through equity/quasi-equity/ equity like structured instruments
Objective	Integrated development of relevant industry segments To improve access of MSMEs to tooling facilities for enhancement of their efficiency and providing industry	Modernize processes of clusters and enterprises; reduce wastage; improve business competitiveness; promote innovation; digitally empower MSMEs and facilitate national and global reach of MSMEs	Contribute towards achieving India's \$5 trillion GDP target by creating a vibrant MSME ecosystem, and making an Aatmanirbhar Bharat Provide capital support to the Daughter Funds for onward provision to MSMEs as growth capital, through equity, quasi-equity and debt to achieve: <ul style="list-style-type: none"> - faster growth of MSME businesses - graduation of enterprises out of the MSME bracket - self-reliance through support of MSMEs producing relevant technologies, goods & services
Target Beneficiaries	Industrial Units; focusing on MSME sector	Individual MSME Units, MSME Clusters, SPVs	Viable MSMEs with a positive growth trajectory

Annexure 3 – Sub-division wise competency mapping of O/o-DC MSME

Division	Key Areas of Responsibility* (the list is being validated currently by DC office)	Domain Competency Required
<p>SME (Manufacturing) {CDP}</p>	<ul style="list-style-type: none"> ▶ ZED Scheme <ul style="list-style-type: none"> • Lean Manufacturing • Design Clinic • IPR • Incubation • Digital MSME ▶ SENET scheme ▶ UNIDO and GIZ supported manufacturing sector schemes/projects 	<ul style="list-style-type: none"> • Industry exposure and sectorial knowledge in: <ul style="list-style-type: none"> - Lean manufacturing tools and techniques - Additive manufacturing & reverse engineering - Industry/sector knowledge in food processing; packaging; automobile and components industry (systems, processes, quality standards etc.); chemical; electronics; aerospace; heavy industries; textile; agro-based industries; energy & green energy; health sector; medical appliances & precision tools; education sector, sustainable supply chains etc. • Knowledge in the areas of IPR, trademarking and design • Know-how of emerging technologies & technological advancements in key MSME sectors (such as agro-rural, textiles, auto manufacturing etc. • Exposure to best practices and know-how of trade facilitation, export promotion in the context of initiatives such as Atmanirbhar Bharat & Make in India • Knowledge of credit facilitation and innovative models of finance • Exposure to best practices in building and facilitating market linkages for entrepreneurs and start-ups • Knowledge of Industry 4.0 concepts and application for MSMEs
<p>Social Enterprise Development</p>	<ul style="list-style-type: none"> ▶ Promotion of social entrepreneurship for inclusive growth and development of MSMEs ▶ Social Enterprise Network for MSMEs 	<ul style="list-style-type: none"> • Exposure to best practices on policy design & formulation- data-backed, SMART goal oriented, incorporating global best practices in the Indian MSME context • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Know-how of promoting innovation, incubation and exposure to technological infusion in focus industries • Know-how of emerging technologies & technological advancements in key MSME sectors (such as agro-rural, textiles, auto manufacturing etc. • Exposure to best practices and know-how of trade facilitation, export promotion in the context of initiatives such as Atmanirbhar Bharat & Make in India

		<ul style="list-style-type: none"> • Know-how of fostering innovation and incubation • Exposure to best practices in building and facilitating market linkages for entrepreneurs and start-ups • Knowledge of Industry 4.0 concepts and application for MSMEs
<p>Policy and Governance</p>	<ul style="list-style-type: none"> ▶ MSMED Act, legislation, cabinet notes, CoS notes on policy issues etc. ▶ Coordination related to policy matters/ issues raised by Industry Associations and other similar organisations ▶ Standing advisory committee ▶ Impact of GST/demonetisation ▶ Drafting of policy for MSME sector ▶ UAM related issue, RTI related to policy matters, MSEFC/ NPA related issues 	<ul style="list-style-type: none"> • Exposure to best practices on policy design & formulation- data-backed, SMART goal oriented, incorporating global best practices in the Indian MSME context • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft, food-processing • Exposure to lean manufacturing techniques & 3D manufacturing etc. • Knowledge of credit facilitation and innovative models of finance • Exposure to best practices in building and facilitating market linkages for entrepreneurs and start-ups • Knowledge of Industry 4.0 concepts and application for MSMEs • Knowledge and exposure to global best practices in establishing & running Public-Private Partnership Model (PPP)
<p>Technology Services and Technical Research</p>	<ul style="list-style-type: none"> ▶ All technical advisory functions/coordination with S&TI CSIR labs technology support Institutions/Technology Development Board (TDB)/ technology transfers (including international cooperation for technology transfers) ▶ MSME-Testing Centres and MSME-Testing Stations 	<ul style="list-style-type: none"> • Industry exposure and sectorial knowledge in lean manufacturing tools and techniques & additive manufacturing & reverse engineering • Knowledge of Industry 4.0 concepts and application for MSMEs • Knowledge and exposure to global best practices in establishing & running Public-Private Partnership Model (PPP) • Know-how of emerging technologies & technological advancements in key MSME sectors (such as agro-rural, textiles, auto manufacturing etc. • Knowledge in the areas of IPR, trademarking and design
<p>Infrastructure Services</p>	<ul style="list-style-type: none"> ▶ Coordination with concerned Ministries to facilitate development of Integrated Transport Network for MSMEs ▶ Coordination with concerned Ministries to facilitate better utilization of natural infrastructure for the development of MSME ▶ Promotion of energy efficiency in the manufacturing sector ▶ Grid based and off-grid energy solution ▶ Cluster Development Programme/Common Facility Centres 	<ul style="list-style-type: none"> • Industry exposure and sectorial knowledge in lean technology, fostering sustainable supply chains, energy efficiency, waste reduction etc. • Knowledge of Industry 4.0 concepts and application for MSMEs • Knowledge and exposure to global best practices in establishing & running Public-Private Partnership Model (PPP) • Knowledge in the areas of IPR, trademarking and design • Know-how of cluster development and growth strategies, with exposure to global best practices

<p>Investment Promotion and Financial Services</p>	<ul style="list-style-type: none"> ▶ CGTMSE/ CLCSS/ Credit Rating ▶ Impact funds/ CSR funds, MSME fund/ Angel fund/Impact fund ▶ Coordination with MFI networks/NBFCs ▶ International Cooperation for Investment Promotion/ EAPs ▶ Enterprise sickness, restructuring, NPAs etc. ▶ Coordinating with RBI Committee on MSME Sector 	<ul style="list-style-type: none"> • Knowledge of Credit Rating Models and guidelines; enterprise sickness, restructuring etc. • Financial knowledge (impact funds/MSME funds/angel funds; knowledge of credit discounting platforms; NBFCs & MFIs; guidelines of SIDBI & RBI etc. • Exposure to best practices in facilitating international, bilateral/multi-lateral cooperation and market linkages • Exposure to best practices on policy design & formulation- data-backed, SMART goal oriented, incorporating global best practices in the Indian MSME context
<p>Knowledge Services, Training & Capacity Building</p>	<p>Knowledge Services-</p> <ul style="list-style-type: none"> ▶ ESDP scheme including EDCs and business incubation, promotion of Start-ups, convergence with Start-up and Stand-up India ▶ National Mentors' Network for MSMEs including Udyam Sakhi and Sathi ▶ Consultancy services ▶ National Resource Centre/ Knowledge Network for MSMEs ▶ National/Small Business Academy / Centre for Business Research & Consultancy ▶ Coordination of all Centres of Excellence under the aegis of the O/o DC-MSME <p>Training & Capacity Building, Training Policy Coordination-</p> <ul style="list-style-type: none"> ▶ Training needs assessment and imparting training for officials of the O/o DC(MSME) ▶ Identification of institutions, subjects for international training and organizing international training programmes ▶ Skill India and overall coordination <p>Economic Analysis/ Statistics & Data-</p> <ul style="list-style-type: none"> ▶ Speech/Talking points etc for Hon'ble Minister/ Secretary/ AS&DC etc. ▶ Inputs for Economic Survey/Presidents Speech ▶ Statistics Division ▶ Data Analytics ▶ Monitoring and Evaluation ▶ Industrial Sector Reports 	<ul style="list-style-type: none"> • Know-how of fostering innovation and incubation • Exposure to best practices in building and facilitating market linkages for entrepreneurs and start-ups • Knowledge in the areas of IPR, trademarking and design • Knowledge of Industry 4.0 concepts and application for MSMEs • Industry exposure and sectorial knowledge in lean manufacturing tools and techniques & additive manufacturing & reverse engineering

	<ul style="list-style-type: none"> ▶ Impact Reports <p>Media/Communication-</p> <ul style="list-style-type: none"> ▶ Publicity/ Communication, Dialogue 	
Export Promotion and International Cooperation	<ul style="list-style-type: none"> ▶ International cooperation (trade facilitation) for MSMEs ▶ Facilitation of international market access (International) for MSMEs ▶ Integration with global/regional value chains ▶ Promoting bilateral cooperation in the fields of trade, investment and technology transfer ▶ Market development assistance for MSME exporters ▶ Convergence with Make in India Programme ▶ Convergence with Export Promotion Councils/ Commodity Development Boards ▶ Market study/survey, delegations, consultancy & data sourcing ▶ Participation in international exhibitions ▶ Ensuring scheme assistance is provided to NER projects 	<ul style="list-style-type: none"> • Exposure to best practices and know-how of trade facilitation, export promotion in the context of initiatives such as Atamnirbhar Bharat & Make in India • Exposure to best practices in facilitating international, bilateral/multi-lateral cooperation and market linkages • Know-how of leading international delegation, major international exhibitions, trade fairs and buyer-seller meets • Exposure to best practices on policy design & formulation- data-backed, SMART goal oriented, incorporating global best practices in the Indian MSME context • Knowledge in the areas of IPR, trademarking and design • Knowledge of Industry 4.0 concepts and application for MSMEs
Autonomous Bodies (AB)	<ul style="list-style-type: none"> ▶ All HR related matters of Autonomous Bodies ▶ Secretariat to the office of the Chairman ▶ Coordination and Management of Autonomous Bodies under the Office of DC (MSME) ▶ Functioning of existing Tool Rooms/ Technology Centres ▶ Research, innovation and propagation of rural & agriculture technologies ▶ Consultancy to Central Government, State Governments and Private Sector 	<ul style="list-style-type: none"> • Sectoral know-how of key industries- Coir, Khadi, Agro-rural, Handloom & Textile and Handicraft • Exposure to best practices in building and facilitating market linkages for entrepreneurs and start-ups in agro-rural industries • Know-how of emerging technologies & technological advancements in key MSME sectors (such as agro-rural, textiles, auto manufacturing etc. • Knowledge of Industry 4.0 concepts and application for MSMEs • Knowledge and exposure to global best practices in establishing & running Public-Private Partnership Model (PPP) • Knowledge in the areas of IPR, trademarking and design
Administration/ Coordination/ Human Resource & Support Services	<ul style="list-style-type: none"> ▶ All matters related to establishment, personnel placement/transfer/posting, career management, and all similar matters of HQ ▶ All matters pertaining to general administration, procurement of goods & services, annual maintenance contracts ▶ Entrepreneurship Development Centres (EDC) 	

	<ul style="list-style-type: none"> ▶ NEEDCO ▶ MSME Development Council ▶ Coordination on all matters pertaining to more than two Divisions/Sections ▶ Coordinating/ liaising with State Governments ▶ Parliament related coordination with Ministrv/Lok Sabha/Rajya Sabha etc. ▶ Nodal Section for RTI and PG ▶ Coordination & liaising with different Sections/ Divisions/ CIC/ PMO on RTI/ PGs ▶ Administration Management of Library, CRU 	
Finance/ Accounts & Budget	<ul style="list-style-type: none"> ▶ Budget (for the Ministry) (including Cash Section of O/o DC-MSME), Outcome Budget ▶ Output Outcome Monitoring Framework and its online portal ▶ Physical achievements of schemes under SC, ST, NER and ONER and updating the same on online portals ▶ Work related to DRPSC/ Finance Commission ▶ Examination of pre-budget proposals in consultation with Industry Association 	
Vigilance	<ul style="list-style-type: none"> ▶ Vigilance Administration 	
DI Admin and Operations	<ul style="list-style-type: none"> ▶ DI establishment, administration and coordination 	

Annexure 4

S.No.	Name of Institution	Name of Training Programme	Fee per person in INR	Duration in days	Training type
1.	IIM, Indore	Digital Marketing	45,000	3	D
2.	IIM, Indore	Digital Supply Chain Management	60,000	4	D
3.	IIM, Indore	Global Sourcing and Vendor Management	60,000	4	D
4.	IIM, Indore	Macroeconomics for Non-Economists	45,000	3	D
5.	IIM, Indore	Manufacturing Excellence through Lean/ JIT	60,000	4	D
6.	IIM, Lucknow	FINTECH - AI Applications in Finance	50,000	3	D
7.	IIM, Lucknow	Funding and Valuation of Startups/Family-owned Business	50,000	3	D
8.	IIM, Lucknow	Industry 4.0 and Digital Technology Enabled Supply Chain Transformation	50,000	3	D
9.	IIM, Lucknow	Managing Channels of Distribution in India: Urban, Rural & Online	80,000	5	D
10.	Ni-MSME, Hyderabad	Application of Emerging technologies in Cluster	17,500	5	D
11.	Ni-MSME, Hyderabad	e-waste Management and Recycling options for MSMEs	17,500	5	D
12.	Ni-MSME, Hyderabad	Export – Import Management and Documentation Procedures	17,500	5	D
13.	Ni-MSME, Hyderabad	Finance for Start-ups	10,000	3	D
14.	Ni-MSME, Hyderabad	Institutional Support for SC/ST Entrepreneurship Development in India	17,500	5	D
15.	Ni-MSME, Hyderabad	Planning and Promotion of MSMEs	17,500	5	D
16.	Ni-MSME, Hyderabad	Quality Management Practices for MSME Sector	17,500	5	D
17.	Ni-MSME, Hyderabad	Training programme on Patent Application Filing & Drafting	10,000	3	D
18.	IIM, Bangalore	Finance for Decision Making (for non-finance managers)	1,17,500	5	F
19.	IIM, Bangalore	Strategic Perspectives on the Design of Public Private Partnerships (PPPs)	1,12,500	5	F
20.	IIM, Indore	Accounting & Finance Analytics for Managerial Decisions and Cost Effectiveness	45,000	3	F
21.	IIM, Indore	Finance for Non-Finance Executives	45,000	3	F
22.	IIM, Kolkata	Finance for Non-Finance Executives	1,10,000	5	F
23.	IIM, Lucknow	Finance for Non- Finance Executives	80,000	5	F
24.	Ni-MSME, Hyderabad	Project Appraisal and Risk Analysis	17,500	5	F
25.	Ni- MSME, Hyderabad	Technopreneurship For Sustainable Development	17,500	5	F
26.	ISTM, New Delhi	Data analytics using MS Excel	NIL	3	F
27.	ISTM, New Delhi	Establishment Rules-1	NIL	5	F

S.No.	Name of Institution	Name of Training Programme	Fee per person in INR	Duration in days	Training type
28.	ISTM, New Delhi	Orientation training programme on Preventive Vigilance	NIL	2	F
29.	ISTM, New Delhi	Prevention, Prohibition and redressal of Sexual Harassment of women at workplace	NIL	2	F
30.	ISTM, New Delhi	Reservation in Services for SC/ST/OBC/Ex. Servicemen/PWDs	NIL	4	F
31.	ISTM, New Delhi	right to Information- Public Information Officers	NIL	2	F
32.	ISTM, New Delhi	RTI for Public Information Officer	NIL	2	F
33.	ISTM, New Delhi	RTI for Public Information Officer	NIL	2	F
34.	ISTM, New Delhi	Workshop on e-office	NIL	2	F
35.	ISTM, New Delhi	Workshop on Noting and Drafting	NIL	2	F
36.	ISTM, New Delhi	Workshop on Pay Fixation	NIL	2	F
37.	IIM, Bangalore	Creating High Performance Organisations	1,17,500	5	B
38.	IIM, Lucknow	Strategic Human Resource Management	50,000	3	B
39.	IIM, Kolkata	Interpersonal Effectiveness and Leadership Excellence	1,25,000	5	B
40.	IIM, Bangalore	Organizational Excellence Through Leadership	1,17,500	5	B

Annexure 5 – Competency-wise Training Calendar

Domain Competency

Officer Level Applicability																								
JS/AS&D C, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I	SO/ AD-II, ASO		JS/AS&D C, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I		JS/AS&D C, ADC, DDG	Director/ JDC	DS/JD		JS/AS&D C, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I						
Division Level Applicability																								
All Divisions				DC MSME		DC MSME ARI				DC MSME, SME, ARI					DC MSME, SME					SME, ARI			SME	
Courses	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March												
MSMED Act, MSME landscape in India and challenges, types of firms and registration procedure, Factory act			18																					
Leading practice study about MSME policies across globe				6																				
Understanding of Udyam Registration process, NIC codes, integration available				4																				
Primer on key online portals for MSMEs					6																			
Make in India policy framework, challenges and approach to import substitution					8																			
Understanding of FinTech solutions for MSMEs and key takeaways for MSME policymaker									6															
Training on TReDS platform									4															
Framework to resolve delayed payments, Role of MSME Facilitation Council									6															
E-commerce landscape - benefits for MSMEs and associated challenges										6														
Training on Open Network for Digital Commerce (ONDC)											12													
Industry 4.0 and emerging concepts in SME manufacturing												6												
Digital MSMEs - Various digital tools used by MSMEs													4											

Courses	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Designing effective learning and development programmes for MSMEs										6		
Conceptual understanding around working of incubators											4	
Research & Development, Technology transfer to MSMEs												4
Design Thinking												6
Designing curriculum for aspiring entrepreneurs												4
Fintech: Business Models, Marketing, Strategy and Tactics						15						
Traditional channels of financing for MSMEs						6						
Cluster development - basics and best practices									8			
Course on fundamentals of working of micro enterprises and associated challenges											4	
Emerging financing models and including equity-based funding and non-credit based modes of financing and key takeaways for MSME policymakers						8						
Energy Efficiency and Clean Technology Concepts							8					
Textile Industries							4					
Public procurement policy for MSEs and role of GeM								8				
Affirmative action for women entrepreneurs								6				
Food Processing Industry									4			
Pharmaceuticals Industry									4			
Leather Industry									4			
Plastics Industry										4		
Textiles Industry										4		
MSMEs in Service Industry										6		

Functional Competency

Courses	Applicable Positions													
	JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I	SO/ AD-II, ASO	Director/ JDC	DS/JD	US/DDAD-I	SO/ AD-II, ASO	DS/JD	US/DDAD-I	SO/ AD-II, ASO	US/DDAD-I	SO/ AD-II, ASO
	Apr I	May	Jun e	Jul y	Aug	Sep t	Oct	Nov	Dec	Jan	Feb	Mar c h		
Office Procedures			8											
Code of Conduct			2											
Noting, drafting				6										
Parliamentary Proced. & Quest.				4										
Establishment Rules				4										
FRSR-I, II, III, IV, V					8									
E-Office, Ms Office				6	6	6								
Pension & Retirement Benefits					4									
Understanding and Preparation of Budget					4									
Outcome-Output based Monitoring & Evaluation						4								
GST						3								
GFR						3								
Public Procurement							12							
Design, Evaluation & Execution of Projects							6							
Project, Progr. and Contract Management								12						
Drafting & Evaluating RFPs								6						
Data Analysis, Statistical Tools & Techniques								8						
Research Methodologies and Data Analysis									6					
Data-Driven Decision Making									6					
Preventive Vigilance & Vigilance Guidelines									4					
Digital Hygiene & Cyber Security										4				
Public Grievance Management & Resolution										2				
Legal Awareness, Court Cases & Legal Matters										4				

Courses	Apr l	May	Jun e	Jul y	Aug	Sep t	Oct	Nov	Dec	Jan	Feb	Mar c h
Dealing with RTI matters										2		
E-governance & Digital India										4		
Government Accounting (GAR) & Internal Audit											6	
Financial Mngmt. for Autonomous Bodies & PSUs											6	
PPP Frameworks: Innovative and Technologically advanced Infrastructure Development*							15					6
Project Management								12	3			
360 Degree Media Planning, & Outreach												6

Applicable for JS/AS&DC, ADC, DDG, Director/ JDC, DS/JD

Behavioural Competencies

Officer Level Applicability

JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I	SO/ AD-II, ASO		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD	US/DDAD-I		JS/AS&DC, ADC, DDG	Director/ JDC	DS/JD		JS/AS&DC, ADC, DDG	Director/ JDC	
	Director/ JDC	DS/JD	US/DDAD-I	SO/ AD-II, ASO		Director/ JDC	DS/JD	US/DDAD-I			DS/JD	US/DD AD-I	SO/ AD-II, ASO				

Courses	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Soft Skills & Personality Development			12									
The Essence of Leadership: Explorations from Literature			12									
Strategic Management				12								
The Arts of communication and Networking				12								
Emotional Intelligence and Leadership					12							
Negotiation Mastery					8							
High-Impact Leadership						12						
Ethics and Value in Public Governance						8						
Emotional Intelligence							8					
Good Governance							12					
Citizen Centric & Service Delivery Approach								8				
Disruptive Strategy								12				
Leadership in the age of Digital Disruption									12			
Leadership and Management										12		
Effective Business Communication											8	
DC Office												
Behavioral Science of Negotiations												12
Organizing: People, Power, Change												12
Building effective teams and talent management*												12
Management Essentials												12
Leading Effective Decision-Making												8

*Applicable for DC MSME and SME Division

