



CAPACITY
BUILDING
COMMISSION

CAPACITY BUILDING COMMISSION

**ANNUAL CAPACITY BUILDING PLAN
MINISTRY OF ENVIRONMENT, FOREST, AND CLIMATE CHANGE**

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
ACC	Appointments Committee of the Cabinet
ADB	Asian Development Bank
ADGF	Additional Director General of Forests
AFD	Agence Française de Développement
AfDB	African Development Bank
AGNII	Accelerating Growth of New India's Innovation
AI	Artificial Intelligence
AIACRA	All India Airconditioning & Refrigeration Association
AIGF	Assistant Inspector General of Forests
AIPA	Apex Committee for implementation of Paris Agreement
AIPR	Annual Immovable Property Return
ANIFPDCL	Andaman & Nicobar Forest and Plantation Development Corporation Limited
APFC	Asia-Pacific Forestry Commission
ARAI	Automotive Research Association of India
AS	Additional Secretary
ASEAN	Association of Southeast Asian Nations
ASO	Assistant Section Officer
ASSOCHAM	Associated Chambers of Commerce and Industry of India
ATI	Administrative Training Institute
BARC	Bhabha Atomic Research Centre
BC	Biodiversity Conservation
BCH	Biosafety Clearing House
BFS	Bundesfachschule Kälte-Klima-Technik
BICE	Biodiversity Institutes for Conservation and Education
BISAG-N	Bhaskaracharya National Institute for Space Applications and Geo-informatics
BMC	Biodiversity Management Committee
BMTPC	Building Materials and Technology Promotion Council
BNHS	Bombay Natural History Society
BSI	Botanical Survey of India
BUR	Biennial Update Report
C&S	Conservation & Survey
CAAA	Controller of Aid Accounts and Audit
CAMPA	Compensatory Afforestation Fund Management and Planning Authority
CAP	Clean Air Project
CAP	City Action Plan
CAP	Comprehensive Action Plan
CAQM	Commission on Air Quality Management
CAT	Central Administrative Tribunal
CBAM	Carbon Border Adjustment Mechanism
CBC	Capacity Building Commission
CBD	Convention on Biological Diversity

CBP	Capacity Building Plan
CBU	Capacity Building Unit
CBWTF	Common Bio-Medical Waste Treatment Facility
CC	Climate Change
CCA	Climate Change Authority
CCAP	Climate Change Action Plan
CCEA	Cabinet Committee on Economic Affairs
CDM	Clean Development Mechanism
CECRI	Central Electro Chemical Research Institute
CEE	Centre for Environment Education
CEEW	Council on Energy, Environment and Water
CETP	Common Effluent Treatment Plant
CGHS	Central Government Health Scheme
CIFF	Children's Investment Fund Foundation
CII	Confederation of Indian Industry
CIMET	Centre of Excellence in E-Waste Management
CIMFR	Central Institute of Mining and Fuel Research
CITES	Convention on International Trade in Endangered Species of Wild Flora and Fauna
CMGC	International Carbon Markets & Green Credits (Division)
CMSWMF	Common Municipal Solid Waste Management Facility
CNA	Capacity Needs Analysis
COE	Centre of Excellence
COFO	Committee on Forestry
COP	Conference of Parties
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CP	Control of Pollution
CPCB	Central Pollution Control Board
CRRI	Central Road Research Institute
CRZ	Coastal Regulation Zone
CSCU	Cabinet Secretariat Coordination Unit
CSD	Commission on Sustainable Development
CSE	Centre for Science and Environment
CSIR-NEERI	Council of Scientific & Industrial Research - National Environmental Engineering Research Institute
CSO	Civil Society Organizations
CSS	Centrally Sponsored Schemes
CSS-DWH	Centrally Sponsored Scheme – Development of Wildlife Habitats
CT	Clean Technology
CZA	Central Zoo Authority
CZMP	Coastal Zone Management Plan
DBCA	Database Configuration Assistant
DBMS	Database Management System
DDG	Deputy Director General
DDO	Drawing Disbursement Officer
DFE	Directorate of Forest Education

DFPR	Delegation of Financial Power Rules
DGFT	Directorate General of Foreign Trade
DIGF	Deputy Inspector General of Forests
DoE	Department of Expenditure
DoPT	Department of Personnel and Training
DPR	Detailed Project Report
DRR	Disaster Risk Reduction
DS	Deputy Secretary
DSS	Decision Support System
EA	Economic Advisor
EAC	Expert Appraisal Committee
EAP	Externally Aided Projects
EbA	Ecosystem-based Adaptation
EC	Environmental Clearance
EC	Environment Clearance
EE	Environmental Education
EEAT	Environment Education, Awareness & Training
EESL	Energy Efficiency Services Limited
EFC	Expenditure Finance Committee
EH	Environmental Health
EI	Environmental Information
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EMPRI	Environmental Management & Policy Research Institute
ENVIS	Environmental Information System
EP&L	Policy and Law
EPA	Environmental Protection Agency
EPTRI	Environmental Protection Training and Research Institute
ERF	Environment Relief Fund
ERIS	Environmental Research Institute of the States
ESCAP	Economic and Social Council for Asia and Pacific
ESCI	Engineering Staff College of India
ESZ	Eco-Sensitive Zone
ETF	Enhanced Transparency Framework
ETS	Emissions Trading System
EU	European Union
Ex-Com	Executive Committee
EXIM	Export Import Policy
FAO	Food and Agriculture Organization
FAQ	Frequently Asked Questions
FC	Forest Conservation (Division)
FC	Forest Clearance
FCA	Forest (Conservation) Act, 1980
FDES	Framework of Development in Environmental Statistics
FE	Forest Establishment

FGD	Focus Group Discussion
FIC	Forest International Cooperation
FICCI	Federation of Indian Chambers of Commerce & Industry
FP	Forest Policy
FPD	Forest Protection Division
FRAC	Framework of Roles, Activities and Competencies
FRI	Forest Research Institute
FRO	Forest Range Officers
FSI	Forest Survey of India
FTFP	Foreign Training of Forestry Personnel
GBPNIHE	Govind Ballabh Pant National Institute of Himalayan Environment
GC	General Coordination
GCF	Green Climate Fund
GEER	Gujarat Ecological Education and Research
GEF	Global Environment Facility
GeM	Government e-Marketplace
GFR	General Financial Rules
GGGI	Global Green Growth Institute
GHG	Greenhouse Gas
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMO	Genetically Modified Organism
GoF	Global Objectives on Forests
GOI	Government of India
GRAP	Graded Response Action Plan
GSDP	Green Skill Development Programme
GWP	Global Warming Potential
HCFC	Hydrochlorofluorocarbons
HEC	Human-Elephant conflict
HFC	Hydrofluorocarbons
HLTF	High-Level Task Force
HOFF	Head of Forest Forces
HOWM	Hazardous and Other Wastes (Management and Transboundary Movement)
HPMP	Hydrochlorofluorocarbons Phase-out Management Plan
HRD	Human Resource Development
HSM	Hazardous Substances Management
HVAC	Heating, Ventilation, and Air Conditioning
IARI	Indian Agricultural Research Institute
IC	International Cooperation
ICAP	India Cooling Action Plan
ICFAI	Institute of Chartered Financial Analysts of India
ICFRE	Indian Council of Forestry Research and Education
ICGEB	International Centre for Genetic Engineering and Biotechnology
ICIMOD	International Centre for Integrated Mountain Development
ICMR	Indian Council of Medical Research

IF	Integrated Finance (Division)
IFC	International Finance Corporation
IFHE	ICFAI Foundation for Higher Education
IFI	International Financial Institutions
iFOREST	International Forum for Environmental, Sustainability and Technology
IFS	Indian Forest Services
IGF	Inspector General Forest
IGNFA	Indira Gandhi National Forest Academy
IHR	Indian Himalayan Region
IICT	Indian Institute of Chemical Technology
IIFM	Indian Institute of Forest Management
IIIT	International Institute of Information Technology
IIM	Indian Institute of Management
IIPA	Indian Institute of Public Administration
IIRS	Indian Institute of Remote Sensing
IISD	International Institute for Sustainable Development
IIT	Indian Institute of Technology
IITR	Indian Institute of Technology Roorkee
INBAR	International Bamboo and Rattan Organisation
IoT	Internet of Things
IPBES	Intergovernmental Science - Policy Platform on Biodiversity and Ecosystem Services
IPCC	Inter-Governmental Panel on Climate Change
IPIRTI	Indian Plywood Industries Research & Training Institute
IRCC	Internationally Recognized Certificate of Compliance
IRENA	
IRMRA	Indian Rubber Manufacturers Research Association
IRO	Integrated Regional Office
ISB	Indian School of Business
ISBEID	Indian State Level Basic Environment Information Database
ISHRAE	Indian Society of Heating, Refrigerating and Air Conditioning Engineers
ISTM	Institute of Secretariat Training and Management
IT	Information Technology
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature
IWST	Institute of Wood Science and Technology
IWSU	Internal Work Study Unit
JICA	Japan International Cooperation Agency
JS	Joint Secretary
KFRI	Kerala Forest Research Institute
KfW	Kreditanstalt für Wiederaufbau
KII	Key Informant Interview
KPI	Key Performance Indicators
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LCA	Life Cycle Analysis
LMS	Learning Management System

LoEA	Loss of Ecology Authority
LTEO	Long term Ecological Observatories for Climate
MAB	Man and Biosphere
MDO	Ministries, Departments and Organisations
MEA	Ministry of External Affairs
MEF	Minister of Environment
MFCA	Material Flow Cost Accounting
MHA	Ministry of Home Affairs
MIS	Management Information System
MLF	Multilateral Fund
MoCA	Ministry of Civil Aviation
MoD	Ministry of Defence
MoEF&CC	Ministry of Environment, Forest and Climate Change
MoF	Ministry of Finance
MoFPI	Ministry of Food Processing Industries
MoL&E	Ministry of Labour & Employment
MOOC	Massive Online Open Course
MOP	Meeting of Parties
MoPSW	Ministry of Ports, Shipping and Waterways
MoS	Minister of State
MoSPI	Ministry of Statistics and Programme Implementation
MoU	Memorandum of Understanding
MPOC	Montreal Protocol and Ozone Cell
MRV	Monitoring, Reporting and Verification
MSE-CDP	Micro & Small Enterprises - Cluster Development Programme
MSME	Micro, Small and Medium Enterprises
MSP	Marine Spatial Planning
NAC	Non-Attainment City
NAEB	National Afforestation and Eco-Development Board
NAP	National Adaptation Plan
NAPCC	National Action Plan on Climate Change
NATCOM	National Communications Corporation Limited
NBA	National Biodiversity Authority
NBWL	National Board for Wildlife
NCAP	National Clean Air Programme
NCAP	National Carbonaceous Aerosols programme
NCCBM	National Council for Cement and Building Materials
NCERT	National Council of Educational Research and Training
NDAIAPA	Nationally Designated Authority for Implementation of Article 6 of Paris Agreement
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
NGT	National Green Tribunal
NICCSA	National Institute for Climate Change Studies and Actions
NIDM	National Institute of Disaster Management
NIELIT	National Institute of Electronics & Information Technology

NISE	National Institute of Solar Energy
NLBI	Non-Legally Binding Instruments
NMNH	National Museum of Natural History
NPC	National Productivity Council
NPCA	National Plan for Conservation of Aquatic Ecosystems
NPCIL	Nuclear Power Corporation of India Limited
NPCSCB	National Programme for Civil Services Capacity Building
NREL	The National Renewable Energy Laboratory
NTCA	National Tiger Conservation Authority
NTPC	National Thermal Power Corporation
NZP	National Zoological Park
ODS	Ozone Depleting Substances
OECD	Organisation for Economic Co-operation and Development
OLC	Open Learning Campus
OOMF	Output-Outcome Monitoring Framework
PA	Protected Area
PARIVESH	Pro-Active and Responsive facilitation by Interactive, Virtuous and Environmental Single-window Hub
PCC	Pollution Control Committee
PCCF	Principal Chief Conservator of Forests
PCPIR	Petroleum, Chemicals and Petrochemicals Investment Region
PE	Project Elephant
PEDRR	Partnership for Environment and Disaster Risk Reduction
PESA Act	Panchayats (Extension to Scheduled Areas) Act
PFMS	Public Financial Management System
PLI Act	Public Liability Insurance Act
PM	Project Management
PMC	Project Management Consultant
PMHRC	Prime Minister Human Resource Council
PMO	Prime Minister's Office
PM-STIAC	Prime Minister's Science, Technology, and Innovation Advisory Council
PMU	Project Management Unit
POSH	Prevention of Sexual Harassment
PRAGATI	Pro-Active Governance And Timely Implementation
R&D	Research & Development
R&R	Roles and Responsibilities
R&T	Research & Training
RAMA	Refrigeration and Air-conditioning Manufacturers Association
RASSS	Refrigeration & Air-conditioning Servicing Sector Society
RATA	Refrigeration & Air-Conditioning Trades Association
RDBMS	Relational Database Management System
REC	Regional Empowered Committee
REGMA	Refrigerant Gas Manufacturers Association
RhoDIS	Rhino DNA Indexing System
ROHQ	Regional Office Headquarters

RTI Act	Right to Information Act
S&U	Survey & Utilization
SAARC	South Asian Association for Regional Co-operation
SACEP	South Asia Co-operative Environment Programme
SACON	Salim Ali Centre for Ornithology and Natural History
SAFAR	System of Air Quality and Weather Forecasting and Research
SAPCC	
SBI	Subsidiary Body on Implementation
SBSTTA	Subsidiary Body on Scientific, Technical and Technological Advice
SCM	Sustainable Coastal Management
SCoS	Screening Committee of Secretaries
SDG	Sustainable Development Goals
SEA	Senior Economic Advisor
SEAC	State Level Expert Appraisal Committee
SEEA	System of Environmental Economic Accounting
SEIAA	State Environment Impact Assessment Authority
SFC	Standing Finance Committee
SFDRR	Sendai Framework for Disaster Risk Reduction
SFS	State Forests Service
SICOM	Society for Integrated Coastal Map
SIPCOT	State Industries Promotion Corporation of Tamil Nadu
SNA	State Nodal Agency
SO	Section Officer
SoP	Standard Operating Procedures
SPCB	State Pollution Control Board
SPOC	Single Point of Contact
SPV	Special Purpose Vehicle
STP	Sewage Treatment Plant
TAP	Toxic Air Pollutants
TBD	To be Decided
TERI	The Energy and Resources Institute
TISS	Tata Institute of Social Sciences
TNA	Training Needs Assessment
TO	Technical Officer
ToR	Terms of Reference
TRAFFIC	Trade Records Analysis of Flora and Fauna in Commerce.
TRC	Technical Review Committee
TSDf	Treatment, Storage and Disposal Facility
TTZ	Taj Trapezium Zone
UN	United Nations
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forestry
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UPSC	Union Public Service Commission
US	Under Secretary
USAID	United States Agency for International Development
UT	Union Territory
WASH	Water Sanitation and Hygiene Institute
WCCB	Wildlife Crime Control Bureau
WHO	World Health Organization
WII	Wildlife Institute of India
WL	Wildlife (Division)
WTO	World Trade Organization
WWD	World Wetlands Day
WWF	World Wildlife Foundation
ZDHC	Zero Discharge of Hazardous Chemicals
ZLD	Zero Liquid Discharge
ZSI	Zoological Survey of India



FOREWORD

Mission Karmayogi launched by our Hon'ble Prime Minister, Shri Narendra Modi, is a new direction for the large and complex machinery of India's Government operated by the civil servants acting as the custodians of development and change for the country. The Mission housed Karmayogi within the National Programme for Civil Services Capacity Building (NPCSCB) aims to create a professional, well-trained and future-looking civil service.

Civil servants play a vital role in formulating policy, executing service delivery, programme implementation and performing core governance functions. Therefore, it is imperative to address systemic challenges and augment capacity and skill building by moving from a rules-based to a roles-based system enabling them to become a Karmayogi.

At the heart of NPCSCB is the Capacity Building Commission (CBC) that is enabling Central Ministries to prepare, plan, monitor and evaluate the implementation of their Annual Capacity Building Plan (ACBP). The ACBP will serve as the guide for enhancing the competencies of the Ministry personnel through a harmonious de-siloed approach and improve capacity. The ACBP also leverages the iGOT-Karmayogi Platform, a keystone innovation to learning that is an integral part of the Digital India stack for capacity building of all government employees.

One of the central global challenges faced by India in its path towards achieving the Prime Minister's vision 2047 for a Viksit Bharat is climate change. Led nationally by the Ministry of Environment, Forest and Climate Change (MoEF&CC), India has been a frontline contributor in the fight against climate change.

To support MoEF&CC in its mandate, the Capacity Building Commission has developed the Annual Capacity Building Plan. This ACBP roadmap will support the transformation of the Ministry's civil servants into Karmayogis and enhance their collective capacity to meet India's commitments on climate change and biodiversity conservation, adopt a citizen-centric view to meet climate-related challenges, and leverage emerging technologies.

A Capacity Building Unit has been institutionalized within MoEF&CC to take forward the implementation of the ACBP. A Capacity Building Management Unit (CBMU) has also been set up within the CBC to monitor the progress on the implementation of the Annual Capacity Building Plans of various Ministries.

The MoEF&CC CBU will regularly update the progress of MoEF&CC ACBP implementation in line with the training calendar formalised by the Capacity Building Management Unit of the Capacity Building Commission.

Adil Zainulbhai, Chairman, Capacity Building Commission

and

Praveen Pardeshi, Member-Administration, Capacity Building Commission

I am pleased to present the first Annual Capacity Building Plan report to the Ministry of Environment, Forest and Climate Change (MOEFCC), Government of India.

This report stems from ADB's support to the Capacity Building Commission (CBC) for developing capacity building plans (CBPs) for the ministries and departments as part of the implementation of Mission Karmayogi, or the National Program for Civil Services Capacity Building.

ADB's support to Mission Karmayogi is expected to advance the goal of the newly-launched ADB's country partnership strategy (CPS) for India, 2023-2027 to channel financing and expertise to strengthen policies, plans, and institutions towards robust, inclusive and green growth.

Borne out of extensive stakeholder consultations, including with the MOEFCC, the new CPS is designed to align with India's development priorities towards becoming a high-income country by 2047, when it marks 100 years of independence. Central to the strategy is accelerating structural transformation, promoting climate-resilient growth, and deepening social and economic inclusiveness.

Relative to this strategy, India has a weighty role in the fight against climate change in the Asia-Pacific region. The Government of India has taken bold steps to address climate change related challenges but more work needs to be done.

At the forefront of ADB's India operations is to assist the country in fulfilling its global climate action commitments in line with MOEFCC's vision. ADB will focus on supporting the clean energy transition, climate change adaptation, disaster risk management, and circular economy program. I am also pleased to share that ADB is encouraged to adopt and promote the philosophy of Mission LiFE and India's commitment made at COP26 in Glasgow. During India's G20 Presidency, ADB is extending full support to the country on matters of energy transition and low-emission pathways.

In all these initiatives, ADB considers capacity building an integral element to ensure deep understanding of the issues of climate change, national ownership in designing initiatives, and effectiveness in implementing programs.

Through its technical assistance on Mission Karmayogi, ADB partners with MOEFCC in reinforcing the institutional capacity building ecosystem of India. It also supports the strengthening of CBC's competency, institutional structure, and policy pillars by (i) preparing CBPs based on a standardized approach; (ii) strengthening institutional frameworks for outcome-oriented capacity building; and (iii) devising actionable recommendations for training policy frameworks.

India and ADB have had a long and valuable development partnership. We remain committed to assisting the government in strengthening its capacity as it addresses the country's evolving development challenges.



Takeo Konishi
Country Director, India Resident Mission Asian
Development Bank



1. Executive Summary

The Union Government launched Mission Karmayogi¹, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) (the “Programme”), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building. It is based on the philosophy of creating an ecosystem of “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system”.

Mission Karmayogi comprised the six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework, (iv) digital learning framework (integrated government online training Karmayogi platform (iGOT-Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework.

The institutional framework of the Mission includes:

- (i) the apex body, Prime Minister’s Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building
- (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs)
- (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of annual CBPs
- (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and
- (v) programme management unit (PMU) to provide program management and support services.

Under this Programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and has conceptualized and developed Capacity Building Plans (CBPs) for the identified Ministries that includes Ministry of Environment, Forest and Climate Change (MoEF&CC).

1.1 Annual Capacity Building Plan (ACBP) Overview

This Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key areas that require intervention within MoEF&CC (the MDO) and provides a macro view of year-wise capacity building initiatives – both training and non-training – that cater to identified areas. The ACBP is incremental in nature, in that, it identifies select focus areas that can be addressed through interventions immediately, and dovetails into a full-fledged plan that is to be implemented over the short and medium terms.

The objective of creating an ACBP is to:

- i. Understand and document the capacity building needs of MDOs at the individual, organisational and institutional levels
 - a. While the ACBP exercise identifies individual-specific training interventions to build individual capacity, it also looks at organisational and institutional measures that can build MDO capacity as a whole and be scaled up to build pan-Government capacity
- ii. Identify both training and non-training interventions to address these needs and assist in the development and enhancement of capacities of individuals and of MDOs for effective governance

The content of an ACBP is determined within the bounds of the following aspects:

- i. Three Lenses: Focus areas for capacity building exercise

¹ Press Information Bureau, Gol link: <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663>

ii. Three Pillars: Scope of capacity building exercise

Chapter 4 presents the details of these aspects followed in the process of creating the ACBP for MoEF&CC.

An Annual Capacity Building Plan, in general, follows a cyclical process of preparation that involves rigorous capacity needs assessment in tandem with all departments, divisions, cells within the MDO. It is implemented in a phased manner under the strategic guidance and leadership of the MDO wherein, at the onset, a few divisions and institutions are prioritised for capacity building.

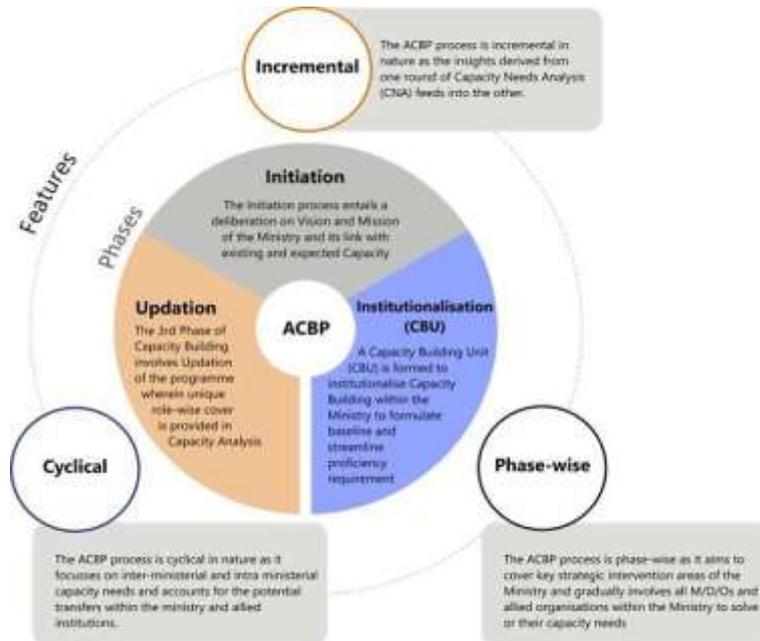


Figure 1: Characteristics of an ACBP

1.2 Annual Capacity Building Plan for Ministry of Environment, Forest and Climate Change

The ACBP preparation process of Ministry of Environment, Forest and Climate Change (hereby referred to as “The Ministry or MoEF&CC”) began in month of August 2022 with a kick-off meeting held under the leadership of the Secretary, MoEF&CC. The Secretary of the Ministry emphasised on the inclusion of key divisions within the Environment, Forest and Wildlife domains for developing the ACBP.

A detailed Capacity Needs Analysis (CNA) was conducted based on multiple orientation sessions, one-on-one discussions, Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) with stakeholders within divisions selected for the ACBP.

The data collection and collation exercise leveraged the use of a Training Needs Assessment (TNA) questionnaire within a parallel exercise for Framework for Roles, Responsibilities and Competencies (FRAC). This exercise was conducted to develop the as-is benchmarking of various divisions and positions within the Ministry and assessment of gaps and improvement potential in competencies required for effective and efficient functioning of the MDO and implementation of its vision and mandate.

Chapter 2 of this report presents the detailed approach and methodology for creating the ACBP.

After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision and future outlook of the Ministry as detailed above.

Domain competency assessment considers not only the current roles and responsibilities of the divisions and departments, but also cater to the changing national and international

landscape and dynamics in the environment and larger climate change domain in line with key national strategic goals and commitments like:

- India's Nationally Determined Contribution (NDC) and Net Zero targets
- Ratification of international environmental agreements like UNFCCC's 2016 Paris Agreement, Ramsar Convention, Montreal Protocol and Kigali Amendment, among others

Further, functional and behavioural competencies identified for capacity building at the individual level encompass capacities that will enable various divisions and personnel to, respectively,

- Design, plan, implement, and manage day-to-day and procedural and process-oriented work in an effective and efficient manner, while maintaining process quality, deriving actionable insights, and ensuring technically impactful work
- Perform citizen-centric work and engage with stakeholders through effective and impactful communication, empathy, negotiation and diplomatic sensitivity while maintaining a path towards personal independence and mindful growth

1.3 Macro Overview of Capacity Needs Analysis (CNA) Exercise

Based on the CNA and understanding of the future-looking vision of the Ministry as a whole, a few key priority training requirements have been identified. These priority requirements are common competency topics that cut horizontally across divisions within the MoEF&CC.

Capacity building in these common areas will help division prioritise specific training needs while also moving holistically towards achieving the overarching vision and mission of the Ministry.

The following charts present the incidence of common capacity building topics identified at the division level and are based on data output from the common training needs of the divisions based on Tables 1 and 2.

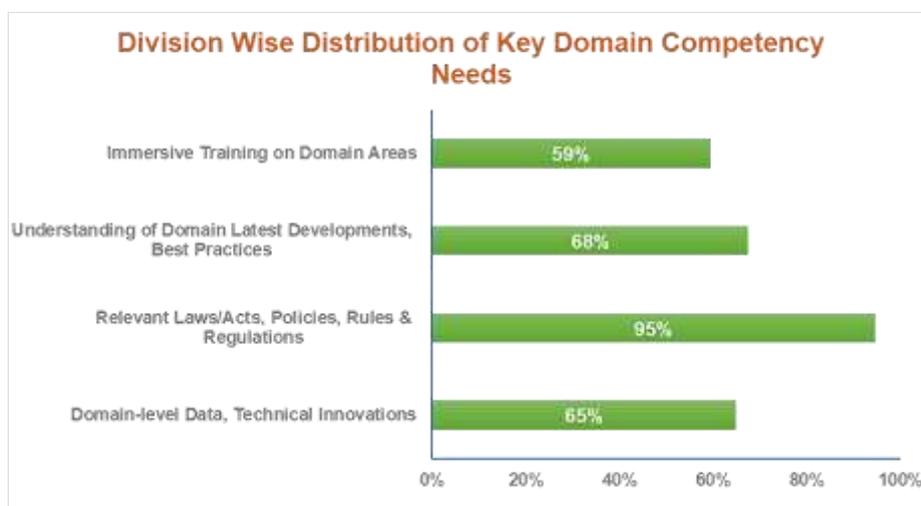


Figure 2: Division wise incidence of common domain competency training needs

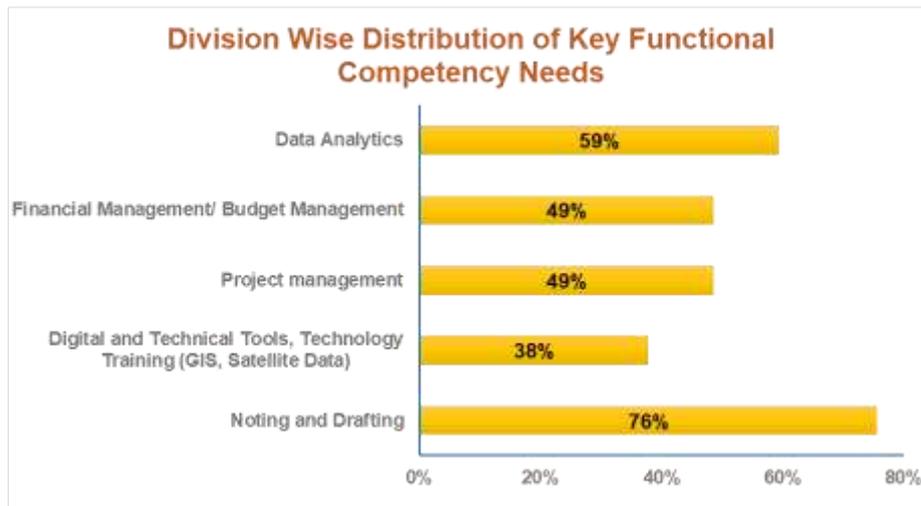


Figure 3: Division wise incidence of common functional competency training needs



Figure 4: Division wise incidence of common behavioural competency training needs

Further, **Tables 1 and 2** expand on common competencies presented above, adding specificity based on the functions and mandates of a division, identified through the CNA.

Annexure 3 presents a deeper dive into the domain, functional and behavioural capacity requirements and gaps identified for each division within MoEF&CC.

Table 1: Common competency topics emerging from capacity needs assessment

Competency	Topics	CC	C&S	CP	EE	EH	EIA	EI	HSM	MPOC	R&D	Wetlands	EAP	FC	FE	FP	FPD	IFS	NTCA
Domain	Familiarity with latest domain-level data sources, technical innovations	✓	✓	✓		✓	✓		✓	✓	✓	✓		✓		✓	✓		✓
	Rules, regulations, acts, policies, and laws pertaining to the Ministry/ Division	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Familiarity and periodic refresher on latest developments and best practices in the sector	✓	✓	✓	✓		✓			✓	✓	✓		✓		✓	✓		✓
	Immersion in sub-sectoral domain subject matters through immersive training	✓	✓	✓	✓		✓					✓		✓					
Functional	Noting and drafting skills		✓				✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
	Tools and technologies like GIS and satellite data		✓				✓	✓				✓		✓			✓		✓
	Project management	✓	✓							✓	✓		✓	✓			✓	✓	✓
	Financial Management/ Budget Management	✓	✓		✓	✓				✓	✓			✓			✓		✓
	Data Analytics		✓		✓		✓	✓		✓	✓	✓		✓	✓		✓	✓	✓
Behavioural	Effective Communication skills	✓			✓	✓	✓	✓		✓		✓		✓		✓			
	Resilience and Stress Management	✓				✓	✓					✓							
	Time management and Result Orientation	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Leadership Skills			✓			✓				✓			✓	✓		✓		✓
	Stakeholder management		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Competency	Topics	PE	ROHQ	R&T	S&U	WL	ESZ	EP&L	Mountain	NMNH	SCM	Vigilance	BC	CMGC	GC	IC	IFD	SC
Domain	Familiarity with latest domain-level data sources, technical innovations	✓		✓	✓	✓	✓		✓		✓		✓	✓				✓
	Rules, regulations, acts, policies, and laws pertaining to the Ministry/ Division	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Familiarity and periodic refresher on latest developments and best practices in the sector	✓				✓	✓	✓	✓	✓	✓		✓	✓		✓		✓
	Immersion in sub-sectoral domain subject matters through immersive training	✓		✓		✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
Functional	Noting and drafting skills	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	
	Tools and technologies like GIS and satellite data	✓	✓			✓	✓		✓	✓	✓							✓
	Project management		✓	✓	✓	✓				✓	✓	✓						✓
	Financial Management/ Budget Management	✓				✓	✓	✓		✓	✓		✓				✓	✓
	Data Analytics	✓		✓	✓	✓	✓		✓	✓	✓		✓	✓			✓	
Behavioural	Effective Communication skills	✓		✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		
	Resilience and Stress Management		✓			✓	✓		✓	✓		✓		✓	✓		✓	✓
	Time management and Result Orientation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓
	Leadership Skills		✓	✓	✓	✓		✓									✓	
	Stakeholder management	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓

Table 2: Key domain competencies of divisions identified for capacity building through CNA

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
Climate Change (CC)	<ul style="list-style-type: none"> ▶ In-depth knowledge of climate change-related impacts and vulnerabilities across economic sectors in India ▶ Comprehensive understanding of national CC priorities, targets, challenges, and strategic international stances ▶ Technical understanding of latest solutions to tackle mitigation and adaptation including sectoral, national and international best practices, low-carbon innovations/technologies, and climate finance instruments ▶ Familiarity with upcoming strategic areas of development, investment and national thrust, e.g., carbon markets, Nature-based solutions ▶ Technical design and implementation of national climate change action policies and programmes
Conservation & Survey (C&S)	<ul style="list-style-type: none"> ▶ Tackling long term risks such as biodiversity loss, climate change, pollution and population dynamics ▶ Field exposure is needed as most of the programs (relating to subject knowledge) are of field oriented in nature and implemented across States ▶ Access to information by research institutes for updation on the subject
Control of Pollution (CP)	<ul style="list-style-type: none"> ▶ In-depth knowledge of global best practices and success stories of pollution control mechanisms, policies, data management, emission standards and guidelines ▶ New technologies and processes for control of pollution from effluents, industrial discharge, air pollution, source apportionment ▶ Planning, design, implementation, monitoring and analysis of national programmes like National Clean Air Programme ▶ Familiarity with upcoming strategic areas of environmental-friendly economic development and national thrust areas like Lifestyle for Environment, Circular Economy, Eco-Industrial Development, etc. through lens of pollution reduction
Environment Education (EE)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of foundational domain knowledge on Environment Education ▶ Understanding of National Curriculum Framework ▶ Incorporation of environmental education curriculum for making the country's youth conscious about their environment, adopting green social behaviour and thus responding to the environment crises ▶ Providing inputs for National Education Policy to reorient the curriculum of environment education for making it more responsive to environmental issues.
Environmental Health (EH)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of Environment (Protection) Act, 1986, Wildlife (Protection) Act, 1972, Biological Diversity Act, 2002 ▶ Understanding of the impacts of broader aspects such as climate change, loss of biodiversity, and land degradation can also impact on human well-being by threatening the delivery of ecosystem services, such as access to freshwater and food production ▶ Thorough understanding of National Environmental Health Profile Study
Environmental Impact Assessment (EIA)	<ul style="list-style-type: none"> ▶ In-depth knowledge of new methodologies and assessments to capture environmental impact of projects and developments across multiple economic sectors ▶ Digital tools and technologies at the forefront of the EIA domain of work ▶ Life-cycle assessment of various materials and substances typical to a sector ▶ Updated knowledge of clean, low-carbon innovations/ solutions to reduce negative externalities and impact of economic development activities (manufacturing, public infrastructure and utilities, etc.) ▶ Practical knowledge of the latest international developments about the Impact Assessment in the various sectors

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
Hazardous Substances Management (HSM)	<ul style="list-style-type: none"> ▶ In-depth knowledge of global best practices and latest technologies for hazardous substance management (HSM), standards and guidelines with respect to waste and chemicals ▶ Understanding various chemical processes, assessment and remediation of contaminated sites, ▶ New technologies for environmentally sound management of wastes and chemicals in collection, segregation, recycling and recovery and disposal methods, including waste-to-energy, waste-to-wealth and material circularity (reduce, recover, recycle value chains) across sectors generating various categories of wastes. ▶ Understanding of resource efficiency and circular economy principles for minimizing energy, natural resources and environmental footprint ▶ Familiarity with upcoming strategic areas of development, and national thrust like Lifestyle for Environment, Circular Economy, Eco-Mark Scheme, Life cycle assessment, Carbon markets, Clean Development Mechanism, etc. ▶ Understanding of multilateral conventions in wastes and chemical management
Montreal Protocol and Ozone Cell (MPOC)	<ul style="list-style-type: none"> ▶ In-depth knowledge of global best practices and latest technologies and their market readiness for phase-out of Ozone Depleting Substances (ODS) in line with provisions of the Montreal Protocol ▶ Up to date knowledge and understanding of decisions of the Meeting of the Parties (MOP) and the Executive Committee (Ex-Com) of the Multilateral Fund (MLF) ▶ Familiarity with provisions, guidelines, and technical solutions in future-looking areas of work including provisions and commitments within the Kigali Amendment (Hydrofluorocarbons) and implementation of India Cooling Action Plan, functions of Multilateral Fund ▶ In-depth knowledge of current industry practices, standards and R&D in space cooling, and environmental-friendly alternatives to ODS ▶ Analysis and understanding of policy papers of Ozone Secretariat and MLF Secretariat, and reporting frameworks of MLF and implementing agencies
Environmental Information, Awareness, Capacity Building and Livelihood (EIACP) Division	<ul style="list-style-type: none"> ▶ Training required for working with Management Information System (MIS) and Geographic Information System (GIS) ▶ Comprehensive understanding of the working of various programs under the division such as ENVIS, ISBEID, GSDP etc ▶ Market analysis and demand assessment of Skill Development courses like GSDP Courses ▶ Supply chain management of GSDP products and creation of online portal for smooth sale of GSDP products ▶ Latest technologies on website development ▶ Training regarding PFMS portal
Research and Development (R&D) in Environment	<ul style="list-style-type: none"> ▶ Prior training in the domain knowledge, including latest tools and technologies for yielding better outcome. ▶ Collaboration between academics, R&D, industry and policy for familiarization with new and upcoming technologies for environmental conservation and conservation of natural resources in the Country ▶ Process for approvals for proposals under R&D scheme ▶ Exposure to the global best practices regarding pollution prevention, sustainable management of natural resources
Wetlands	<ul style="list-style-type: none"> ▶ Knowledge on international practices in wetlands conservation and management ▶ Information availability on best international practices for wetlands, Aquatic ecosystem management ▶ Insight on biodiversity for policy planning, updation and revision ▶ How to create awareness among masses about the safeguarding of country's wetlands as the urbanisation is only likely to intensify ▶ Understanding of Ground Water Assessments, pollution dispersion in waterbodies

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
Biodiversity Conservation (BC)	<ul style="list-style-type: none"> ▶ Understanding of Biological Diversity Act, 2002 and its Rules 2004, Convention on Biological Diversity (CBD) and Nagoya & Cartagena protocols adopted under CBD ▶ Understanding of rules for the manufacture, use/import/export and storage of hazardous microorganisms/ genetically engineered organisms or cells (Rules 1989)
International Carbon Market & Green Credits (CMGC)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of foundational domain knowledge on functioning of Carbon Trading Platforms ▶ Interaction with countries having functioning Carbon Trading Market ▶ Comprehensive knowledge Paris Agreement ▶ In depth understanding of topics such as National Carbon Market, Green Credit ▶ Familiarization with Cap-and-Trade system in carbon markets
Eco-Sensitive Zones (ESZ)	<ul style="list-style-type: none"> ▶ Training on how to get local communities involved for protection of Eco-sensitive Zones and outreach programs for Conservation efforts of the Protected Area through voluntary participation ▶ Field exposure is needed as most of the programmes (relating to subject knowledge) are of field oriented in nature and implemented across States tasks ▶ Training on creating awareness among masses for activities which may generate land, water and ecological stress on the ESZs ▶ In depth understanding of Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005, Forest (Conservation) Act, 1980 (amendments made therein) ▶ Conducting periodic awareness programme on objective of declaration of Eco-sensitive Zones (ESZ) for populations residing within ESZ of a Protected Area. ▶ Undertaking capacity study of ESZ ▶ Functions of Monitoring Committee in ESZ ▶ Awareness on “Prohibited, regulated and promoted” activities in ESZ
Policy and Law (P&L)	<ul style="list-style-type: none"> ▶ Keeping up with best practices with respect to environment related legal matters ▶ Access to information from various national and international agencies dealing with same/ similar subjects ▶ Familiarity with Environmental laws, financial laws ▶ Information sharing by industry stakeholders for effective subject engagement ▶ Review of budgeting and payment to contractual staff.
International Cooperation (IC)	<ul style="list-style-type: none"> ▶ Coordinate the views of various Divisions, Ministries and Departments on any matter and present a consolidated position on the same. ▶ Coordination of documents, papers, communiques, etc. received from other countries, multilateral forum, etc.
Mountain Division	<ul style="list-style-type: none"> ▶ Knowledge on basics of ecological functioning of mountains ▶ Information availability on best international practices for integrated mountain development ▶ Insight on biodiversity for policy planning, updation and revision ▶ Insight into the impact of developmental activities on mountain regions like waste accumulation, air pollution, traffic and tourist overflow, lack of safe building practices, impact of road building etc. ▶ Climate change impacts on ecology & livelihoods ▶ Tools and technologies to make masses aware about changes due to climate and development changes and their impacts

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
National Museum of Natural History (NMNH)	<ul style="list-style-type: none"> ▶ Knowledge about latest developments in the Environment, Ecology and Conservation sector ▶ Collaboration between academics, industry, other govt institutions and policy for improving collections at museums ▶ Basics of curating displays and exhibitions in museum
Sustainable Coastal Management (SCM)	<ul style="list-style-type: none"> ▶ Technical and scientific knowledge and expertise on Mangroves, Coral reefs, Mudflats, Sand dunes, Coastal Wetlands, Sea grass and other Eco sensitive components and their interdependences ▶ International treaties/conventions/ agreements on coastal and marine environment ▶ Developments in climate change vulnerability, risk assessment, adaptation and mitigative measures ▶ Research work in collaboration with scientific and technical institutes ▶ Exposure to contemporary developments in research and knowledge products ▶ Development of Coastal and Marine Spatial Planning, Promotion of Blue economy ▶ Development of Integrated Coastal Zone Management ▶ Prevention, control and management of Marine litter and plastic Pollution ▶ Planning and implementation of climate resilient nature and ecosystem based coastal adaptation and mitigation measures ▶ Development of environmentally sound beach Infrastructure including Blue Flag certification ▶ Shoreline erosion & protection ▶ Economical-Social-environmental vulnerability and risk assessment for coastal communities
Externally Aided Projects (EAP)	<ul style="list-style-type: none"> ▶ Life cycles of EAPs ▶ Thorough knowledge on the various techniques of cost-benefit analysis to interpret and negotiate a financial proposal ▶ International rates of funding and related costs involved e.g., hedging cost ▶ Understanding of financial details, budgeting, loan disbursement mechanism related matters in the proposals by donor agencies
Forest Conservation (FC)	<ul style="list-style-type: none"> ▶ Nuanced understanding of the FCA, Rules and guidelines and sectoral aspects ▶ Knowledge on the best practices on sustainable mining and restoration activities ▶ Periodic update on the best global practices in the forest conservation sector ▶ Understanding of concepts of Carbon retention, storage and utilization etc., to maintain a point of view during processing of the proposals ▶ Exposure to field functionaries like mining, hydel projects, road and railway construction etc. ▶ Eco-restoration, Bio-diversity Impact Assessment, Wildlife conservation Plan, Catchment Area treatment plan, Soil moisture conservation plan, Reclamation and rehabilitation plan, Carbon stock estimation and forest productivity, NPV and its estimation/calculation, Eco-system services, Compensatory Afforestation Regime
Forest Establishment (FE)	<ul style="list-style-type: none"> ▶ Understanding of e-recruitment rules/urgent requirements at state-level ▶ Regularized knowledge update reg. establishment rules/regulations of ICFRE, FSI, WCCB, DFE, NZP, IGNFA, etc. ▶ Insight for ensuring comprehensive analysis of various topics related to FE
Forest Policy (FP)	<ul style="list-style-type: none"> ▶ Exposure to international and key forest policies ▶ Policy research & public policy development ▶ Evaluation skills to assess output of capacity building conducted for state officers and other stakeholders

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
	<ul style="list-style-type: none"> ▶ Scientific knowledge on the status of forest policies at the international level ▶ Understanding of the policy negotiations and discussions undertaken at the international forums related to forests
Forest Protection (FPD)	<ul style="list-style-type: none"> ▶ Analysis of the financial assistance proposals submitted by the states/Union Territory Governments in prevention and control of forest fire
Indian Forest Services (IFS)	<ul style="list-style-type: none"> ▶ Understanding of the IFS rules and regulations for management of the vacancy portfolio ▶ Understanding of the rules and regulations with regards to human resource management ▶ Technical understanding of parameters of proposals for empanelment of IFS officers
National Tiger Conservation Authority (NTCA)	<ul style="list-style-type: none"> ▶ Technical competency building on tiger ecology, PA management, wildlife population estimation ▶ Latest technologies for managing of Human - Tiger interaction issues ▶ National and international collaboration on tiger conservation
Project Elephant (PE)	<ul style="list-style-type: none"> ▶ Management interventions for elephant habitats across the globe ▶ Elephant ecology, and its multidimensional conservation aspects ▶ Technology uses in conservation of large mammals
Regional Office Headquarters (ROHQ)	<ul style="list-style-type: none"> ▶ Exposure to knowledge with regards to advances in environment clearance, forest conservation, pollution management measures etc. sector ▶ Working Plan Code, 2014, Working Plan development ▶ Providing technical support to states in development of working plans
Research & Training (R&T)	<ul style="list-style-type: none"> ▶ Exposure to research and training (policies/ programmes) in top level research and training institutes across the globe
Survey & Utilization (S&U)	<ul style="list-style-type: none"> ▶ Knowledge related to laws and its application in the value chain of timber and its international implications ▶ Understanding the fundamentals of Wood Based Industries guidelines, exposure to wood-based industry in India ▶ Functioning and research conducted at of FSI, Dehradun related to Wood Sciences
Wildlife (WL)	<ul style="list-style-type: none"> ▶ Update knowledge on Wildlife management (legal and administrative), Zoo Management, management of large mammals, wildlife crime and trade ▶ Techniques and technologies available for effective wildlife management ▶ National Board for Wildlife, International conventions & Strategies thereto
General Coordination (GC)	<ul style="list-style-type: none"> ▶ Collation of inputs from various ministries and dissemination of pertinent information after analysis of the same ▶ Submission of information on timely basis to various ministries, cabinet secretaries, PMO office etc. ▶ Preparation of Citizen Client Charter ▶ Circulation of Rules & Regulation received from DoPT, PMO and other Ministries.
Integrated Finance (IFD)	<ul style="list-style-type: none"> ▶ Exposure to Financial Rules and Financial Management ▶ Detailed understanding of the mandates, function and activities of the Ministry ▶ Capacity in examination of EFC / SFCs ▶ Dissemination of rules and regulations pertaining to finance division to the other divisions of the ministry ▶ Knowledge of relevant schemes of the ministry to process financial proposal and DFPRs

Name of Division/Cell	Key Domain Competencies Identified for Capacity Building
	<ul style="list-style-type: none"> ▶ Knowledge of DFPRs
Statistics Division	<ul style="list-style-type: none"> ▶ Methods for data collection, handling and analysis in the Environment sector ▶ Capacity Building in the tools for analysis and methodology that could be used for <ul style="list-style-type: none"> ○ Index building: Selection of parameters, weights, analysis of data sources and ways of parameters into categories and sub-categories ○ Indicator formulation from environmental data sets including geospatial data for SDG monitoring and policy analysis ▶ Comprehension and applications of important models used for modelling environmental data for example to study climate change, spatial distribution of pollutants and biodiversity etc.
Vigilance	<ul style="list-style-type: none"> ▶ Mechanism to monitor compliance with all vigilance guidelines ▶ Organising of various workshops/seminars for dissemination of rules and regulations pertaining to vigilance ▶ Insight into rules and regulations pertaining to vigilance ▶ Understanding nuances of scrutiny of Annual Immovable Property Returns

Table 3: Key functional & behavioural competencies of divisions identified for capacity building through CNA

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Climate Change	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, evaluation including technical review and assessment of proposals (scope, implementation roadmap, outcomes), KPI monitoring ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis tools and techniques for insight generation and informing policy/programme development ▶ Policy/Programme Formulation: Programme design, planning and implementation; development of technical notes and concept papers; monitoring and impact assessment 	<ul style="list-style-type: none"> ▶ Team Management: team integration, knowledge sharing and collaboration ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
Conservation & Survey (C&S)	<ul style="list-style-type: none"> ▶ Better Use of technological tools such as GIS tool and Satellite data may enhance the competency of scientific work and its analysis on the project ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries 	<ul style="list-style-type: none"> ▶ Team Management: team integration, knowledge sharing and collaboration ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
	<ul style="list-style-type: none"> ▶ Policy/Programme Formulation: Programme design, planning and implementation; development of technical notes and concept papers; monitoring and impact assessment 	<ul style="list-style-type: none"> ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building
Control of Pollution	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools ▶ Financial Management: Financial management of project, budgeting, grant management, cost-benefit analysis ▶ Grievance handling, handling of legal matters, and responding to RTIs and cabinet/parliamentary information requests ▶ E-office, MS office skills 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, self-motivation ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Stakeholder Engagement: Consensus building, coordination, networking and partnership ▶ Influencing and Negotiation: Persuasion, conflict management
Environment Education	<ul style="list-style-type: none"> ▶ Knowledge of office procedures and Public Finance Management System portal ▶ Understanding of financial rules ▶ Working with eOffice ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools 	<ul style="list-style-type: none"> ▶ Strategic thinking and organizational awareness, ▶ Knowledge Management: Knowledge sharing, collaboration ▶ Communication: Active listening, reading and comprehension, presentation skills
Environmental Health	<ul style="list-style-type: none"> ▶ Financial Analysis: Techno-commercial feasibility assessment, cost-benefit analysis ▶ Familiarity with office procedures & SoPs ▶ Assessment of Technical Reports 	<ul style="list-style-type: none"> ▶ Stress management capabilities ▶ Communication: Active listening, reading and comprehension, presentation skills
Environmental Impact Assessment (EIA)	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools ▶ Digital Fluency: Digital Tools (MS office, Excel & PowerPoint) & other data platforms, Artificial Intelligence Basics, Decision Support System ▶ Grievance handling, handling of legal matters, and responding to RTIs and cabinet/parliamentary information requests 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing, negotiation skills ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure, coordination, cooperation ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Time management: Planning and prioritizations, adherence to timeline ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Hazardous Substances Management (HSM)	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment, KPI monitoring ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis tools and techniques for insight generation and informing policy/programme development ▶ Financial Management: Financial management of project, budgeting, grant management, cost-benefit analysis ▶ Policy/Programme Formulation: Programme design, planning and implementation; development of technical notes and concept papers; monitoring and impact assessment 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Influencing and Negotiation: Persuasion, conflict management ▶ Analytical thinking: Multitasking, synthesizing information, problem solving
Montreal Protocol and Ozone Cell	<ul style="list-style-type: none"> ▶ Project Management: Project design, planning, and implementation ▶ Monitoring and evaluation of funded projects for ODS phase-down in industrial manufacturing ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis tools and techniques, and technical data assessment skills ▶ Financial Management: Financial management of project, budgeting, grant management, cost-benefit analysis 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication, ▶ Influencing and Negotiation: Persuasion, conflict management ▶ Time management: Planning and prioritizations, adherence to timeline
Environmental Information, Awareness, Capacity Building and Livelihood (EIACP) Division	<ul style="list-style-type: none"> ▶ Understanding of digital data visualisation tools ▶ Capacity in drafting of notes ▶ Expertise in framing replies to parliamentary questions ▶ Basic nuances of evaluating a scientific paper/journal/books ▶ Creative/innovative tools to nudge people towards environmental conservation through awareness programmes ▶ Training on new version of eOffice 	<ul style="list-style-type: none"> ▶ Innovative and improvement, creativity ▶ Consensus building and teamwork ▶ Innovative/strategic thinking ▶ Time management ▶ Oration and communication training ▶ Management of workplace stress
Research and Development (R&D) in Environment	<ul style="list-style-type: none"> ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment ▶ Financial Management: Financial management of project, budgeting, grant management, cost-benefit analysis ▶ Require training on Evaluation and outcome assessment ▶ Assessment of technical reports 	<ul style="list-style-type: none"> ▶ Communication and presentation ▶ Teamwork and team integration, knowledge sharing ▶ Stakeholder Engagement: Consensus building, coordination, networking and partnership ▶ Innovation and improvement ▶ Political, economic, social technological consciousness ▶ Systems thinking approach

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Wetlands	<ul style="list-style-type: none"> ▶ Use of tools like Remote Sensing and GIS, Water Quality Testing methodologies and Assessments, Software related to water quality, Ground Water Assessments, pollution dispersion in waterbodies ▶ Insight generation for conducting negotiations in international conventions ▶ Know-how on development of MIS and web portal for wetlands ▶ Partnerships and collaboration with scientific and research institutions 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, self-motivation ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Communication: Active listening, reading and comprehension ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, leadership ▶ Freedom to express ideas & views to higher level officers
Biodiversity Conservation (BC)	<ul style="list-style-type: none"> ▶ Noting and drafting skills for developing vision and strategy ▶ Review of parliamentary queries ▶ Appraisal of proposals 	<ul style="list-style-type: none"> ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
International Carbon Market & Green Credits	<ul style="list-style-type: none"> ▶ Policy/Programme Formulation: Programme design, planning and implementation; development of technical notes and concept papers; monitoring and impact assessment ▶ Cabinet Note Preparation, Noting and drafting skills for replying to parliamentary queries 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Influencing and Negotiation: Persuasion, conflict management ▶ Analytical thinking: Multitasking, synthesizing information, problem solving
Eco-Sensitive Zones (ESZ)	<ul style="list-style-type: none"> ▶ Proper organisation and documentation of documents for their easy access and retrieval ▶ Drafting and noting capacity skills to provide replies and recommendations ▶ Use of scientific tools such as GIS tool and Satellite data to enhance the competency of scientific work and its analysis ▶ Grievance handling, handling of legal matters, and responding to RTIs and cabinet/parliamentary information requests ▶ Financial Management: Financial management of project, budgeting, grant management, cost-benefit analysis 	<ul style="list-style-type: none"> ▶ Team Management: Team integration, knowledge sharing and collaboration ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Stress management skills

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Policy and Law (P&L)	<ul style="list-style-type: none"> ▶ Exposure to drafting of legal documents/ replies ▶ Office Procedure, Noting & Drafting: Noting, Drafting of official communications (O.M, Letters etc.), Office Procedure ▶ Financial Management: Financial management of project, budgeting, grant management, SOP for release of expenditure 	<ul style="list-style-type: none"> ▶ Leadership: Strategic orientation, transformation orientation, collaboration ▶ Stakeholder Engagement: Consensus building, coordination, networking and partnership ▶ Influencing and Negotiation: Persuasion, conflict management ▶ Effective Communication: Active listening, reading and comprehension, verbal & non-verbal communication, presentation skills
Mountain Division	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
National Museum of Natural History (NMNH)	<ul style="list-style-type: none"> ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment 	<ul style="list-style-type: none"> ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines ▶ Analytical thinking: Multitasking, synthesizing information, problem solving
Sustainable Coastal Management (SCM)	<ul style="list-style-type: none"> ▶ Government fund management, releases, monitoring and reporting including PFMS/CNA/SNA ▶ Project Management: Project planning, implementation, financial management, monitoring, evaluation and outcome assessment ▶ SOPs of various activities and responsibilities as ready reckoner ▶ Data Analytics: Familiarity with scientific and strategic (qualitative) data analysis and visualisation tools ▶ Use of tools such as GIS tool and Satellite data to enhance the competency of scientific work and analysis ▶ Interpretation and drafting knowledge of relevant policy documents laws, rules and regulations, international treaties/conventions/agreements ▶ Scientific Analysis and technical assessment skills for marine and coastal ecosystem 	<ul style="list-style-type: none"> ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Externally Aided Projects (EAP)	<ul style="list-style-type: none"> ▶ Capacity in drafting of project proposals ▶ Capacity in drafting parliamentary responses to technical questions ▶ Monitoring, Evaluation and outcome assessment of the projects ▶ Drafting and review of scientific project proposals 	<ul style="list-style-type: none"> ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
Forest Conservation	<ul style="list-style-type: none"> ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries ▶ Data management and visualisation to draw needed inferences for decision making ▶ Legal knowhow of the matter to provide responses for litigations, RTI and other grievances ▶ Knowledge with reference to judgements emerging from court proceedings 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills
Forest Establishment (FE)	<ul style="list-style-type: none"> ▶ Effective communication and management of needs of multiple divisions and organizations ▶ Synthesizing of information received from various sources ▶ Exposure and expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
Forest Policy	<ul style="list-style-type: none"> ▶ Drafting and development of policies ▶ Drafting of notes, agendas and policies as per the international requirements ▶ Development of communication material for the stakeholder 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines
Forest Protection	<ul style="list-style-type: none"> ▶ Reviewing the financial proposal and providing suggestions for the budget ▶ Drafting of notes and plans 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Analytical thinking: Multitasking, synthesizing information, problem solving

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
		<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills
Indian Forest Services	<ul style="list-style-type: none"> ▶ Exposure and expertise in framing replies to parliamentary questions ▶ Maintaining records and generating reports for responding to request for information 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills
National Tiger Conservation Authority	<ul style="list-style-type: none"> ▶ Drafting of policies and guidelines ▶ Drafting responses for parliamentary questions 	<ul style="list-style-type: none"> ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills
Project Elephant	<ul style="list-style-type: none"> ▶ Formulate responses to court questions pertaining to various cases addressed to the Forest Conservation Division ▶ Use of technological tools such as GIS & Artificial Intelligence other related tools, to enhance the competency of scientific knowledge and management of elephant conservation ▶ Monitoring and evaluation skills of the interventions undertaken 	<ul style="list-style-type: none"> ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication ▶ Analytical thinking: Multitasking, synthesizing information, problem solving ▶ Stress management skills
Regional Office Headquarters (ROHQ)	<ul style="list-style-type: none"> ▶ Drafting of notes and policies ▶ Tools and techniques for monitoring of working plans ▶ Organising capacity building workshops for the pollution control board ▶ Monitoring and evaluation parameters for review of forest clearance proposal 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building, communication
Research & Training	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the projects ▶ Drafting responses to parliamentary questions ▶ Organisation skills for effective calendar management 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Survey & Utilization	<ul style="list-style-type: none"> ▶ Drafting of Cabinet/CCEA Note, SFC/EFC Memo ▶ Handling parliamentary matters 	<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Staff motivation and productivity training
Wildlife	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the proposals and projects ▶ Coordination with key WL NGOs, Research agencies ▶ Compilation of court judgements on wildlife matters 	<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Effective stress management skills
General Coordination	<ul style="list-style-type: none"> ▶ Digital Fluency: Digital Tools (MS office, Excel & PowerPoint) & Platforms ▶ Data Analytics: Data Management (Cleaning-up, segregation, processing), Data Analysis & Visualization, Data led Decision making, Data Use and Governance ▶ E-Office & Office Management 	<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication ▶ Learning Agility: Building Institutional Knowledge/ Memory ▶ Stakeholder Engagement: Consensus building, inquiry, partnership building ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure ▶ Analytical Thinking: Problem Solving, Attention to detail, Synthesizing information, ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines ▶ Proactiveness: self-motivation, enterprising ▶ Decision Making: Comprehensive analysis, Resolute mindset, Anticipating impact
International Cooperation	<ul style="list-style-type: none"> ▶ Understanding of various modes of procurement. This may include capacity of working with all electronic modes of procurement. ▶ Overall coordination of matters relating to foreign tours and contributions to international agencies 	<ul style="list-style-type: none"> ▶ Effective Communication: Active listening, reading and comprehension, verbal and non-verbal communication, presentation skills ▶ Stakeholder Engagement: Consensus building, inquiry, networking and partnership building ▶ Analytical thinking: Multitasking, synthesizing information, problem solving
Integrated Finance	<ul style="list-style-type: none"> ▶ Financial Management: Financial management of project, budgeting, grant management, ▶ Noting and drafting skills for replying to parliamentary queries ▶ Digital Fluency: Digital Tools (MS office, Excel & PowerPoint) & Platforms, Digital Service Delivery 	<ul style="list-style-type: none"> ▶ Leadership and Team Management: Strategic orientation, transformation orientation, collaboration, team building ▶ Time Management: Goal setting, planning and prioritization, adherence to timelines Team building and leadership skills ▶ Analytical thinking: Multitasking, synthesizing information, problem solving

Name of Division/Cell	Key Competencies Identified for Capacity Building	
	Functional	Behavioural
Statistics Division	<ul style="list-style-type: none"> ▶ Policy/Programme Monitoring and inputs for Policy/Programme formulation: Devising indicators for SDGs, mapping them to their respective scheme/divisions. ▶ Data Analytics: Knowledge of programming languages such as Python and R programming for analysis of data. Knowledge of web servers and handling them. 	<ul style="list-style-type: none"> ▶ Effective Communication: listening, reading and comprehension, verbal and non-verbal communication, presentation skills to understand the need and application of data ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing ▶ Networking: Strong networking skills Training of personnel for building rapport with respondents in field surveys
Vigilance	<ul style="list-style-type: none"> ▶ Understanding of various SOPs of the vigilance department ▶ Policy Making: Research, Need Analysis & Evaluation, Policy Design / Amendment, Policy Implementation, Policy Monitoring & Impact Assessment 	<ul style="list-style-type: none"> ▶ Proactiveness and Learning Agility: Continuous learning, building institutional knowledge, knowledge sharing ▶ Result Orientation: Initiation and drive, accountability, commitment to quality, task closure ▶ Stakeholder Engagement: Consensus building, inquiry, communication ▶ Influencing and Negotiation: Persuasion, conflict management ▶ Knowledge Management: Knowledge sharing, collaboration

1.4 Key Components of MoEF&CC ACBP

Capacity building initiatives have been prioritized on an immediate priority and critical priority taking into consideration the urgency of requirement, time for implementation and costs associated so that maximum impact can be realized in the immediate term.

The immediate priority initiatives, or '**quick wins**' are one which need to be undertaken promptly and have been identified. The first round of TNA resulted in the identification of some of these quick wins that were dealt with on a priority basis, namely:

- **Development of comprehensive Level-3 Induction Course** modules in English and Hindi with questions to test the learner for the respective Ministry department; the induction module includes
 - Module-I: General introduction of the Organisation
 - Module-II: Introduction and functioning of different divisions of the organization
 - Module-III: Laws/Acts and Legislations of the Organisation
 - Detailed course sections on legal frameworks subscribed to by MoEF&CC, emerging technologies across diverse economic sectors, and national priority goals and targets
- **Registration of all Ministry personnel on the iGOT Karmayogi platform through multiple handholding workshops** and completion of readily available e-learning modules on domain, functional and behavioural capacity building aspects

Through the second round of comprehensive CNA and consultations with different divisions within the Ministry, the following quick wins have been identified for MoEF&CC as part of the ACBP training calendar for various divisions. Non-training interventions have also been highlighted as a part of the quick wins roster to ensure a holistic capacity development plan that was signed off by the appropriate authorities within the Ministry.

Table 4: Immediate priority interventions or 'quick wins' identified

Intervention Type	ACBP Pillar	Details
Training	Individual	<ul style="list-style-type: none"> • Completion of foundational domain, functional, and behavioural courses available on the iGOT platform identified for each division based on the competency needs analysis
Non-training	Institutional	<ul style="list-style-type: none"> • Standardisation of a template for domain and sectoral insights and functional activity outcomes relevant to each division • Templates to be filled by Director/ Scientist/ ADG / DS / AIG and similar levels on periodic basis and tracked <p>This can serve the purpose of building institutional memory</p>
Non-training	Organizational	<ul style="list-style-type: none"> • Compendium of vision and mission of the Ministry, Divisions, and associated bodies disseminated to all officials/staff
Training	Individual	<ul style="list-style-type: none"> • In-person training sessions on gender sensitization, gender inclusion, POSH, disability sensitization, stress management • In-person self-defence sessions for all women personnel and staff at the Ministry
Non-training	Organizational	<ul style="list-style-type: none"> • Booklet listing all technical jargon, abbreviations, common terms of use in domain areas handled by a division • Booklet listing jargon, abbreviations, IT terminologies, and common terms of use inherent within functional skillsets and competencies
Non-training	Organizational	<ul style="list-style-type: none"> • Process diagrams and flowcharts of key processes/steps crucial to design, operationalization and implementation of policies, technical sector-based activities, programmes relevant to each division/department

The ACBP for MoEF&CC has been developed for each Division with a future-forward lens and aligns with the Ministry's envisioned key areas of work, national priorities and developments. The following figure illustrates the outlook of the Ministry of Environment, Forest and Climate Change in the medium to long term.

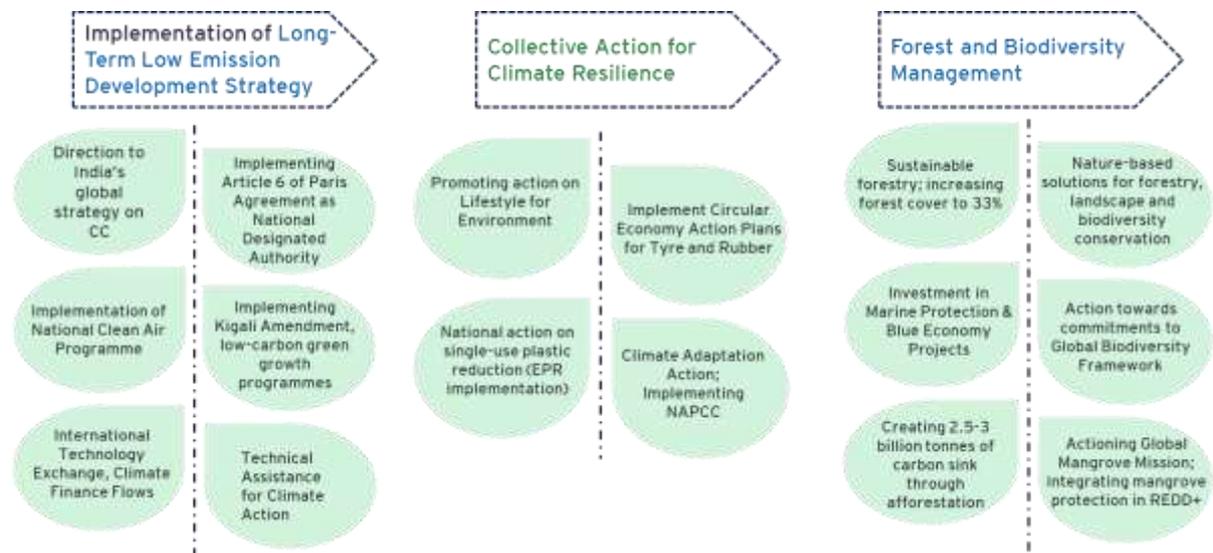


Figure 5: Outlook of the Ministry: Path to 2030 and beyond

The following figure summarizes the various key components used to develop the Annual Capacity Building Plan for MoEF&CC.

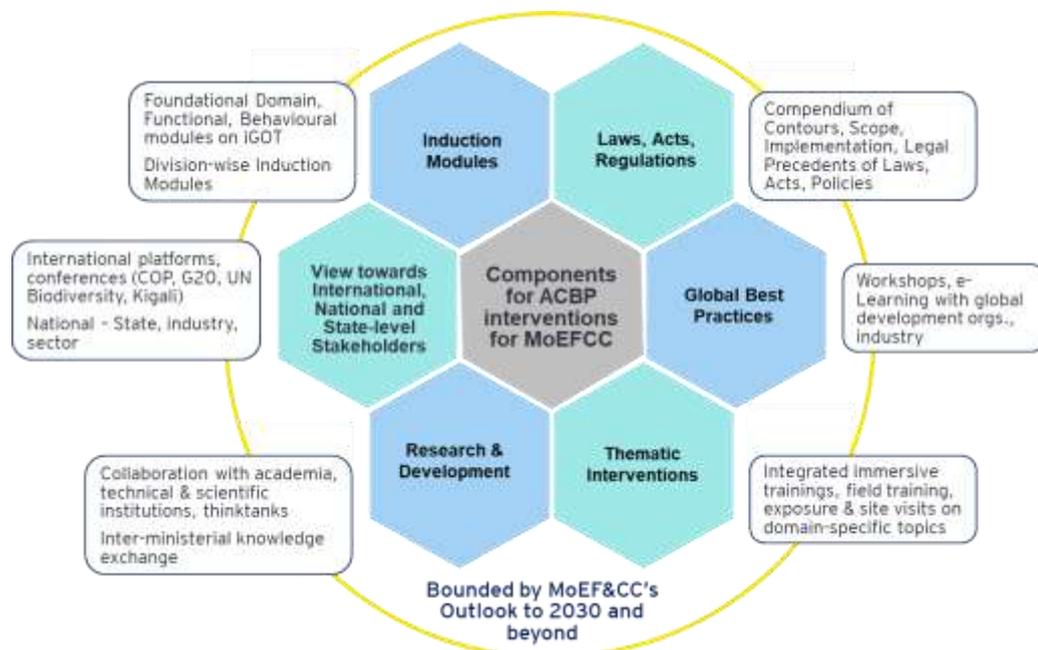


Figure 6: Key components of ACBP development for MoEF&CC

Each divisional ACBP targets development of domain, functional and behavioural capacity through multiple types of training; each training is also targeted towards specific personnel within the division. Interventions identified for capacity building in the ACBP for MoEF&CC are cover both training and non-training interventions, as well as thematic immersive learning initiatives.

Further, domain-level capacity building for the ACBP of MoEF&CC is intended to align with the dynamic, transboundary and cross-cutting (in terms of sectors and stakeholders) aspect of environmental conservation and climate change which affects and in turn is affected by a nation's economic activities.

At the organizational level, the dimensions for long-term capacity building encompass non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, personnel management, partnerships, collaborations, stakeholder engagement methods and use of digital tools for future-looking areas of work, etc. Identified long-term enabling mechanisms for the MoEF&CC are presented in Section 4.1 of this report.

The Ministry envisages implementation of the annual CBP through its Capacity building unit (CBU). This unit shall be facilitated by CBC towards monitoring and evaluation of the implementation exercise.

Some issues identified at the institutional level include limited manpower resources, limited lateral movement opportunities for select personnel, and performance appraisal procedures; these challenges, however, would require more detailed and long-term assessment of institutionalised procedures, Central-level technological overhauls, and restructuring.

1.5 High-Level Training Needs Calendar and Implementation Calendar for MoEF&CC

Based on a high-level compilation of Division-level ACBP and the components of an enabling mechanism identified for implementing the ACBP for MoEF&CC, **Figure 7** presents a high-level Ministry-level calendar offering a birds-eye view of capacity building that may be leveraged by the CBU for implementation.

In the first iteration of the capacity building exercise many critical and long-term/futuristic competency topics have been identified that need critical attention and intervention. Although these competency topics were spread across Domain, Functional and Behavioural competencies, our macro picture analysis showed that the divisions require a larger focus towards domain competency training. Domain competency topics such as familiarity with latest domain-level data sources, technical innovations and peer-reviewed research, Contours of rules, regulations, acts, policies, and laws pertaining to the Ministry/ Division, Immersion in sub-sectoral domain subject matters through multi-day training camps/seminars/conferences were few of the many intervention areas identified for the short term.

Futuristic competency topics have also been identified from the exercise such as compendium of judgement by various courts that cuts across the MDOs has been identified along this line, Benchmarking with international best practices in all dimensions of the environment and forest sector has also been identified as a key strategic area, with the intent of making India a global leader in these fields. Accordingly, the CBP for the MoEF&CC is prepared based on the requirements of domain, functional and behavioural competencies on an individual level as well and institutional and technological requirements at an organizational level, meeting the overall objectives of the Ministry.

Figure 8 also presents an overarching timeline for the long-term implementation of capacity building including the organizational/institutional recommendations.



Figure 7: High-level training calendar for MoEF&CC's ACBP

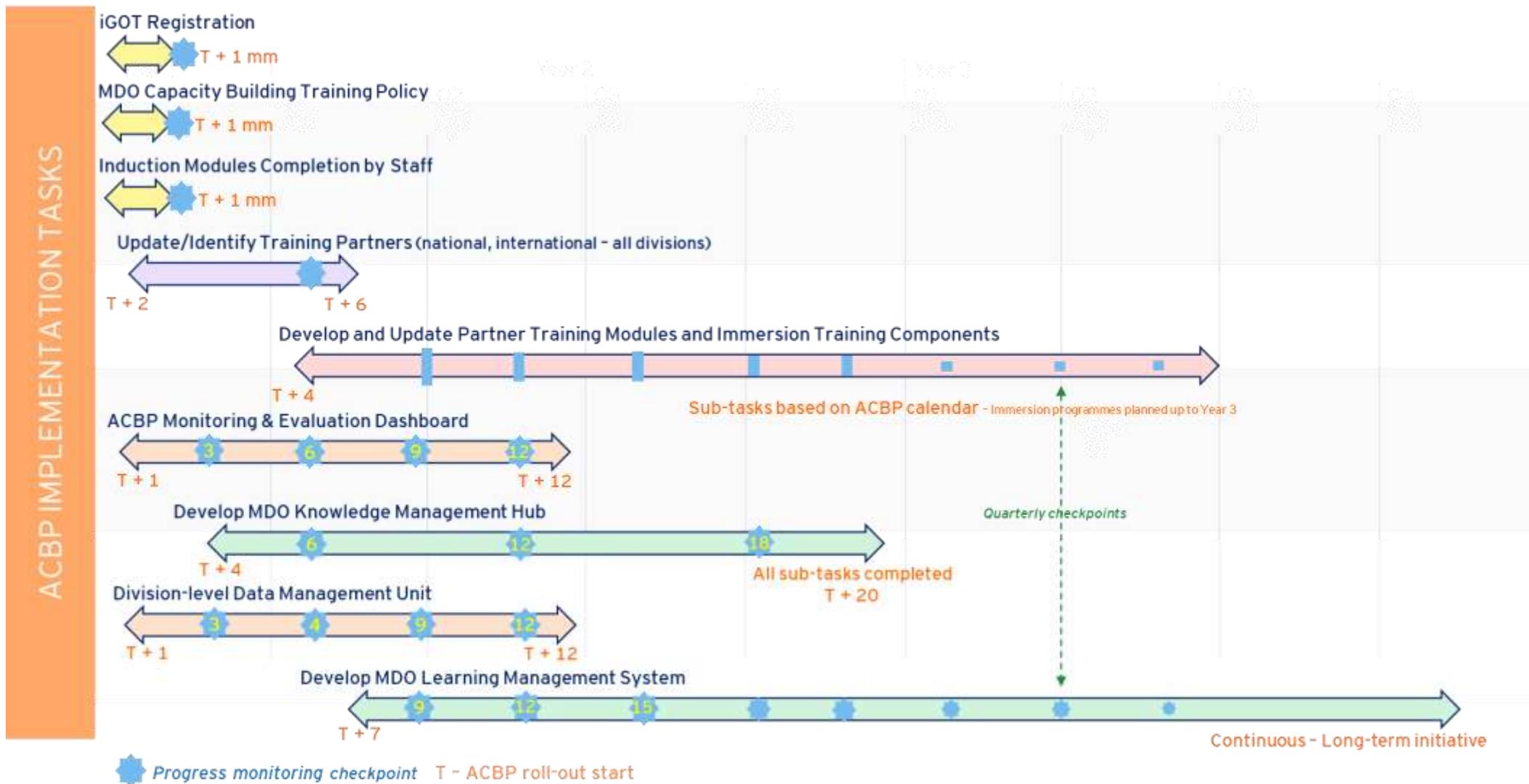


Figure 8: High-level calendar for long-term capacity building for MoEF&CC

2. Introduction to Mission Karmayogi

Mission Karmayogi² is a National Programme for Civil Services Capacity Building (NPCSCB) (the “Program”), which aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. It was launched by the Union Cabinet in September 2020³, with focus on promoting ease of living and ease of doing business, by considerably enhancing the citizen-government interface. The NPCSCB has laid the foundation for capacity building for future generations of the civil servants with key philosophy **“to create an ecosystem of competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system”**.

NITI Aayog has also highlighted the need for reforms in training of personnel in its report **“India@75”**. Additionally, the COVID 19 pandemic has emphasized the need for the civil servants to be agile, capable of partnering with diverse stakeholders and to be up to date with new competencies.

The framework for implementation and monitoring of the Program would involve the Prime Minister’s Public Human Resource Council (PMHRC) which is the apex body for the Program. Under the apex body, there is a Cabinet Secretariat Coordination Unit (CSCU) that will monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing Capacity Building Plans (CBPs).

A Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and would facilitate in preparation of the annual CBPs and a Special Purpose Vehicle (SPV) has been set up for operating the digital assets created for NPCSCB on behalf of the Government of India (GOI).

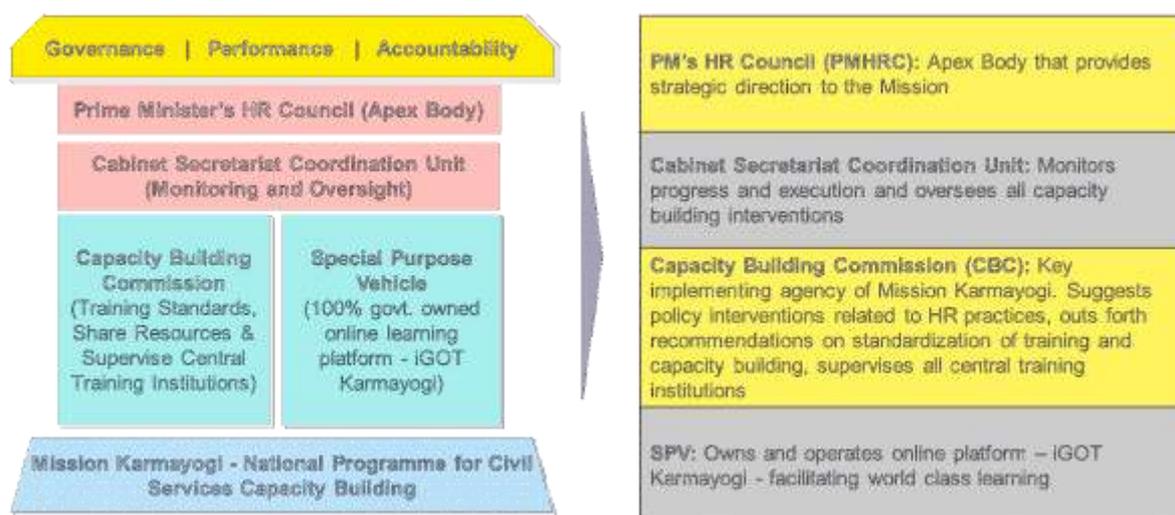


Figure 9: National Programme for Civil Services Capacity Building (NPCSCB)

To oversee the planning and implementation of the NPCSCB, the Capacity Building Commission, (CBC) was constituted in April of 2021. The Commission plays a key role at helm of Mission Karmayogi and its interventions are designed with three lenses: First, alignment of department’s goals with National Priorities; second, Citizen Centric service delivery, and third, enhancing capacity of civil servants on Emerging Technologies. The Commission is mandated to perform the following functions:

² Mission Karmayogi, DoPT. Link: <https://dopttrg.nic.in/igotmk/NPCSCB.html>

³ Press Information Bureau, Gol link: <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663>

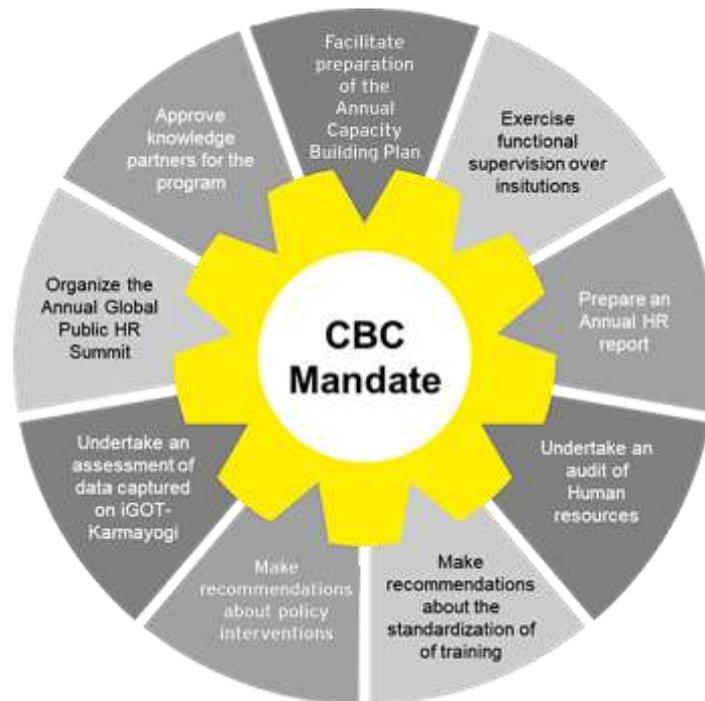


Figure 10: Mandate of CBC

Under the **National Programme for Civil Services Capacity Building (NPCSC)** CBC has conceptualized and developed CBP for pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defence (MoD), Ministry of Labour & Employment (MoL&E), Ministry of Ports, Shipping and Waterways (MoPSW), Ministry of Social Justice and Empowerment and Department of Commerce. As the first step, CBC has been interacting and working along with these Ministries to chart out their goals, identify their competency requirement and preparation of their CBP.

This report provides an overview of the vision and the goals of Ministry of Environment, Forest and Climate Change (MoEF&CC or Ministry hereafter). It summarizes the competency requirements of the various divisions of the Ministry and highlights the interventions that can be marshalled as quick wins and critical interventions.

3. Approach and Methodology

The purpose of this exercise is to identify the capacity gaps and competency requirements in the MoEF&CC and suggest improvement initiatives to enable the Ministry in realizing its vision & goals in a streamlined manner. These improvement initiatives will form part of its annual CBP. This section covers the approach undertaken by the team to develop the ACBP. As part of this study, the team has adopted an agile and consultative approach in line with CBC’s guidance with steps as follows:

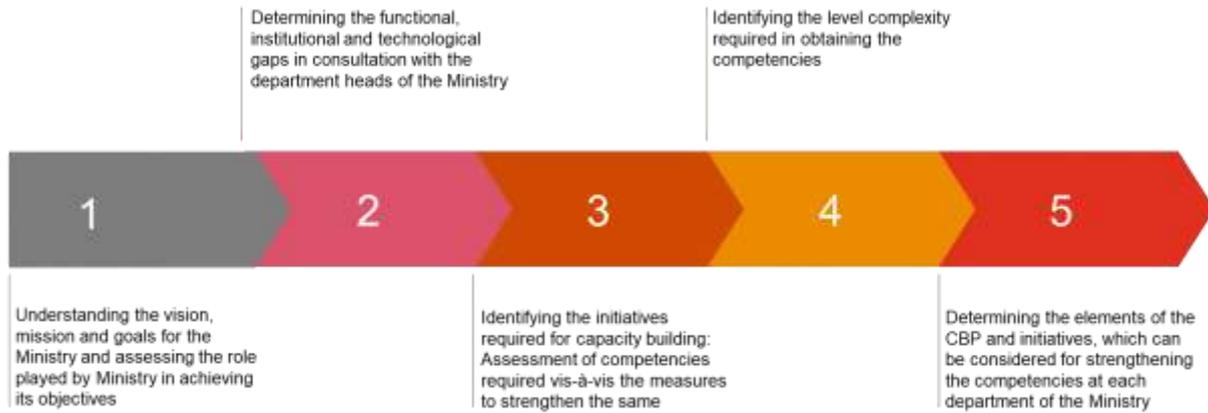


Figure 11: Process of preparing ACBP

In the initial stage, secondary research was conducted to understand the Vision, Mission and Goals of the Ministry, subsequently, focused discussions were held with the Joint Secretaries (JS)/ heads of various divisions at the Ministry and various officials forming part of the divisions, departments or cells. The research and discussions assisted in understanding the vision and goals of the Ministry and understand the role of each division within the Ministry.

As a next step, multiple interactions were held with the leadership of the Ministry through an orientation session with the Secretary, one-on-one discussions with Additional Secretaries (AS), Joint Secretaries (JS) from the Environment Wing, and Inspector General, Forests (IGF) and Deputy Inspector General, Forests (DIGF) from the Forest Wing. Additionally, multiple FGDs and KIIs were conducted across all hierarchical levels within the Ministry. These consultations laid the foundation for a detailed capacity needs assessment (CNA) that was conducted through the dissemination of a CNA questionnaire across various levels of the Ministry. The following diagram provides the specific view of the steps applied for developing the Annual Capacity Building Plan for MoEFCC and the dovetailing of the outputs from the FRAC exercise.



Collaboration between ACBP and FRAC exercises



Figure 12: Dovetailing FRAC exercise inputs into ACBP development

The following table presents an overview of these consultations conducted in MoEFCC.

Table 5: Capacity needs assessment consultations at the MDO

Type of Consultations	Targeted Audience	No. of Discussions
Orientation Session	Secretary, Additional Secretaries, Joint Secretaries	2
Focus Group Discussions	Assistant Inspector Generals	1
	Director, Deputy Secretary, Under Secretary	2
	Scientists, Technical Officers	3
	Section Officers, Assistant Section Officers	1
Key Informant Interviews	Joint Secretaries, Deputy Inspector Generals of Forests	7
	Additional Secretaries, Inspector Generals of Forests	7
	Senior Economic Advisor, Economic Advisor	2

The baseline capacity assessment and competency training requirements of each position within each selected division of the MDO is presented in this document as a matrix of roles and responsibility of officials at each position. The consultations with the leadership of various divisions led to the selection and prioritization of required capacities, and long-term training and non-training interventions presented in the form of a division-specific Annual Capacity Building Plan.

Based on the goals and focus area of each division, training needs across domain, functional and behavioural identified encompass a broad swathe of requirements ranging from knowledge of emerging technologies, domain-specific developments, policy and programme implementation, project management, financial management, data analytics, time management, analytical thinking, stakeholder engagement, persuasion and negotiation skills, leadership, among others.

Table 6: Approach to developing ACBP

Approach for Developing ACBP	Details
Alignment of Objective with Ministry	<p>Alignment Meeting with MoEFCC Leadership</p> <p>Meetings conducted with Secretary & Joint Secretaries to discuss the mandate & the objectives of the CBC, CNA formats for data collection, alignment with FRAC exercise, and identification of nodal officer for support.</p>
Understanding Vision, Mission, Mandate and Functions of the Ministry	<p>Next the team conducted a thorough review of the following areas:</p> <ul style="list-style-type: none"> Ministry's vision, mission, mandate, policies, roles, functions, recent developments and trendlines from Ministry's website, portals and documents, web search and study reports Ministry's key programs, priorities, strategic objectives and goals, emerging trends/ focus areas National priorities and how Ministry fulfils/ contributes to same
Comprehending Roles & Responsibilities of Divisions of the Ministry	<p>The team identified the following details for each division/unit headed by a JS/Additional Secretary (AS) through primary consultations with key nodal officers in CBU and administrative divisions, secondary research and published Annual Reports of the Ministry :</p> <ul style="list-style-type: none"> Number and mapping of staff working in different designations across various levels Areas of responsibility of the division/unit and roles of each identified position Emerging trends, government priorities and Ministry's objectives that fell within purview of division/unit
Consultation with Division Head/JS and other officials	<p>Multiple consultations were conducted with JS, division heads at the Ministry and its undertakings, to understand the following areas:</p>

Approach for Developing ACBP	Details
	<ul style="list-style-type: none"> The spectrum of roles and responsibilities, functions and activities undertaken by each division Mapping of domain, functional, and behavioural competencies required to perform the responsibilities at each position; this was done through a hybrid approach of Focus Group Discussions, one-on-one interviews, and completion of a CNA questionnaire Current and emerging trends and future possibilities and how it could impact the role and functioning of the division and officials therein Broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome <p>Apart from getting a comprehensive understanding of the roles and responsibility of each division, consultations were held with the divisions to understand the:</p> <ul style="list-style-type: none"> Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives Competency gaps as per the experience of the head of the division based on self-assessment Competency required to execute the critical functions of the division
As-is Analysis Competency Gap Analysis and Key findings	<p>Based on the consultation with the key stakeholders, the team conducted preliminary competency mapping which highlighted competency gaps and skills required in the Ministry</p> <p>The team then identified the key interventions that the Ministry can undertake for the identified gaps which included training courses and other systemic / institutional interventions</p>

Based on the above methodology of the study, the broad structure and overview of the subsequent sections of the report is provided below:

Table 7: Scope coverage of the plan

Section	Scope Coverage in the Section	
Capacity Building Plan	Capacity Building Plan	Interventions required to address the identified competency gaps have been outlined in this section. Initiatives have been categorized as Quick Wins and Critical Interventions, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across all Ministries and can be studied further for more structured action
Annexure 1	Overview of the Ministry	This section focuses on the Ministry's Vision, Mission and Goals. It includes various areas of responsibilities of the Ministry's divisions.
Annexure 2	Mandate and Objectives of the Ministry Divisions	This section incorporates division specific mandates and the role these divisions. The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&R) of various divisions of the Ministry and its undertaking that have specific focus areas and defined goals that was derived through consultations with these divisions and assists in identification of the critical areas.
Annexure 3	Requirements of the divisions	This section covers the areas of work responsibilities of the divisions and identification of various competencies required to deliver in a streamlined manner. This section also captures the domain, functional and behavioural gaps as identified by the various divisions.

4. Capacity Building Plan

This chapter covers the elements of capacity building plan and initiatives, which can be undertaken for strengthening the competencies at the each of departments of the Ministry. The competency needs analysis and the competency gap assessment for divisions is presented in detail in Annexure 3 to the report.

The inputs from the FRACing exercise carried out for MoEF&CC have been incorporated in Competency Gap Analysis and while developing the ACBP for the Ministry. This has bolstered the analysis and the plan stemming from the analysis.

Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), stakeholder buy-in, etc., the competency related initiatives have been categorized into Quick wins and critical initiatives. Quick wins are those that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. The critical initiatives are also very important to be undertaken that can be operationalized in a very short span of time to address the critical competency development / upgradation requirement on a priority. The following figure illustrates the considerations inherent to the creation of a practical and implementable ACBP for MoEF&CC.

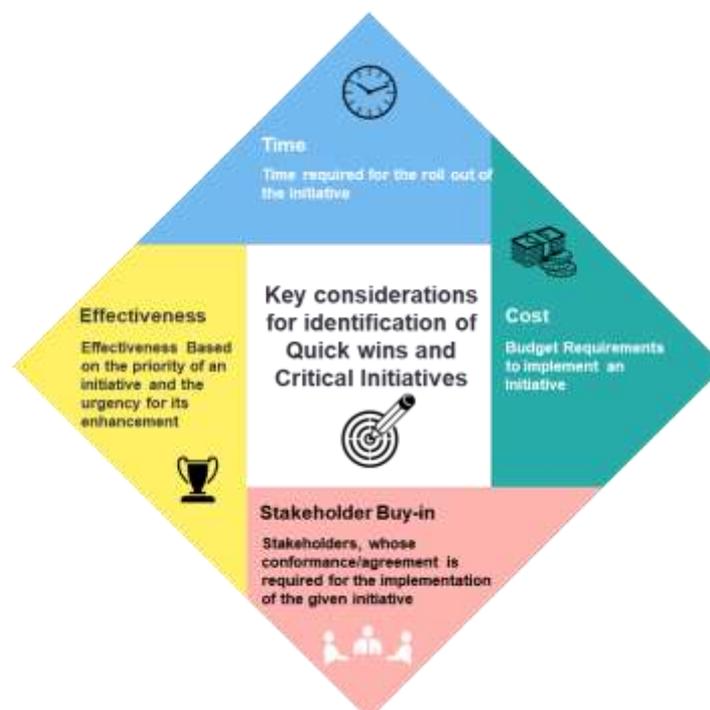


Figure 13: Key considerations for identification of quick wins and critical initiatives in short to medium term

Competency related initiatives have been categorized as immediate priority initiatives or 'quick wins' and critical initiatives that are important to be undertaken and can be operationalized in a short to medium span of time to address the critical competency development identified through CNA.

'Quick wins' are interventions that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. These 'quick wins', for instance, development and uploading Induction Training Modules on iGOT, completion of domain, functional and behavioural competency specific modules can be undertaken by the Ministry officials immediately after implementation of the ACBP for high impact.

The training calendars for immersive trainings and training modules in collaboration with Training Institutes already affiliated with the Ministry can also be developed and implemented at an early stage.

This will set the tone for the critical initiatives to be undertaken in the subsequent period. Section 1.4 of this report lists 'quick wins' identified for MoEF&CC.

Other capacity enhancement initiatives viz. organizational and institutional interventions acting as the 'enabling framework' for sustainable implementation of an ACBP can be initiated in the short to medium term and implemented on a longer time scale based on outcomes of in-depth studies and assessment of larger institutional and technological issues common across Ministries.

Additionally, given the scientific and technical nature of the Ministry of Environment, Forest and Climate Change, the domain-heavy aspects of roles and responsibilities of various divisions, as well as, the necessity for preparing the institution for upcoming challenges and national-level priorities, specific focus has been given to creating domain-level interventions that ensure comprehensive coverage in terms of sectoral and geographical scope, sectors, types of capacity building and time through a future-forward lens.

Initiatives identified for capacity building are based on the following framework.



Figure 14: Framework for capacity building

- **Three Lenses of Capacity Building: National Priorities, Emerging Technologies, and Citizen Centricity**
 - The ACBP considers the national priorities, strategic international stances on key topics, and the dynamic nature of the domain of work for MoEF&CC, namely climate change and environment
 - Emerging technologies play a critical role within the policymaking, implementation, monitoring and strategic development of sectors encompassed within the mandates and responsibilities of divisions within MoEF&CC, especially technical divisions like Clean Technology, Control of Pollution, Environmental Impact Assessment, Hazardous Waste Management, Forest Conservation, Biodiversity Conservation, among others
 - MoEF&CC operates and delivers its functions of policymaking, outreach, awareness and environmental protection as a public good geared towards the

nation's citizenry, with multiple aspects of its domain and functional roles encompassing the **need for civil society stakeholders' buy-in and consensus, grievance redressal, and conflict management**

- **Three Pillars of Capacity Building: Individual, Organizational and Institutional**
 - At the **Individual level** competencies form the basis of capacity building; capacity building at the individual level refers to equipping individual government officials with the competencies required to effectively perform their assigned roles
 - Domain competencies are related to knowledge and expertise of a specific sector, division, and the respective focus areas
 - Functional competencies are related to functional aspects of the division such as administration, financial planning data analysis, technological know-how and other such broad areas of expertise
 - Behavioural competencies are related to behaviours and soft skills
 - At the **Organisational level**, capacity building refers to the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure, and technological capabilities
 - At the **Institutional level**, capacity building refers to changes made in norms, policies, and regulations guiding the functioning of the individuals and the organisation i.e., policy-level interventions

4.1. Enabling Framework for Long-Term Implementation of Capacity Building

4.1.1 Organizational Capacity Building

Organisational capacity refers to the **process of building the capacity of collective and shared aspects of the organisation** that may encompass existing processes, digital and physical infrastructure, and technological capabilities that become the foundation upon which individual capacity building can be built.

Organisational capacity of Ministries will be developed through interventions that improve these shared aspects within which the personnel/staff and officials operate, thereby improving the capacity of the Ministry as a whole. Some key aspects or dimensions of organisational capacity building are categorized as follows:

- **Technology and Data:** Solutions employed by MDO to improve functioning, e.g., software enabling automation
- **Systems and Processes:** Improvement of systems and processes for day-to-day functioning, e.g., monitoring mechanisms for schemes, SOPs, Learning and Knowledge Management Systems, flow of information, etc.
- **Partnerships and Relationships:** All external partnerships that the MDO is part of, such as with other Ministries, technical and research institutions, global organisations, etc.
- **Personnel Management:** Functions associated with managing human capital, such as performance appraisals, performance management, succession planning, etc.

The following table presents a list of interventions identified for organizational capacity building of MoEF&CC over the long term based on in-person consultations with leadership at the Ministry and detailed need assessment with multiple divisions during the data collection stage of the ACBP exercise.

Table 8: Organisational capacity building

Dimension	Capacity Requirement	Intervention Type, Potential Recommendations and Use Cases	Tentative Timeline
<p>Technology and Data</p>	<ul style="list-style-type: none"> • Need for easy access to large and updated datasets pertaining to various domain and cross-sectoral areas of work, already available as soft knowledge • Departments under the same division observed to be in communication silos hindering free flow of information and may lead to duplication of work 	<p>Data Management Unit - Development of Digital Public Goods for the Environment Sector</p> <ul style="list-style-type: none"> • Central repository of datasets collected by various Divisions accessible cross-divisionally • Built in approval requirements from data owner(s) (need-to-know basis) if access is needed by other divisions/departments • In-built MIS worksheet functionality (e.g., MS Excel) and saving output on local machine • Quality assurance of data input by ensuring alignment with pre-designed and pre-approved datasets formats for specific domain of work 	<p>12 months from roll-out of ACBP (Including building data input formats and training officials to use the tools)</p>
<p>Technology and Data</p>	<ul style="list-style-type: none"> • Need for a comprehensive dashboard for tracking programme progress across the Ministry 	<p>Monitoring & Evaluation Framework - for tracking progress of projects and Training</p> <ul style="list-style-type: none"> • Dashboard with pre-determined (Division-level) indicators developed for monitoring, evaluation, and reporting on programmes at MoEF&CC • Output and outcome-based framework to track progress, challenges and bottlenecks, and results of programmes • Monitoring plan with KPIs developed for knowledge transfer and handover for outgoing resources – linked to Central Knowledge Management Hub • Formal tagging of each official to courses, e-learning, off-line and on-line training identified in ACBP <ul style="list-style-type: none"> ○ Dashboard to be linked to iGOT ○ Hybrid update mechanism; iGOT course completion auto populated; manual upload of training completion proof ○ System-generated alerts of non-compliance to minimum achievement of annual training types and hours to tagged officials and leadership ○ E-file alerts and red flag software to notify next level official/leadership on file processing delays and challenges ○ Internal performance analysis based on data generated within the Ministry 	<p>12 months from roll-out of ACBP (Including developing relevant Monitoring, Reporting and Verification (MRV) indicators)</p>
<p>Systems and Processes</p>	<ul style="list-style-type: none"> • Need for domain-level technical knowledge and limited on-the-job training resources • Need for structured knowledge transfer mechanism between outgoing and incoming resource and no structured guidelines for handover of work for outgoing resources 	<p>Central Knowledge Management Hub</p> <ul style="list-style-type: none"> • Investment in knowledge management software • Mapping of inter-ministerial knowledge exchange needs identified through internal stakeholder consultations (in addition to needs identified in ACBP) – mapping managed by CBU • Repository of internal SOPs, process and procedure documentation from each Division/ department including ‘Guidelines for Knowledge Transfer and Work Handover’ • Codified Knowledge Transfer and Succession Plan: Codification of domain and functional knowledge for each department, obtained during last two months of outgoing resource • Applications for nomination and course payment and reimbursements-related approvals for 	<p>Initiation in 3 months from ACBP roll-out (Completion of map and calendar within first quarter of new year)</p> <p>Implementation over calendar year</p>

Dimension	Capacity Requirement	Intervention Type, Potential Recommendations and Use Cases	Tentative Timeline
		<p>undertaking immersive training and exposure visits tagged to the capacity building for specific personnel – linked to Monitoring & Evaluation Dashboard</p>	
Systems and Processes	<ul style="list-style-type: none"> • Need for continuous knowledge update of latest technological & digital developments in sector/ industry, global best practices/ case studies/ success stories • Need for efficient dissemination of knowledge about recent developments in policies impacting domain of work, updates to national priorities, flagship missions, and national stance on global areas of interest for MoEF&CC 	<p>Learning Management System (LMS)</p> <ul style="list-style-type: none"> • A central LMS intranet portal/hub with features: <ul style="list-style-type: none"> ○ Central digital repository of all MoEF&CC output viz. publications, reports, concept notes, white papers, contributions to other MDO output, programme progress reports, indices (e.g., SDG index), links to MoEF&CC authorised datasets, new laws/ rules/ judgements ○ Information upload calendar tagged to each Division/ department and managed by CBU with regular alerts to division leadership ○ Formalised integration of partnerships with private sector content providers – automated course completion certification, in-built payment mechanism for accessing trainings • Quarterly newsletter round-up of national and global developments and conferences, innovations in relevant domain and sectoral areas of work of MoEF&CC divisions sourced through institutionalised channels of knowledge sharing with organisations like: World Bank, ADB, UNEP, UNDP, AfDB, GCF, Ellen Macarthur Foundation, GGGI, etc.⁴ • Subscription library to high-impact factor journals, newsletters of international donor/IFI -led programmes (e.g., World Bank’s Country Partnership Framework, EU SWITCH-Asia, UNDP Climate Promise, etc.), research institutions, and think-tanks • Game-based learning applications • Medium term review and updation of induction and foundational training courses <ul style="list-style-type: none"> ○ Periodic internal surveys to assess demand for specific training/courses 	18 months
Partnerships and Relationships	<ul style="list-style-type: none"> • Need for enhanced quality of scientific and technical work output • Need for knowledge of with latest technological & digital developments in sector/ industry, global best practices/ case studies/ success stories • Frequent transfers of Scientists from one domain area of work to another without adequate domain training • Improving efficiency of delegating power and responsibility between MoEF&CC, State departments and training institutions 	<p>MDO, Partners and Donor Relationship Management</p> <ul style="list-style-type: none"> • Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections <ul style="list-style-type: none"> ○ Exploring support for programmes, technology labs, PMU/PMC with consultants and academia • Formulate partnerships and/or MOUs with one or more of the following for workshops, conferences, exposure/ immersion visits, training development with a focused approach <ul style="list-style-type: none"> ○ Govt. training institutes - IIPA, LBSNAA, NPC ○ Govt. and private academic institutions - IITs, IIMs, IIFM, NIDM, ISB 	TBD

⁴ Routed through Department of Economic Affairs as needed

Dimension	Capacity Requirement	Intervention Type, Potential Recommendations and Use Cases	Tentative Timeline
	<ul style="list-style-type: none"> Challenges in balancing internal and external stakeholder interests including citizen interests 	<ul style="list-style-type: none"> Multilateral donor, development aid agencies, think tanks – AFD, GCF, GEF, GIZ, JICA, UNEP, USAID, World Bank/IFC Not-for-Profit organisations – CIFF, C40 Cities, The Climate Group, Ellen MacArthur Foundation NGOs and CSOs Non-institutional trainers/subject matter experts Annual calendar for inter-ministerial or inter-departmental knowledge-sharing workshops; managed and implemented by Capacity Building Unit (CBU) – linked to Central Knowledge Management Hub, CBU to be adequately supported to carry out the activities as per calendar Annual calendar for knowledge-sharing roundtables sessions with State Governments on alignment to national priorities, dovetailing State activities with MoEFCC work, sectoral and national priorities 	
Personnel Management	<ul style="list-style-type: none"> Manpower resource shortage Need for faculty from educational institutions for domain area support, research and oversight Improving system resilience in case of exigencies 	<ul style="list-style-type: none"> Cross-departmental knowledge-sharing sessions with peer group Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.) Policy of Apprenticeship and Fellowship Model – creation of untenured apprenticeship and fellow positions tagged to divisions based on formal needs review; Young Professionals in the Ministry may support CBU activities Policy creation for short-term appointments of project or programme-specific subject matter experts (non-trainers) on part-time or full-time basis Incentive mechanism (Reward and Recognition system) for officials volunteering to become trainers (training on domain areas and/or functional needs) 	12 months (Including preparation and design for internal policy/guidelines development to bridge manpower gap)
Personnel Management	<ul style="list-style-type: none"> Need for formalised process of performance review/management and performance appraisal Need for more MDO leadership-led initiatives for promoting work commitment, interest, boosting team morale, motivation, etc. 	<ul style="list-style-type: none"> Internal performance review process based on pre-determined set of KPIs including completion of assigned annual training plan – linked to Monitoring and Evaluation dashboard Incentive mechanisms to promote training/ upskilling for efficient and effective work, building ownership and motivation, e.g., Gamification, Reward and Recognition system, leader boards at different levels (inter or intra-Division) Annual division-level calendar for ‘Leadership and Team Building Retreat’ for <ul style="list-style-type: none"> Communicating vision and mandate of MDO to all staff Stakeholder discussion, brainstorming, community building Addressal of challenges, and key strategic areas of work in the upcoming year 	6 months from ACBP roll-out

The following diagram represents the interconnected network of the various aspects of the organizational recommendations above to streamline implementation and produce effective outcomes of the measures.

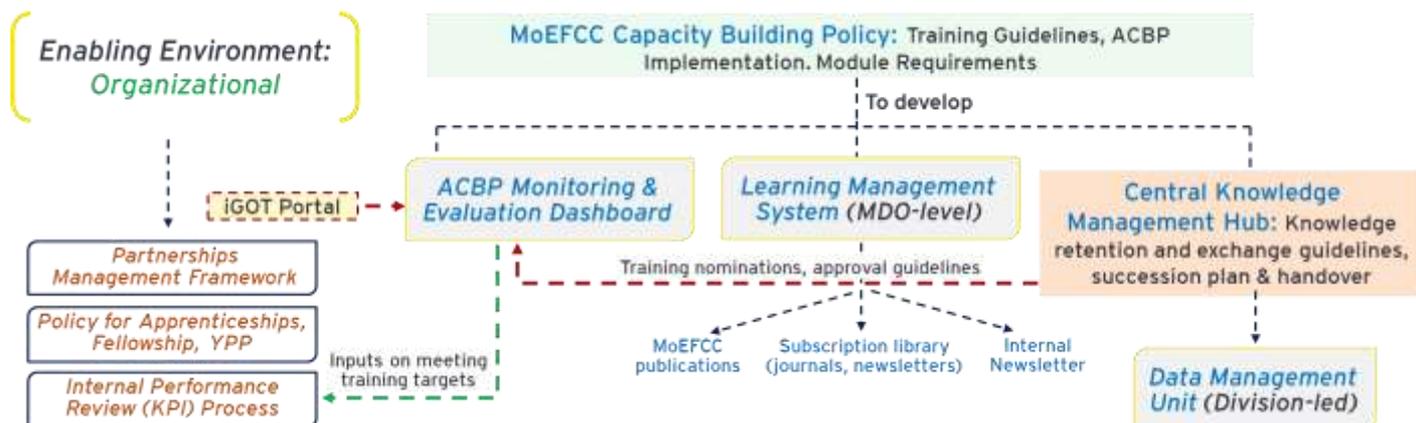


Figure 15: Mapped network of organizational recommendations for MoEF&CC

4.1.2 Institutional Capacity Building

Institutional capacity refers to **changes made to the overarching norms, policies and regulations that guide the functioning of the individuals and organisations**. In the Government context, institutional capacity building are policy-level interventions that can affect all Ministries and department of the government as a whole. Examples of such interventions at the whole of government level include the development of the National Training Policy 2012, Mission Karmayogi, and the creation of the Capacity Building Commission.

Key challenges identified as the basis for institutional interventions at the Ministry include the need for unified technology infrastructure, lack of manpower, lack of automation, among others. Given that institutional challenges affect all ministries/departments, of the Government, the scope of the ACBP exercise for a specific MDO is not expected to cover institutional measures. Further detailed studies may be conducted to develop an action plan for addressing some of these challenges.

However, we propose in the tables below some pilot interventions at the MDO level that may be scaled up to all MDOs as a best practice with support from the CBC, as well as interventions at the Government level.

Table 9: Interventions for long term institutional capacity building for MDO

Proposed Pilot Institutional Interventions at MDO Level
<ul style="list-style-type: none"> • Domain-specific mapping for appointments: For greater efficiency and effectiveness, there may an institutional push to align appointment and deputation mechanism with mapped domain competencies of technical and scientific officials
<ul style="list-style-type: none"> • Review of remuneration policy for training/technical institutions, non-institutional trainers, and other private sector partners identified for developing and/or delivering undertaking trainings
<ul style="list-style-type: none"> • Paid access to key and high-Impact Factor journals relevant to an MDO, and research output to enable better decision-making while designing and implementation of national policies, programmes and global conferences
<ul style="list-style-type: none"> • Development of policy for incentivizing trainers within the MDO to deliver training on domain and functional capacities to MDO officials
<ul style="list-style-type: none"> • Policy for developing contractual internship positions from national university and technical institutions for qualified technical and scientific personnel

Table 10: Recommendations for technological and institutional interventions at Government level

Proposed Institutional Interventions at Government Level
<ul style="list-style-type: none"> • Institutionalised policy for linking performance appraisal and impact evaluation of common positions (like ASO, SO, US, etc.) to standardised Key Performance Indicators developed within a common Government-level framework
<ul style="list-style-type: none"> • Integration of automation technologies and advanced software to effectively undertake aspects of operations, service and delivery, and improve system resilience (reduce turn-around time, redundancies and dependencies) For e.g., developing an automated performance assessment mechanism with large tech providers
<ul style="list-style-type: none"> • Creation of theme-based Centres of Excellence with participation from multiple MDOs with aligned and adjacent domain of work and which integrates a joint MDO CBUs-led intra-governmental learning platform or Unified Data Lake to reduce heavy inter-ministerial siloization in terms of data sharing and knowledge management

4.2. Annual Capacity Building Plans for MoEF&CC Divisions

Below is the division-wise description of the various interventions along with the key target staff for these training with content and the implementation strategy. The various components of a Division's ACBP are as follows:

1. These interventions are divided across various content types of training:
 - a. **Policy/Regulatory:** Domain knowledge related to acts, rules & regulations, policies and guidelines necessary to administer the division's mandates- subject area, office procedure, financial rules, budgeting, procurement
 - b. **Sectoral:** Domain knowledge related to specific sectors (for e.g. iron & steel, chemicals and fertilizers, air pollution, waste, forestry, wildlife, etc.) that is essential to perform respective duties
 - c. **Technological:** Domain knowledge necessary around the possible technological solutions that are relevant to driving programs and activities within defined subject matter areas (e.g. pollution control and mitigation, biodiversity conservation, forest protection, hazardous chemicals, clean technology, etc. etc.)
 - d. **Monitoring, Reporting and Verification (MRV):** Domain competencies related to monitoring, reporting and verification of performance of projects/programmes, project development and management, output-outcomes, project development, etc.
 - e. **Others:** Any other technical, functional or behavioural competencies that do not qualify under the above classifications
2. The theme of a capacity building intervention may take the form of a training module (online, off-line or hybrid), an immersive training initiative (site visits and exposure visits), a non-training intervention like knowledge-exchange workshops, knowledge notes, webinars, etc.

Domain Competencies Development

Immersion programs, training modules, thematic initiative that expose the officials to various Policy/Regulatory, Sectoral, Technological, MRV themes, various divisions / departments of the Ministry and provides them a broad overview of the work undertaken by each division.

Functional Competencies Development

A formal upskilling process related to the functional aspects is required as it has multiple impacts across and outside of Ministry. Therefore, it is very vital for the Ministry to ensure that the skillsets are matching to the requirements of the current time

Behavioural Competencies Development

Training on ethics, work values, leadership and motivation along with soft skills, work life balance, proactiveness for building behavioural competencies to complement in development of domain and functional competencies.

3. Further, the mode of delivery of an identified training initiative may be online, off-line or hybrid with duration ranging from self-paced to hours or multiple days (in case of deep thematic immersive training programmes)
4. The delivery mechanism of a training intervention indicates the method of accessing or provision of the training content; training content may be readily available as an e-learning module, developed and customised by training institutes/ thinktanks/ technical and scientific institutions, or a workshop delivered jointly with participating stakeholders like other Ministries, Departments, etc.
5. The complexity in preparation for implementation of a training intervention may range from Low, to Medium, to High depending on the ease of access, availability, preparatory activities and stakeholder buy-in required, approval processes for high-level immersion programmes, calendar and agenda setting in case of workshops
6. The operational timeline of a training initiative varies between immediate or within weeks (for e.g., in the case of 'quick wins') or months post ACBP-roll out depending on delivery mechanism, complexity in preparation for implementation, or complexity of course content that requires foundational training of concepts before progression
7. A training initiative may be a one-time endeavour, a cyclical annual course, or a series of training incidents spaced over multiple months or years of ACBP implementation
8. While training initiatives are targeted to specific officials within a division based on in-depth competency requirements and needs assessment conducted through consultations and CNA, **the Capacity Building Unit is recommended to identify any cross-divisional domain training needs on a bi-annual basis from consultations with Division heads and, therefore, plan and facilitate joint training mapping and delivery**

The ACBP for a Division endeavours to provide a minimum of 50 hours of training in each calendar year of ACBP implementation (Year 1, Year 2, Year 3).

The Capacity Building Unit will also facilitate, on a rolling basis, onboarding and mapping of technical and administrative personnel that have been transferred within the divisions mapped in this ACBP document from other divisions or from Central or State services or have ascended in the hierarchy to the divisional ACBP calendar. Further, the CBU is recommended to facilitate re-alignment of divisional ACBPs and the trainings therein based on the dynamic needs of divisions in consultation with division heads.

4.2.1 Monitoring and Evaluation System for Annual Capacity Building Plan

The monitoring and evaluation (M&E) of the implementation of the Ministry's Annual Capacity Building plan is proposed to be realised through a target-outcome based monitoring dashboard. Post the development of the dashboard, it may be linked to the iGOT Karmayogi platform to allow ease of linking achievement of individual training of personnel through courses completed on iGOT. Monitoring of ACBP implementation will be under the purview of the Capacity Building Unit of the Ministry.

Alternatively, the M&E dashboard may be combined with the monitoring dashboard of the Capacity Building Commission to track the overall progress of the capacity building elements of MoEF&CC's ACBP.

Key foundational steps to operationalise the M&E system may be, but are not limited to:

- All training courses/capacity building interventions for individuals with an online component (i.e., where mode of training is online or hybrid) uploaded to the iGOT platform

- Linking all iGOT profiles of MoEF&CC personnel targeted through the ACBP to the M&E dashboard
- Each training intervention and course (uploaded to iGOT) tagged to each staff/personnel targeted through the ACBP
- The setup of the dashboard allowing the CBU to track the number of staff tagged to each training item (online/hybrid/onsite training or immersion programme) and the status of completion of the same
- For training interventions that are fully on-site, part of an immersion programme or completed online on platforms outside iGoT, the personnel upload completion proof

The dashboard may be utilized for interim progress review by the Secretary and Additional Secretary to re-align and reorient the implementation of the ACBP at the Division and individual level.

The progress on recommendations at the organizational level may be captured through a separate timeline-based approach which may involve procurement/tendering processes and onboarding of dedicated consultants to develop and operationalize various IT-based interventions.

The performance of all users of the iGOT-Karmayogi platform will be monitored and evaluated on Key Performance Indicators (KPIs). An Annual State of the Civil Services Report will capture the KPIs for all divisions, organizations and agencies of the government and document the outcomes of current initiatives, the targets against goals (including key KPIs from the iGOT-Karmayogi dashboard) along with the roadmap for future Public HR management and capacity building.

The following table provide a snapshot of the number of Ministry staff targeted overall for the Environment, and Forest & Wildlife wings.

Table 11: Targeted MoEF&CC stakeholders for capacity building

Environment Wing								
Additional Secretary	Joint Secretary	Advisors	Director	Deputy Secretary / Under Secretary	Scientists	Section Officer/ Technical Officer	Additional Section Officer	-
5	5	1	13	7	91	All*	All*	-
Forest & Wildlife Wing								
DGF&SS	ADGF	JS	IGF	DIGF/ Director	AIGF	Deputy Secretary / Under Secretary	Section Officer/ Technical Officer	Additional Section Officer
1	3	1	5	7	12	3	All*	All*

* All SOs/ASOs/TOs present in divisions for which ACBPs have been developed

Additionally, the tables below capture an snapshot of the monitoring dashboard for ACBP that may be linked to the iGOT platform. The ACBP for MoEF&CC has been developed to reflect granularity in training type, content and objectives, delivery mode, duration of training, timeline for completion, and targeted participants. To this end, the tables below are *illustrative* in nature for guidance purposes only; the dashboard developed for monitoring, reporting and evaluation may incorporate additional elements based the needs of the Ministry and its ACBP.

Environment Wing

Table 12: Illustrative M&E framework for ACBP - Environment wing

S. No.	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Training Date	Duration	Participants	AS	JS	DS/US	Dir.	Scientist	SO	ASO	Total
1	iGOT Modules on Sustainable Development Goals	Understanding of Sustainable Development Goals in Indian Context	Domain	Online	iGOT Karmayogi platform	<TBD>	Self-paced	Target	1	2	2	2	9	1	1	18
								Achievement*								
2	Emissions Trading Training Course	Emissions Trading 101, Carbon Markets, International Cooperation, Sectoral Focus, ETS Registry, Stakeholder Engagement	Domain	Online	ICAP-ETS	<TBD>	8 days	Target	1	1	-	3	7	1	1	14
								Achievement*								
3	iGOT Modules on Climate Finance: Innovative Approaches in Supporting Climate Action	Climate-Resilient Development, Climate Change and Health	Domain	Online	iGOT Karmayogi platform	<TBD>	Self-paced	Target	1	1	2	1	6	1	1	13
								Achievement*								
3	iGOT Modules on Introduction to Emerging Technologies	Emerging Technology Synthesis, Digital Technology Adoption and Innovation, Learning Technology Design	Domain	Online	iGOT Karmayogi platform	<TBD>	Self-paced	Target	1	1	-	1	4	-	1	8
								Achievement*								
5	Circular Economy – Sustainable	Systems approach to circular	Domain	Online	IIT Kanpur-NTPC	<TBD>	Self-paced	Target	1	1	-	1	5	-	-	8

S. No.	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Training Date	Duration	Participants	AS	JS	DS/US	Dir.	Scientist	SO	ASO	Total
	Materials Management and Circular Economy: An Interdisciplinary Approach	economy, incentive structures and closed loop systems						Achievement*								
6	iGOT Modules on Climate Change and Health	Climate change and its impact on health	Domain	Online	iGOT Karmayogi platform	<TBD>	Self-paced	Target	2	2		1	3			8
								Achievement*								
7	Digital Transformation in Governance	Emerging technologies in governance; Big data in decision-making	Functional	Online or Off-line (as per suitability)	Indian Institute of Public Administration (IIPA)	<TBD>	5 days	Target	1	1	2	2	1		1	8
								Achievement*								
8	Ethics and Governance	Legality of govt. action; rationality in policy & decision making; strengthening work commitment; enhance awareness of corruption risks; consensus building; Results Orientation; Initiation, Drive	Behavioural	Online or Offline (as per suitability)	Indian Institute of Public Administration (IIPA)	<TBD>	5 days	Target	5	5	7	13	51	[All]	[All]	81+
								Achievement*								

**Number of staff in each level who will complete the training*

Forest and Wildlife Wing

Table 13: Illustrative M&E framework for ACBP – Forest & Wildlife wing

S. No.	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Training Date	Duration	Participants	ADGF	IGF	DIGF / Dir.	DS/US	AIGF	Scientist	SO/TO	ASO	Total
1	Forest related relevant Acts and Policies	Forest Policy in India, Global overview of forests, Forest policies around the world, International conventions, forums, and conferences on forests and allied issues	Domain	Online	Indian Institute of Forest Management (IIFM)	<TBD>	Self-paced	Target	2	5	7	3	10	3	[All]	[All]	30+
								Achievement*									
2	Introduction to Environment, Forest and Wildlife clearance	Environment Clearance under EPA, Overview of FCA, DSS for Forest Land Diversion, Eco restoration, Biodiversity, Impact Assessment, Wildlife Conservation Plan	Domain	Online	ICFRE, WII, SACON, IIFM	<TBD>	Self-paced	Target	1	1	1	-	2	1	4	-	10
								Achievement*									
3	Finance opportunities towards Establishing Climate Change Resilient Forest	International financing opportunities and finance management	Domain	Offline	EMPRI Bangalore	<TBD>	2 days	Target	1	1	-	-	1	-	1	-	4
								Achievement*									

S. No.	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Training Date	Duration	Participants	ADGF	IGF	DIGF / Dir.	DS/US	AIGF	Scientist	SO/TO	ASO	Total
4	Site visit to coal, iron ore, bauxite, Wind and Solar energy development sites, small hydro development sites	Impact of industries on forest, EIA, Diversion of forest land, Reclamation and Rehabilitation Plan	Domain	Offline	State Forest department and industries near forest areas	<TBD>	2 days	Target	1	1	1	-	1	1	1	-	6
								Achievement*									
5	Training of officers on various acts and policies	National Training Policy, 2012, Forest Training and Capacity building scheme, All India Service Act, 1951, IFS (Cadre) Rules, 1966, IFS (Fixation of Cadre Strength)	Domain	Offline	ICFRE, IGNTA	<TBD>	2 days	Target	2	2	2	1	1	-	2	1	11
								Achievement*									
6	Tiger reserves and Ecotourism	Ecotourism for tiger monitoring & conservation	Domain	Online	KFRI	<TBD>	2 days	Target	1	1	2	-	4	-	-	-	8
								Achievement*									
7	Geographic Information Systems (GIS)	Spatial data analysis, cartography techniques, Fundamentals of GIS, Design and Quality Geospatial and Environmental Analysis	Functional	Online	National Remote Sensing Centre or BISAG-N	<TBD>	Self-paced	Target	2	5	-	-	3	5	6	-	21
								Achievement*									
8	Parliamentary Procedures		Functional	Online		<TBD>	Self-paced	Target	3	4	7	3	10	3	[All]	[All]	30+

S. No.	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Training Date	Duration	Participants	ADGF	IGF	DIGF / Dir.	DS/US	AIGF	Scientist	SO/TO	ASO	Total
		Handling Parliamentary Proceedings			iGOT Karmayogi platform			Achievement*									
9	Effective Leadership & Conflict Resolution	Leadership, Team management, Conflict resolution	Behavioural	Offline	ATI Kolkata	<TBD>	3 days	Target	4	4	5	1	10	1	4	-	29
								Achievement*									

**Number of staff in each level who will complete the training*

4.2.2 Annual Capacity Building Plans for MoEF&CC Divisions

This section presents the detailed Annual Capacity Building Plans for divisions in MoEF&CC across the Environment, and Forest & Wildlife wings and other establishment divisions.

ENV 1: Climate Change (CC) Division:

Table 14: ACBP for Climate Change division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Climate Change-oriented modules on iGOT Karmayogi platform	Type: Sectoral Theme: Training Modules	Basics of Climate Change: Science Behind Stories	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Climate Change and Health					
		Climate Finance: Innovative Approaches in Supporting Climate Action					
		Economics of Climate-Resilient Development					
		Sustainable Development Goals					
		Carbon Markets and Pricing Learning Lab					
		Low Carbon Development: Planning & Modelling					
Quick Win: Completion of divisional induction training module	Type: Policy/Regulatory, Sectoral Theme: Training Modules	Module-I: General Introduction of the Ministry	Online Duration: 6 hours	iGOT portal or any LMS suggested by CBC/MDO	Medium: Level-3 e-learning induction module in English and Hindi is under development to be completed by April 2023	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher Year 1: May 2023 Year 2: April 2024 Year 3: April 2025	All Division personnel
		Module-II: Introduction & functioning of divisions in the Ministry					
		Module-III: Laws/Acts & Legislations of the Ministry					
Non-Training: Workshop on National Mission on Strategic Knowledge for Climate Change	Type: Sectoral Theme: Thematic Initiative	Science & Technology capacity building in climate change and developing strategic knowledge in	Off-line Duration: 2 days	Offline workshop/ seminar delivered by: Department of	Medium Preparation of workshop knowledge products	Timeline: 6-12 months post ACBP roll-out (Year 1)	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		climate change science, adaptation and mitigation		Science & Technology	through designated consultants, agenda setting, workshop and stakeholder management	Frequency: Annual Refresher	
Integration and Mainstreaming of Sendai Framework for Disaster Risk Reduction, SDG and Climate Change Adaptation	Type: Sectoral Theme: Immersive Training	Climate change-related impacts and vulnerabilities; Disaster Risk Reduction (DRR) needs assessments, risk reduction planning, mitigation measures for resilience and role of policy	Off-line Duration: 3-5 days	National Institute of Disaster Management	Medium Preparation and setup of training programme, identification of key stakeholders, experts	Timeline: 12-15 months post ACBP roll-out (Year 2) Frequency: One-time	Scientists E, D
Certification programme on Carbon Training and Markets	Type: Sectoral & Technological Theme: Training Module	Carbon markets, accounting and management; recent developments in voluntary markets and trading	Off-line/ Online Duration: 2 days	IIT Kanpur-NTPC	Medium	Timeline: Within 12-18 months of ACBP roll-out (Year 2) Frequency: One-time	Director, Scientist E, D
Immersive Training: Emissions Trading Training Course	Type: Sectoral Theme: Training Module	Emissions Trading 101, Carbon Markets, International Cooperation, Sectoral Focus, Emissions Trading System (ETS) Registry, Stakeholder Engagement	Online Duration: 8 course days across 2 weeks	International Carbon Action Partnership (ICAP)-ETS	High Enrolment based on nomination of personnel by JS	Timeline: Within 24-30 months of ACBP roll-out (Year 3) Frequency: One-time	Personnel nomination by JS
E-Learning: International Climate Change Negotiations	Type: Sectoral Theme: Training Module	Roles of governance bodies and negotiating groups under UNFCCC Financial mechanisms set up under the UNFCCC Paris Agreement and non-market mechanisms for climate change adaptation Negotiation skills and techniques to foster collective objectives	Online (self-paced) Duration: 3.5 hours	UN CC:-Learn	Low (Module available on UN CC:e-Learn)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Annual	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-Learning: Climate Change: From Learning to Action	Type: Sectoral Theme: Training Module	Mitigation and adaptation to climate change, opportunities for low-carbon future, planning and financing climate actions, climate negotiations	Online (self-paced) Duration: 8 hours	UN CC:e-Learn MOOC	Low (Module available on UN CC:e-Learn)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
E-learning: Macroeconomics of Climate Change: Mitigation Strategies and Transitioning to Net Zero	Type: Sectoral Theme: Training Module	Designing strategies for climate mitigation policies, and impact assessment	Online Duration: Self-paced	International Monetary Fund (IMF) through edX	Low (Module available on edX)	Timeline: 3-5 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists (E, D)
E-learning: Policy Instruments for Low Emissions Development: From Design to Implementation	Type: Sectoral Theme: Training Module	Exploring policy instruments (voluntary, regulatory, market-based) to achieve low emissions goals and how to design and implement the instruments	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC)	Low (Module available on World Bank OLC)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: Annual	Director, Scientists (E, D) Other relevant Division personnel
E-learning: Climate Change, Peace and Security: Understanding Climate-Related Security Risks Through an Integrated Lens	Type: Sectoral Theme: Training Module	Interlinkages between climate change, peace and security and opportunities for promoting inclusive climate action, conflict prevention and peacebuilding	Online Duration: 4.5 hours (Self-paced)	UN CC: e-Learn	Low (Module available on UN CC:e-Learn)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel Other relevant personnel of IC, Biodiversity Conservation, and Forestry Wings that deal with treaties
E-learning: Ecosystem-based Adaptation: Working with nature to adapt to a changing climate, and Nature-based Solutions for Disaster and Climate Resilience	Type: Sectoral Theme: Training Module	Ecosystem-based Adaptation (EbA) initiatives: key principles, risk assessments, monitoring, and governance Role of Nature Based Solutions in building resilience	Online (self-paced) Duration: 3-6 hours	IISD, GIZ and IISD; and PEDRR and UNEP delivered through SDG Academy	Low (Module available on SDG Academy)	Timeline: 6-8 months from ACBP roll-out (Year 1) Frequency: One-time	Scientists (E, D)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-Learning: Methodologies for GHG Emissions Inventories and Paris Agreement Reporting	Type: Sectoral & MRV Theme: Training Module	Reporting requirements of the Paris Agreement; procedures and deadlines for consideration of inventories, implementation of “flexibility” for developing countries	Online Duration: Self-paced	UN Economic and Social Commission for Asia and the Pacific (ESCAP)	Low (Module available on UN ESCAP E-Learning Platform)	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist (E, D)
E-Learning: Designing MRV Systems for Entity-Level Greenhouse Gas Emissions	Type: Sectoral and MRV Theme: Training Module	Developing GHG MRV frameworks and significance of integrating them in policy/programme design	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC)	Low (Module available on World Bank OLC)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists (E, D)
E-learning: Preparing a greenhouse gas inventory under the enhanced transparency framework	Type: Sectoral and MRV Theme: Training Module	UNFCCC reporting requirements and the Enhanced Transparency Framework (ETF) Overview of setting up national greenhouse gas inventory	Online Duration: 1 hour	FAO eLearning Academy	Low (Module available on FAO eLearning Academy)	Timeline: First within 3 months of ACBP roll-out (Year 1) Frequency: Annual	Director, Scientists (E, D)
E-learning: Mastering National Adaptation Plans from Start to Finish	Type: Sectoral Theme: Training Course	National Adaptation Plan process elements, gender and climate information in plan formulation and implementation; and financing processes	Online (self-paced) Duration: 3 hours	UN CC:e-Learn MOOC	Low (Module available on UN CC:e-Learn)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists (E, D)
E-learning: Integrating Climate Risk Information into National Adaptation Plans (NAPs)	Type: Sectoral Theme: Training Course	Importance of climate information in adaptation planning Identify technical resources for assessing climate risks and climate products and services that support NAPs Promote partnerships between climate information producers and users	Online Duration: Self-paced	UNITAR learning platform	Low (Module available on UNITAR)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists (E, D)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-learning: Climate Policy and Public Finance	Type: Sectoral Theme: Training Module	Linking climate policy and public finance	Online Duration: 30 hours	UN CC:e-Learn MOOC	Low (Module available on UN CC:e-Learn)	Timeline: Within 5 months of ACBP roll-out) Frequency: One-time	Director, Deputy Secretary
E-learning: Introduction to Sustainable Finance	Type: Sectoral Theme: Training Module	Basics of sustainable finance in emerging economies	Online Duration: 2 hours	UN CC:e-Learn MOOC (by Skandinaviska Enskilda Banken, GIZ GmbH, and Partnership for Action on Green Economy (PAGE)	Low (Module available on UN CC:e-Learn)	Timeline: Within 5 months of ACBP roll-out) Frequency: One-time	Director, Deputy Secretary, Scientists (E,D,C)
Competency Type: Functional							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Basics of Public Policy Research	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Big Data One					
		Evaluation of Evidence					
		Formulation of Public Policies					
		Level-III Training Programme to Develop Domain Competencies – Data Management					
		Parliamentary Procedures					
		Preparation of Cabinet Notes					
		Project Management					
		Course of GFR 2017					
		Right to Information Act Part I and II					
		Microsoft Excel for Beginners					

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Excel Advanced					
		Microsoft PowerPoint Beginners					
Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: One-time	Director, Deputy Secretary
E-learning: Microsoft Power BI – The Practical Guide and Data Analytics Essentials with Power BI	Type: Other Theme: Training Modules	Data analysis and dataset creation; Data insights dashboarding and design; Data reporting	Online (Self-paced) Duration: 23 hours	Udemy	Low (Module available on Udemy)	Timeline: 12-15 months from ACBP roll-out (Year 2) Frequency: One-time	Scientist D, C
Digital Transformation in Governance	Type: Other Theme: Training Module	Emerging technologies in governance; Big data in decision-making	Online or Off-line (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: One-time	Director, Deputy Secretary
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Commit courses					
		Effective Communication					
		Ethics and Values					
		Gender Sensitivity					
		Self-Leadership					
Stress Management							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Prevention of Sexual Harassment of Women at Workplace					
Behavioural and Attitudinal Capacity Building	Type: Other Theme: Training Module	Change Management; Leading Others; Delegation; People First Thinking; Strategic Thinking; Innovative Thinking; Problem Solving; Communication Skills; Attention to Detail; Taking Accountability; Consultation and consensus building; Results Orientation; Initiation and Drive; Teamwork	Online or Offline (as per suitability) Duration: 4 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Deputy Secretary, Scientists E, D, C
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 2: Conservation and Survey (C&S) Division:

Table 15: ACBP for Conservation and Survey division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the Biosphere Reserve scheme India; Man and Biosphere (MAB) Programme, UNESCO	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Collaboration with institutes viz. Biosphere Reserves Institute by Eberswalde University for Sustainable Development, Germany for workshops	Type: Policy; Sectoral Theme: Non-Training Intervention	Discussions on Biosphere Reserves related concepts such as it being ideal sites for sustainability research which will help in developing a carbon neutral economy	In-person workshop Duration: 3 days	Workshop at the Biosphere Reserves Institute and visit to their reserved areas	High Initiating discussions with the Institute at Ministry level Compliance with Ministry guidelines for foreign visit	Timeline: To be initiated within 12-16 months after deployment of ACBP Frequency: Once in two years	Scientist F, E
Environment and Nature Conservation	Type: Sectoral Theme: Training Modules	insight into the environmental issues and problems	In-person workshop Duration: 2 days	Wildlife Institute of India	Low Training already available at Wildlife Institute of India	Timeline: To be initiated within 20-24 months after ACBP roll-out Frequency: Once in two years	Scientist F, E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Immersive Masterclasses in UNESCO Biosphere Reserves	Type: Sectoral Theme: Training Module	Local and global value of Biosphere Reserves as learning laboratories for sustainability	Online Duration: 1.5 hours	UNESCO Biosphere Reserve	High Enrolment based on nomination of personnel by JS	Timeline: Within 28-32 months of ACBP roll-out (Year 3) Frequency: One-time	Personnel nomination by JS
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting;	Type: Other Theme: Training Modules	Noting and Drafting skills, Preparation of Cabinet Notes	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool - Analysis of spatial data, use of cartography techniques to communicate results in maps - Fundamentals of GIS - GIS Data Formats - Design and Quality - Geospatial and Environmental Analysis	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Completion within 8 months of ACBP roll-out (Year 1)	Scientist F, E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		- Imagery, Automation, and Application - Geospatial Analysis Project					
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Module	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist F, E

ENV 3: Control of Pollution (CP) Division:

Table 16: ACBP for Control of Pollution division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Climate and Technology-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Co-treatment of Fecal Sludge and Septage with Sewage in a STP	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Introduction to Emerging Technologies					
		Climate Finance: Innovative Approaches in Supporting Climate Action					
		Sustainable Development Goals					
		Preparation of Detailed Project Report (DPR)					
Quick Win: Completion of divisional induction training module	Type: Policy/Regulatory, Sectoral Theme: Training Modules	Module-I: General Introduction of the Ministry	Online	iGOT portal or any LMS suggested by CBC/MDO	Medium: Level-3 e-learning induction module in English and Hindi is under development to be completed by April 2023	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher Year 1: May 2023 Year 2: April 2024 Year 3: April 2025	All Division personnel
		Module-II: Introduction & functioning of divisions in the Ministry					
		Module-III: Laws/Acts & Legislations of the Ministry					
Quick Win: Compendium of Policies, Acts, Regulations, Schemes, Norms and Guidelines for control of pollution	Type: Policy/Regulatory, Sectoral Theme: Non-Training Intervention	Acts (and amendments), Rules, and regulations for pollution control Control standards, norms, guidelines, frameworks and compliance	Online reader manual	iGOT portal or any LMS suggested by CBC/MDO	Medium: Compendium to be developed by designed consultant/MDO personnel learning	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher Year 1: May 2023	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		requirements from CPCB for all pollution types Litigation outcomes and legal precedents List of SPCB functions and responsibilities			in English and Hindi	Year 2: April 2024 Year 3: April 2025	
Immersive Training: Industrial field visits to sites with innovative effluent and air quality management systems implementation <i>(Industrial sites are indicative)</i>	Type: Sectoral, Technological Theme: Immersive Training	Sachin Industrial Estate, Surat (wastewater treatment, air pollution control technologies, local Cleaner Production Centre)	Off-line Duration: 1 day for each cluster visit	Offline immersive training visits in collaboration with Gujarat Industrial Development Authority and Cleaner Production Centres in Gujarat, and SIPCOT in Tamil Nadu	Medium Foundational work including identification of additional relevant sites/clusters in collaboration with MDOs, industrial stakeholder buy-in, agenda setting and confirmation of visit schedule (Year 1) Finalisation of approvals and logistics	Timeline: Spread over 2-year duration post ACBP roll-out Frequency: One site visit in every quarter starting from 12 months from ACBP roll-out	Scientists (E, D, B) and personnel from other relevant Divisions like HSM, CT
		Vapi Industrial Estate, Vapi (Vapi Waste & Effluent Management Company Limited)					
		Gummidipoondi Industrial Park, Tamil Nadu (industrial Zero Liquid Discharge (ZLD) facilities, Treatment, Storage and Disposal (TSDf) facility)					
Non-Training: Knowledge sharing workshop	Type: Sectoral, Technological Theme: Non-training intervention	Clean air strategies, technology developments; Clean Air Research Initiative; Case studies on pilot demonstration and successful case studies; Best practice adoption for effluent and air quality management in industry	Off-line Duration: 4 hour per webinar/seminar session	Knowledge sharing workshop with Dept. of Science and Technology; Ministry of Heavy Industries and Public Enterprises; Indian technical institutes and international	Medium Preparation of workshop knowledge products through designated consultants, agenda setting, stakeholder buy-in Knowledge products	Timeline: 12-18 months post ACBP roll-out Frequency: One every year	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				institutes; CPCB/SPCBs and industry representatives	development and delivery (Year 2)		
Immersive Training: Environmental Planning and Management	Type: Sectoral, Technological Theme: Immersive Training	Role of GIS and Remote Sensing in environmental planning and control of pollution	Hybrid (Online and Offline depending on course requirement) Duration: 2-5 days for each training	IIT Roorkee	Medium Residential training calendar of CPCB may be adopted and customised to needs to MDO personnel and schedule of training institute (Year 1) Nominations of participants and approvals required from AS/Secretary (Year 1)	Timeline: Initiation within 5 months of ACBP roll-out Frequency: Training series over 6 months (one-time)	Director, Scientists (E, D, B)
		Environmental vulnerability mapping using multi-criteria decision-making techniques		International Institute of Geospatial Science and Technology, Kolkata			
		Air Quality Monitoring, analysis, and data interpretation		TERI, Delhi			
		Water Pollution monitoring and impact assessment		CSIR – National Geophysical Research Institute, Hyderabad			
		Effective implementation of Plastic Waste Management Rules, 2016		Central Institute of Petrochemicals Engineering & Technology, Chennai			
		Advance Treatment Technology of Wastewater		CSE India, IIT Kharagpur, National Sugar Institute, Kanpur			
		Air pollution control devices and online Continuous Emission Monitoring System for industrial sectors		National Productivity Council, Chennai			

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Case studies: Environmental legislations, interpretation, legal and statutory requirements		National Law School of India University, Bengaluru			
E-learning: Induction Training on National Clean Air Programme	Type: Sectoral, Technological Theme: Training Module	Impacts of air pollution; Air quality monitoring network; City Action Plans and effective implementation; Emission inventory; Control and mitigation measures; Governance of air quality; Best practices in air quality management	Online (self-paced) Duration: 10 hours	International Forum for Environmental, Sustainability and Technology (iFOREST)	Low (course available on iFOREST)	Timeline: Within 6 months of ACBP roll-out Frequency: One-time	Scientists (E, D, B)
E-learning: Training on City Action Plan (CAP) and Third-Party Audit	Type: Sectoral, Technological Theme: Training Module	21 session comprehensive series on developing an understanding of Clean Air Project (CAP) in India & Toxic Air Pollutants (TAPs)	Online (self-paced) Duration: 15 hours	International Forum for Environmental, Sustainability and Technology (iFOREST)	Low (course available on iFOREST)	Timeline: Within 10 months of ACBP roll-out Frequency: One-time	Scientists (E, D, B)
E-learning: National Implementation Plans and the Stockholm Convention on Persistent Organic Pollutants	Type: Sectoral Theme: Training Module	Case Study: Preparing, reviewing and updating National Implementation Plans to enforce Stockholm Convention	Online (Self-paced) Duration: 3 hours	UN CC:e-Learn	Low (course available on UN CC:e-Learn)	Timeline: Within 2 months of ACBP roll-out Frequency: One-time	Director, Scientists (E, D, B)
E-learning: Introduction to Air Quality Management (Self-Paced)	Type: Technological Theme: Training Module	Air quality management approaches through use of case studies	Online (self-paced) Duration: 30 hours	World Bank Group Open Learning Campus (OLC)	Low (Module available on World Bank OLC)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: Annual Refresher	Scientists (E, D, B)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-learning: Water Pollution and Management Approaches	Type: Technological Theme: Training Module	Improving management of water quality through treatment options, roles of state and local governments and other stakeholders; circularity in water resources	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC)	Low (Module available on World Bank OLC)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: Annual Refresher	Director, Scientists (E, D, B)
Integrated Immersive Training and E-learning Programme Series: Online learning modules, visits to industrial sites, water and sewage treatment plants, demonstration labs/institutes (Scope and Content is indicative)	Type: Technological Theme: Immersive Training	Integrated online and on-site training on Continuous Emission and Effluent Monitoring System	Online and Off-line (based on session agenda) Duration: N/A	Designated consultant with training partners, technical institutes (IIT, CSIR-NEERI, SAFAR, TERI, CEEW), CPCB/SPCBs, Dept. of Scient and Technology	High Custom programme series designed for MDO personnel (CP and other relevant divisions) Year 1 – Engaging training institute and agenda setting based on ACBP TNA assessment; Stakeholder buy-in and relevant approvals; Programme design/update and engaging training partners; Knowledge product design and approval	Timeline: Programme design and operationalisation within 12 months from ACBP roll-out Programme delivery: 13-30 months with one programme session/module delivered every month Each official to undergo one immersive training within 6 months of taking up the role	Scientists (E, D, B), Director
		Pollution reduction strategies and technologies in the energy-intensive and high-polluting sectors					
		Developing air and water quality management plans for industrial areas					
		Environmental quality monitoring using affordable systems and technology					
		Approaches to air quality data analysis and source apportionment					
		Transport sector emissions assessment and mitigation					

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Functional							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Big Data One	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Preparation of Detailed Project Report (DPR) Functional					
		Level-III Training Programme to Develop Domain Competencies – Data Management					
		Project Management					
		Preparation of Cabinet Notes					
		Course of GFR 2017					
		Right to Information Act Part I and II					
		Budget					
		Budgetary System in Government					
		Judicial Review and Reading a Judgement					
		Disciplinary Proceedings in Government					
		Digital India					
		Govt. Accounting System					
Excel Advanced							
Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy	Online or Off-line (as per suitability)	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder	Timeline: Within 6 months of ACBP roll-out Frequency: One-time	Additional Secretary, Director

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		design and tools; Consultation and consensus building	Duration: 3 days		schedule confirmation		
Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 6 months of ACBP roll-out Frequency: One-time	Director
E-learning: Cost Benefit and Feasibility Analysis	Type: Other Theme: Training Module	Practitioner's Guide to Cost Benefit Analysis	Online Duration: 10 hours	Udemy	Low (Module available on Udemy)	Timeline: Within 4 months of ACBP roll-out Frequency: One-time	Scientists (E, D, B)
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Commit courses					
		Effective Communication					
		Ethics and Values					
		Gender Sensitivity					
		Self-Leadership					
		Stress Management					
Prevention of Sexual Harassment of Women at Workplace							
Behavioural and Attitudinal Capacity Building	Type: Other Theme: Training Module	Change Management; Leading Others; Delegation; People First Thinking; Strategic Thinking; Innovative Thinking;	Online or Offline (as per suitability) Duration: 4 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Problem Solving; Communication Skills; Attention to Detail; Taking Accountability; Consultation and consensus building; Results Orientation; Initiation and Drive; Teamwork			schedule confirmation		
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 4: Environment Education (EE) Division:

Table 17: ACBP for Environment Education division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the National Education Policy, 2020	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO
Quick Win: Completion of Climate and Technology-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Introduction to Emerging Technologies; A Course on Environmental Social and Governance	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 4 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO
E-learning: Online Pedagogy	Type: Sectoral Theme: Training Modules	Use of IT in content delivery, evaluation models, other tools and techniques	Online Duration: 40 hours	IIIT- Hyderabad Certified Program	Medium Course available on website Payment of fees as per Ministry Guidelines	Timeline: During 4 -10 months of ACBP roll-out Frequency: One-time	All division personnel -Scientist E & ASO
Collaboration with NCERT and ICFRE	Type: Sectoral Theme: Non-Training Intervention	Collaboration with NCERT and ICFRE for development of Environment Education content, inclusion of best practices and case studies on EE from various states	In person Duration: Self-paced	In person discussions	Medium Preparation of agenda, Arranging meeting with NCERT and ICFRE officials	Timeline: Within 4-8 months after ACBP roll-out Frequency: Once a year	All division personnel -Scientist E & ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Immersive Training: Participation in inter-ministerial knowledge-sharing workshops or roundtables arranged by other ministries	Type: Policy; Sectoral Theme: Non-Training Intervention	Knowledge sharing on National Education Policy	In person / webinar Duration: 2 hours	Collaboration with Ministry	Low Preparation of comments and suggestions for implementation of National Education Policy with focus on imparting environmental education	On notification of workshop from Ministry of Education Frequency: Once in a year	All division personnel -Scientist E & ASO
E-learning: Data Analysis & Statistics: practical course for beginners	Type: Sectoral; Technological Theme: Non-Training Intervention	Analyze data and use statistics in practice	Online Self-paced Duration: 7.5 hours	'Udemy' portal – Training through video series	Low Registration on portal and payment of requisite fees	Timeline: Within 3-6 months after ACBP roll-out Frequency: One time	All division personnel -Scientist E & ASO
Collaboration with institutes viz. Global Environmental Education Partnership (GEEP)	Type: Policy; Sectoral Theme: Non-Training Intervention	Create a vibrant and inclusive learning network designed to build capacity in countries around the world to strengthen environmental education leading to a more sustainable future.	Online / In-person	In person	Low	Timeline: Within 12-15 months after ACBP roll-out Frequency: Once in a year	All division personnel -Scientist E & ASO AS and JS
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning and Budget Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Office Procedure	Type: Other Theme: Training Modules	Office Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO
E-learning: Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel -Scientist E & ASO
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees Effective Communication Ethics and Values Gender Sensitivity Self-Leadership Stress Management	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 5: Environmental Health Division:

Table 18: ACBP for Environmental Health division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral; Theme: Training Modules	Contours of the Environment (Protection) Act 1986,	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientists posted in Division
Quick Win: Dissemination and completion of Modules uploaded on iGOT about relevant domain matter	Type: Policy; Sectoral; Theme: Training Modules	Climate Change and Health; Central Government Health Scheme (CGHS) & Central Services (MA) Rules	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All division personnel - Scientist D & B
Immersive Training: Field Visit / Immersive visit to understand health problems due to exposure to air pollution	Type: Sectoral; Technological Theme: Non-Training Intervention	Health problems due to exposure to both outdoor and indoor air pollution such as induce noise hearing loss, Heavy metal pollution and its health problems, water borne diseases	Offline Duration: 15-30 days	Collaboration with National and international health institutes for development of immersive training program	Medium Preparation of agenda, approvals for visit of officials, payment of requisite fees	Timeline: Within 12-18 months after ACBP roll-out Frequency: Once in a year	Scientists posted in Division
Inter-ministerial knowledge-sharing workshops or roundtables	Type: Policy; Sectoral Theme: Non-Training Intervention	Occupational health in select sectors – mining, foundry, cement, power, glass, chemicals, heavy industries, Pharmaceutical, construction industries, hazardous waste and e-waste sites	In-person Duration: 2 hours, Moderated by AS	Workshop / Roundtable Conference	Medium Stakeholder mapping Preparation of Agenda and schedule Obtaining necessary approvals from Ministry	Timeline: within 24-30 months after ACBP roll-out Frequency: Once in a year	All division personnel - Scientist D & B AS and JS Cross Ministerial officials from Ministry of Health

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
							& Family Welfare, Ministry of Coal, Ministry of Drinking Water and Sanitation, Ministry of Water Resource, and Ministry of Labour to discuss potential issues in environmental health
E-learning: Strengthening collaboration between human and animal health sectors for improved health security	Type: Sectoral; Theme: Training Modules	Bridging international frameworks to strengthen the collaboration at the human-animal interface (National Bridging Workshops programme); Guidance and operational tools to support countries in building capacities (Tripartite Zoonosis Guide and associated tools); Joint simulation exercise to test and improve coordinating capacities; Return of experience and regional perspectives	Online Duration: 2 hours	Course available on WHO website	Low Course is available on WHO courses website	Timeline: within 2-4 months after ACBP roll-out Frequency: Once in a year	All division personnel - Scientist D & B
E-learning: One Health in action against Neglected Tropical Diseases	Type: Sectoral; Technological Theme: Training Modules	Module 1: Introduction to One Health and Neglected Tropical Diseases Module 2: The One Health actions needed to address Neglected Tropical Diseases Module 3: How to get started	Online Duration: 3.5 hours	Registration for course on World Health Organization website	Low Course is available on website for free	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientists posted in Division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Module 4: How to work together efficiently Module 5: How to work with, not only for local communities Module 6: How to unlock the political will to drive sustainable impact					
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning and Budget Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientists posted in Division
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/ Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once in a year	Scientists posted in Division
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting;	Type: Other Theme: Training Modules	Noting and Drafting skills, Preparation of Cabinet Notes	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once in a year	Scientists posted in Division
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees; Effective Communication; Evaluation of Technical report of the projects; Ethics and Values; Gender Sensitivity; Self-Leadership; Stress Management	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once in a year	Scientists posted in Division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: Once in a year	Scientists posted in Division

ENV 6: Environmental Impact Assessment (EIA) Division:

Table 19: ACBP for Environmental Impact Assessment division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, Environment Impact Assessment Notification 2006, Waste Management Rules, 2016, Air Act and Water Act, CRZ Rules, Mines and Minerals (Development and Regulation) Act,1957, ESZ regulations	Online Duration: self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Understanding Project Development Life Cycle	Type: Sectoral, Theme: Thematic Initiative	An Overview of Project Development Life Cycle	Online	Detailed article reading available at Simplilearn website	Low Article available on web at no cost	Frequency: To be read once ACBP is implemented within one week	Official handling PARIVESH
Subscriptions of journals and articles published by Ocean & Coastal Management by ScienceDirect, Springer, ResearchGate etc.	Type: Policy; Sectoral; Technological Theme: Non-Training Intervention	Exposure to contemporary developments in research and knowledge products related to sustainable coastal management	Online articles & journals / print form articles & journals	Subscriptions of journals	Medium Getting approval from appropriate authority for subscription of journals and Payment of subscription amount	Timeline: Immediately after implementation of ACBP	All Division Personnel
Management of Coastal and Marine Biodiversity in India: Challenges and Prospect	Type: Sectoral Theme: Immersive Training, Training Modules	Management of Coastal and Marine Biodiversity in India: Challenges and Prospect	In person one-week training course	Wildlife Institute of India (WII), Dehradun	Low As the training program is already in place	Timeline: After implementation of ACBP based on the institute calendar availability	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
EIA: 7 steps	Type: Sectoral, Theme: Thematic Initiative	key steps of the EIA process	Online Duration: self-paced	IISD website	Low The informative article is available on website	Timeline: To be read within a month after implementation of ACBP	All Division Personnel
IOT in Mining	Type: Sectoral Theme: Thematic Initiative	IoT & Artificial Intelligence (AI) application in Mining industry	Online Duration: self-paced	Infosysbpm website	Low The informative article is available on website		All Division Personnel from Coal and Non Coal Mining Sector
Environmental Safeguards	Type: Sectoral Theme: Thematic Module	Environmental and social risks in development projects and minimalization and mitigation of same	Online Duration: self-paced	ADB safeguard guidelines	Low Guidelines available on ADB website	Timeline: To be read within two weeks of implementation of ACBP	All Division Personnel
Preservation of Biodiversity and networking	Type: Sectoral, Technological Theme: Training Modules	Preservation of Biodiversity and networking	In person	The ICFAI Foundation for Higher Education (IFHE), Hyderabad 3-day training	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability Frequency: To be trained once a year	All Division Personnel
Understanding How the Indian Steel Industry Works	Type: Sectoral, Technological Theme: Non-training	A Simple Understanding of how Iron and Steel Industry in India Works	Online	Understanding How The Indian Steel Industry Works	Low Article available on Alpha Invesco website	Timeline: To be read within two weeks of implementation of ACBP	All Division Personnel
Cement - Extraction and processing	Type: Sectoral, Technological Theme: Non-training	Cement - Extraction and processing in detail	Online	Britannica website	Low Article available on Britannica website	Timeline: To be read within two weeks of implementation of ACBP	All Division Personnel
Competency Type: Functional							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Policy/Regulatory Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Other Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Completion within 8 months of ACBP roll-out (Year 1) Frequency: Once a year	Officials handling related sectors
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Technological Theme: Training Modules	Data Storytelling and Visualisation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Officials handling related sectors
Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	Type: Technological	Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	In person 3-day workshop	Engineering Staff College of India (ESCI), Hyderabad	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability	Officials handling related sectors

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Training Modules					Frequency: To be trained once a year	
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Ethics and Governance	Type: Other Theme: Training Modules	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 7: Environmental Information, Awareness, Capacity Building and Livelihood (EIACP) Division:

Table 20: ACBP for Environmental Information division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Dissemination and completion of Induction Modules uploaded on iGOT about relevant programs	Type: Policy; Sectoral Theme: Training Modules	Programs under EIACP	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Assistant Director/ Research Assistant
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Technological Theme: Training Modules	Data Storytelling and Visualisation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Deputy Director/ Assistant Director / Research Assistant/ Contractual staff - Programme Cell
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Assistant Director/ Research Assistant
Quick Win: Completion of	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules	iGOT portal accessed through Government	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1)	Assistant Director/ Research Assistant/Contractual

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes			are self-paced	email ID of Ministry Personnel		Frequency: One-time	staff - Programme Cell
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	'Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Completion within 8 months of ACBP roll-out (Year 1) Frequency: Once a year	Deputy Director/ Assistant Director / Research Assistant/ Contractual staff - Programme Cell
Competency type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Contractual staff - Programme Cell

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Understanding Motivation	Type: Other Theme: Training Modules	Understanding Motivation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Research Assistant/ Contractual staff - Programme Cell
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	Research Assistant/ Contractual staff - Programme Cell

ENV 8: Hazardous Substances Management (HSM) Division:

Table 21: ACBP for Hazardous Substances Management division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Climate and Technology-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Co-treatment of Fecal Sludge and Septage with Sewage in a STP	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists E, Scientists D
		Introduction to Emerging Technologies					
		Sustainable Development Goals					
		Bamboo-based Composite Technologies					
		Preparation of Detailed Project Report (DPR)					
Carbon Markets and Pricing Learning Lab							
Quick Win: Completion of divisional induction training module	Type: Policy/Regulatory, Sectoral Theme: Training Modules	Module-I: General Introduction of the Ministry	Online Duration: 6 hours	iGOT portal or any LMS suggested by CBC/MDO	Medium: Level-3 e-learning induction module in English and Hindi is under development to be completed by April 2023	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher Year 1: May 2023 Year 2: April 2024 Year 3: April 2025	All Division personnel
		Module-II: Introduction & functioning of divisions in the Ministry					
		Module-III: Laws/Acts & Legislations of the Ministry					
Quick Win: Compendium of Policies, Acts, Regulations, Schemes, Norms and Guidelines for HSM	Type: Policy/Regulatory, Sectoral Theme: Non-Training Intervention	Acts (and amendments), Rules, and regulations for HSM Control standards, norms, guidelines, frameworks and	Online reader manual Duration: Self-paced	iGOT portal or any LMS suggested by CBC/MDO	Medium: Compendium to be developed by designed consultant/MDO personnel learning in English and Hindi	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		compliance requirements from CBCP/SPCBs, PCCs, DGFT Litigation outcomes and legal precedents				Year 1: May 2023 Year 2: April 2024 Year 3: April 2025	
Non-Training: Knowledge sharing workshop series	Type: Sectoral, Technological Theme: Non-training intervention	HSM strategies, new technologies for waste management, waste-to-wealth, waste-to-energy Circular economy practices and R&D on circularity in key sectors Case study demonstrations and best practice adoption for HSM, chemicals management, and circular economy in industry (India and globally)	Off-line Duration: 1 day workshop	Inter-ministerial, inter-department, expert- and practitioner-led knowledge sharing workshops series. MDOs: Department of Heavy Industry, Ministry of Steel, Ministry of Textiles, Ministry of Food Processing, Ministry of Chemicals and Fertilizers, Dept. of Science and Technology, Ministry of Jal Shakti, Consumer Education and Research Centre Technical and Regulatory Institutions: CBCB, SPCBs/PCCs, ULBs, Municipal Bodies, IITs, CSIR-NEERI, CSE Industry Bodies: FICCI, CII,	Medium-High Inter-ministerial and inter-departmental workshop series codification Preparation of detailed workshop calendar Preparation of workshop knowledge products through designated consultants, agenda setting, stakeholder buy-in Knowledge products development through designated consultant(s) and delivery	Timeline: Initiation immediately on ACBP roll-out Spread across three years of ACBP (Year 1, Year 2, Year 3) Frequency: Two knowledge workshops every quarter	All Division personnel and other relevant division personnel (e.g., CP, CT)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				ASSOCHAM, industry associations, public and private sector enterprises			
Immersive Training: Level 1 training series	Type: Sectoral, Technological Theme: Immersive Training	Role of GIS and Remote Sensing in environmental planning and control of pollution	Hybrid (Online and Offline depending on course requirement) Duration: 2-5 days for each training	IIT Roorkee	Medium Residential training calendar of CPCB may be adopted and customised to needs to MDO personnel and schedule of training institute (Year 1) Nominations of participants and approvals required from AS/Secretary (Year 1)	Timeline: Initiation within 3 months of ACBP roll-out (Year 1) and implementation over 12 months (Year 1 and Year 2) Frequency: One-time	Scientists E, Scientists D
		Impact assessment of soil pollutants and remediations of contaminated sites		Indian Institute of Soil Science, Bhopal, NEERI, CSIR-IITR			
		Air Quality Monitoring, analysis, and data interpretation		TERI, Delhi			
		Air pollution control devices and online Continuous Emission Monitoring System for industrial sectors		National Productivity Council, Chennai			
		Effective implementation of Plastic Waste Management Rules, 2016		Central Institute of Petrochemicals Engineering & Technology, Chennai			
		Management of hazardous substances/ solid waste/ bio-medical/ electronic/ plastic waste		Solid waste – GIZ, TERI, IARI, CSIR-IICT, BARC Liquid waste (sewage and septage) – WASH Institute Battery waste – CSIR-CECRI, IIT Chennai			

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				E-waste – CIMET End-of-life vehicles – ARAI, CRR Plastic waste – CIPET C&D waste – NPC, NCCBM, BMTPC Ash – CIMFR Bio-medical waste – NPC Hazardous waste – NEERI, IIT Chennai Tyre and rubber waste – IRMRA Solar PV waste – NISE Others: IIT Delhi, IIT Bombay, International Institute of Waste Management			
		Enforcement of Hazardous and other Wastes (Management & Transboundary Movement) Rules, 2016		As above Others: Shri Guru Gobind Singhji Institute of Engineering & Technology, Nanded			
		Fundamentals of ZLD Technologies		Tamil Nadu Water Investment Company			

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Integrated Immersive Training and E-learning Programme Series Level 2: Online learning modules, visits to industrial sites, demonstration labs/institutes (Scope and Content is indicative)	Type: Technological Theme: Immersive Training	Integrated online and on-site training on Continuous Emission and Effluent Monitoring System	Online and Off-line (based on session agenda) Duration: N/A	Designated consultant with training partners, technical institutes (IIT, CSIR-NEERI, SAFAR, TERI, CEEW), CPCB/SPCBs, Dept. of Scient and Technology	High Custom programme series designed for MDO personnel (CP and other relevant divisions) Year 1 – Engaging training institute and agenda setting based on ACBP TNA assessment; Stakeholder buy-in and relevant approvals; Programme design/update and engaging training partners; Knowledge product design and approval Year 2 – Training programme initiation and delivery	Timeline: Programme design and operationalisation within 12 months from ACBP roll-out Programme delivery 13-30 months with one programme session/module delivered every six months Frequency: One-time	Scientists E, Scientists D
		Pollution reduction strategies and technologies in the energy-intensive and high-polluting sectors					
		Environmental quality monitoring using affordable systems and technology					
Immersive Training: Level 3 training series Industrial field visits to sites with innovative HSM, waste and effluent	Type: Sectoral, Technological Theme: Immersive Training	Best industrial practices in waste management (hazardous and non-hazardous), waste-to-energy Sachin Industrial Estate, Surat (local Cleaner Production Centre) ⁵	Off-line Duration: 1 day for each cluster/estate visit	Offline immersive training visits in collaboration with Gujarat Industrial Development Authority and Cleaner Production	High Foundational work including identification of additional relevant industrial sites/clusters in	Timeline: Spread over 2-year duration post ACBP roll-out (Year 2 and Year 3) Frequency: One site visit in every 6	Director, Scientists E, Scientists D and personnel from other relevant

⁵ Reuse of ferrous sulphate, catalyzed hydrogenation using steel scrap and fabric; use of air pollution control measures (cyclone, multi-cyclone, dust collector/scrubbers for flue gases)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
management, and circular economy systems implementation <i>(Industrial sites are indicative)</i>		Vapi Industrial Estate, Vapi ⁶		Centres in Gujarat, and SIPCOT in Tamil Nadu	collaboration with MDOs, industrial stakeholder buy-in, agenda setting and confirmation of visit schedule (Year 1) Finalisation of approvals and logistics	months starting from 12 months from ACBP roll-out	Divisions like CP, CT
		Dahej PCPIR and Nandesari Industrial Estates, Gujarat ⁷					
		Naroda Industrial Estate, Gujarat ⁸					
		Kolkata Leather Cluster ⁹					
		Gummidipoondi Industrial Park, Tamil Nadu ¹⁰					
		Ranipet Industrial Park, Tamil Nadu ¹¹					
E-learning: Circular Economy – Sustainable Materials Management and Circular Economy: An Interdisciplinary Approach	Type: Technological Theme: Training Module	Systems approach to circular economy, incentive structures and closed loop systems	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC) MOOC	Low (Module available on World Bank OLC)	Timeline: Within 2 months of ACBP roll-out (Year 1)	Director, Scientists E, Scientists D
E-learning: National Implementation Plans and the Stockholm Convention on Persistent Organic Pollutants	Type: Sectoral Theme: Training Module	Case Study: Preparing, reviewing and updating National Implementation Plans to enforce Stockholm Convention	Online (Self-paced) Duration: 3 hours	UN CC:e-Learn	Low (course available on UN CC:e-Learn)	Timeline: Within 3 months of ACBP roll-out Frequency: One-time	Director, Scientists E, Scientists D

⁶ Vapi Waste and Effluent Management Company sustainably managing waste and effluent (CETP); plastic waste recycling by cement industry; use of secondary sludge for composting

⁷ Gujarat Cleaner Production Centre (GCPC)-led RECP, waste recycling initiatives;

⁸ Material flow assessment of 500 units; chemical gypsum recovery, neutralization and input for cement; bio-gas generation; using sulphuric acid for manufacturing phosphate; using iron sludge for synthetic red iron oxide

⁹ EU SWITCH-Asia funded programme implementing sustainable production practices in tanning companies cluster through technology transfer, and facilitating access to technical and financial services

¹⁰ (industrial ZLD facilities, TSDF facility)

¹¹ Zero Liquid Discharge CETP facility with treated wastewater (from Reverse Osmosis) sent back to units for reuse; hazardous sludge waste separated after primary treatment and sent to Gummidipoondi TSDF for further treatment

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Non-training: Knowledge Notes	Type: Sectoral/ Technological Theme: Non-training intervention	What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050	Online	Uploaded/linked within iGOT portal or any LMS suggested by CBC/MDO	Low (knowledge notes available on World Bank OLC)	Timeline: Any time Frequency: N/A	All Division personnel
		Chemicals and Waste: An Approach to Better Management	Duration: Self-paced				
Non-training learning: Circular Economy and Private Sector Development (webinar series)	Type: Technological Theme: Non-training Intervention	Circular economy technologies and innovations and private sector development	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC)	Low (Module available on World Bank OLC)	Timeline: Within 5 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists E, Scientists D
Training: Hazardous Waste Inventorization and Management	Type: Technological/MRV Theme: Training Module	Hazardous waste accounting (case examples), inventorization, management (recycle, reuse, landfill, incineration, and best practices), compliance checks, noting and drafting	Online or Off-line (as per suitability) Duration: 5 days (15 hours)	International Forum for Environment Sustainability & Technology (iFOREST)	Medium Training institute buy-in, engagement onboarding; Course customization and update, agenda setting, knowledge product development (Year 1)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Scientists E, Scientists D
E-learning: Waste Management and Critical Raw Materials	Type: Sectoral/ Technological Theme: Training Module	Practical knowledge of the circular economy in waste - recycling, refurbishment, and remanufacturing	Online Duration: Self-paced	TU Delft through edX	Low (Module available on World Bank edX)	Timeline: Within 7 months of ACBP roll-out (Year 1)	Scientists E, Scientists D
Immersive Training: Waste to Wealth	Type: Sectoral, Technological Theme: Training Module	Waste to Wealth using 3Rs (Reduce, Reuse and Recycle), Material Flow Cost Accounting (MFCA) – ISO 14051; cleaner production concepts	Off-line Duration: 4 days	National Productivity Council	Medium Training availability coordination and obtaining nominations of participating	Timeline: Within 8-10 months post ACBP roll-out (Year 1) (tentative)	Director, Scientists (E, D)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Hazardous Waste Management (Turning Waste to Wealth)	Off-line Duration: 1 day	Centre for Environmental Education (with NEERI and Gujarat Pollution Control Board)	personnel from reporting authority	Frequency: One-time	
Non-training: Knowledge notes, data sources, toolkits, methodologies	Type: Sectoral/ Technological Theme: Non-training intervention	Assessment of alternatives and substitution of harmful chemicals	Online Duration: Self-paced	Organisation for Economic Co-operation and Development (OECD)	Uploaded/linked within iGOT portal or any LMS suggested by CBC/MDO Low (available on OECD)	Timeline: Any time Frequency: N/A	Scientists (E, D)
		Clean Development Mechanism Methodologies (composition, application,		UNFCCC CDM	Low (available on UNFCCC CDM)		
Immersive Training: Circular Economy - The environmental baseline, waste management rules to models and practice	Type: Sectoral, Technological Theme: Immersive Training	Circular Economy concept features; Business models and identifying solutions relating to waste management promoting circular economy; visiting waste management facility	Off-line Duration: 4 days	National Productivity Council	Medium Training availability coordination and obtaining nominations of participating personnel from reporting authority	Timeline: Within 12 months post ACBP roll-out (Year 1) (tentative) Frequency: One-time	Scientists (E, D)
Training: Life Cycle Assessment	Type: Technological Theme: Training Module	Carbon foot-printing; Introduction to LCA methods and standards LCA framework, LCA datasets; Calculating embodied energy; Interpreting results; Case studies	Online Duration: 10 hours	Confederation of Indian Industry (CII)	Medium Customizing e-learning/certification programme for Government personnel; agenda setting and MDO approvals	Timeline: Within 12 months of ACBP roll-out (Year 1) Frequency: One-time	Scientists E, Scientists D

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Training: ZDHC Wastewater Management	Type: Technological Theme: Training Module	Introduction to Zero Discharge of Hazardous Chemicals (ZDHC), guidelines, wastewater treatment operations,	Online Duration: 1 day	Stichting ZDHC Foundation – ZDHC Academy	High Approvals based on nominations from reporting authority	Timeline: Year 3 of ACBP roll-out (within 25-26 months) Frequency: One-time	Scientists E, Scientists D
Immersive Training: Emissions Trading Training Course	Type: Sectoral Theme: Training Module	Emissions Trading 101, Carbon Markets, International Cooperation, Sectoral Focus, ETS Registry, Stakeholder Engagement	Online Duration: 8 course days across 2 weeks	ICAP-ETS	High Enrolment based on nomination of personnel by AS/JS	Timeline: Within 24-30 months of ACBP roll-out (Year 3) Frequency: One-time	Personnel nomination by AS/JS
Competency Type: Functional							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Big Data One	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director, Scientists (E, D), Section Officer
		Evaluation of Evidence					
		Formulation of Public Policies					
		Level-III Training Programme to Develop Domain Competencies – Data Management					
		Level-III Training Programme to Develop Functional Competencies – Organizational Design, Data Management, Scenario Planning					
		Project Management					
		Preparation of Cabinet Notes					
		Course of GFR 2017					
		Public Financial Management					
		Budget					

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Budgetary System in Government					
		Judicial Review and Reading a Judgement					
		Disciplinary Proceedings in Government					
		Digital India					
		Govt. Accounting System					
		Excel Advanced					
		Right to Information Act Part I and II					
E-learning: Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Director
E-learning: Cost Benefit and Feasibility Analysis	Type: Other Theme: Training Module	Practitioner's Guide to Cost Benefit Analysis	Online Duration: 10 hours	Udemy	Low (Module available on Udemy)	Timeline: Within 4 months of ACBP roll-out Frequency: One-time	Scientists E, D
E-learning: Project Financial Analysis and Management	Type: Other Theme: Training Module	Overall financial management of project, monitoring, appraisal, analysis for formulating short and long-term objectives, financial decision-making	Online Duration: Self-paced	National Productivity Council	Low (module available on NPC)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Director
E-learning: Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework,	Timeline: Within 6 months of ACBP roll-out (Year 1)	Scientists E, D

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
					stakeholder schedule confirmation	Frequency: One-time	
E-learning: Analytics for Policy Making	Type: Other Theme: Training Module	Data Analytics for Public Administrators - Data aggregation for policy evaluation; Measuring impact; Data mining techniques; Data classification; Handling text data	Online Duration: Self-paced	Indian Institute of Public Administration (IIPA)	Medium (course material to be uploaded to iGOT)	Timeline: Course to be uploaded within 1 month of ACBP roll-out; completion within 3 weeks of availability Frequency: One-time	Scientists E, D
		Business Intelligence and Analytics for Policy Making – BI tools and Techniques; BI for decision-making and governance; KPIs and performance management					
E-learning: Parliamentary Matters (Questions and Committee)	Type: Other Theme: Training Module	Comprehensive overview of Parliamentary systems, functioning, procedure for handling and preparing reply	Online Duration: Self-paced	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Director, Section Officer
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Commit courses					
		Effective Communication					
		Ethics and Values					
		Gender Sensitivity					
		Self-Leadership					
Stress Management							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Prevention of Sexual Harassment of Women at Workplace					
Behavioural and Attitudinal Capacity Building	Type: Other Theme: Training Module	Change Management; Leading Others; Delegation; People First Thinking; Strategic Thinking; Innovative Thinking; Problem Solving; Communication Skills; Attention to Detail; Taking Accountability; Consultation and consensus building; Results Orientation; Initiation and Drive; Teamwork	Online or Offline (as per suitability) Duration: 4 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
Ethics and Governance	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel	Ethics and Governance

ENV 9: Montreal Protocol and Ozone Cell (MPOC) Division

Table 22: ACBP for Montreal Protocol and Ozone Cell division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Climate and Technology-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Basics of Climate Change: Science Behind Stories	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Economic Advisor, Scientist E, Other division personnel (Contractual staff)
		Introduction to Emerging Technologies					
		Climate Finance: Innovative Approaches in Supporting Climate Action					
		Sustainable Development Goals					
		Energy Efficiency in Public Buildings					
Quick Win: Completion of divisional induction training module	Type: Policy/Regulatory, Sectoral Theme: Training Modules	Module-I: General Introduction of the Ministry	Online	iGOT portal or any LMS suggested by CBC/MDO	Medium: Level-3 e-learning induction module in English and Hindi is under development to be completed by April 2023	Timeline: Within 1 week of deployment on iGOT Frequency: Annual refresher Year 1: May 2023 Year 2: April 2024 Year 3: April 2025	All Division personnel
		Module-II: Introduction & functioning of divisions in the Ministry					
		Module-III: Laws/Acts & Legislations of the Ministry					
Compendium of Global Environmental Agreements, India's Policies, Acts, Regulations, Norms and Guidelines	Type: Policy/Regulatory, Sectoral Theme: Non-Training Intervention	Provisions and implementation of Vienna Convention, Montreal Protocol, Kigali Amendment and Institutional Framework; India's targets therein and strategy to achieve targets; Key policy outcomes at Meeting of Parties and Ex-Com; Domestic policy measures for achieving compliance targets (India's Country Programme for phase-out of ODS,	Online reader manual	iGOT portal or any LMS suggested by CBC/MDO	Medium: Compendium to be developed by designated consultant	Timeline: Completion of knowledge compendium and e-learning module within 10 months from ACBP roll-out Frequency: N/A	All Division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Hydrochlorofluorocarbon Phase-Out Management Programme (HPMP), India Cooling Action Plan)					
Non-Training: Knowledge sharing workshop series	Type: Sectoral, Technological Theme: Non-training intervention	<p>The road to India's ratification of Kigali Amendment</p> <p>Implementation of HPMP in India in line with HPMP Stage-III project document approved by MLF</p> <p>Strategies and roadmap to achieve holistic implementation of the India Cooling Action Plan (ICAP): Delivery mechanisms of recommendations to be undertaken by line ministries/ statutory bodies</p> <p>Low-GWP and non-ODS alternatives to HCFCs and Hydrofluorocarbons (HFCs) in different sectors in India and globally</p> <p>Case study demonstrations and best practice adoption for ODS phase-out, novel strategies of zero-ODS alternatives, sustainable cooling practices</p>	Off-line Duration: 1 day for each knowledge workshop	<p>Inter-ministerial, inter-department, expert- and practitioner-led knowledge sharing workshops series.</p> <p>MDOs: Ministry of Commerce and Industry, Ministry of Micro, Small & Medium Enterprises, Ministry of Chemicals and Fertilizers, Dept. of Science and Technology, Consumer Education and Research Centre</p> <p>Regulatory, Technical, Research Institutions: CBCB, SPCBs/PCCs, ULBs, IIT Bombay, IIT Delhi, TERI</p> <p>IFIs/Donors: UNDP, GIZ, UNEP</p>	<p>Medium-High</p> <p>Inter-ministerial and inter-departmental workshop series codification</p> <p>Preparation of detailed workshop calendar with knowledge experts</p> <p>Preparation of workshop knowledge products through designated consultants, agenda setting, stakeholder buy-in</p> <p>Knowledge products development through designated consultant(s) and delivery</p> <p>Regular knowledge, country and R&D progress updates across three years</p>	<p>Timeline: Initiation immediately on ACBP roll-out</p> <p>Spread across three years of ACBP (Year 1, Year 2, Year 3)</p> <p>Frequency: One knowledge workshops every quarter</p>	All Division personnel (including contractual staff) and other relevant division personnel (e.g., CP, CT)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				Industry Bodies: CII, EESL, RAMA, REGMA, RASSS, ISHRAE, RATA, AIACRA, etc. and public and private sector enterprises			
Training: Workshop series on latest developments from MLF Meeting of Parties, Ex-Com, Implementation Committee	Type: Sectoral Theme: Training	Reporting and analysis of outcome of the Meeting of Parties and the Executive Committee, Implementation Committee Guidance for negotiators of multilateral environmental agreements Policies, procedures, guideline and criteria of the MLF Highlighting demonstration projects and success stories	Offline Duration: 4 day for each knowledge workshop	UNEP or Designated consultant	Medium Coordination with UNEP Preparation of workshop knowledge products through designated consultants, agenda setting, workshop and stakeholder management	Timeline: First workshop within 6 months of ACBP roll-out (Year 1) Frequency: Three workshops a year for 3 years	All Division personnel
Immersive Learning: Training Programme for National Ozone Officers	Type: Sectoral Theme: Training Module	Essential information about the Montreal Protocol and a country's obligations under the same and role of national ozone unit Knowledge and information to support national government in meeting commitments	Offline Duration: To be decided in conjunction with UNEP OzonAction (typical 3-4 days)	UNEP OzonAction delivered in collaboration with regional focal point (Hu Shaofeng for Asia and the Pacific) Technical, Research Institutions: IIT Bombay, IIT Delhi, TERI	Medium Coordination with UNEP OzonAction and technical institutions to determine training dates and approvals from Economic Advisor	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-learning: Refrigerants Literacy	Type: Sectoral, Technological Theme: Training Module	Types of refrigerants, classification, selection of refrigerants and management	Online Duration: 4.5 hours	United Nations Environment Programme (UNEP) with ASHRAE Other domain experts	Medium Course enrolment through UNEP and ASHRAE eLearning administrators	Timeline: Within 2 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
Non-training: Non-ODS and Low GWP Alternatives in HVAC Systems	Type: Sectoral, Technological Theme: Non-training Intervention	Need for transition non-ODS and low-GWP alternatives Properties of environmentally friendly refrigerants across sectors, applications R&D in cooling technology innovation and applications	Online or Off-line (as per suitability) Duration: 3-4 hours	IIT Bombay IIT Delhi, Other domain experts	Medium	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: Annual refresher and update Year 2: June 2024 Year 3: June 2025	All Division personnel
E-learning: Passive Urban Cooling Solutions	Type: Sectoral, Technological Theme: Training Module	Introduction of urban heat and effects; Technical solutions to tackling urban heat and barriers to implementation; Designing systems for cooling cities; and recommendations for passive urban cooling systems	Online Duration: Self-paced	World Bank OLC through edX	Low (module available on edX)	Timeline: Within 5 months of ACBP roll-out (Year 1) Frequency: One-time	Economic Advisor, Scientist E
E-learning: Low-carbon Cooling	Type: Sectoral, Technological Theme: Training Module	Low-carbon cooling solutions, and innovative policy and financial measures for enabling low-carbon cooling and investment	Online Duration: 1.5 hours	ADB Institute (eLearning)	Low (module available on ADB eLearning Institute)	Timeline: Within 6 months of ACBP roll-out Frequency: One-time	Scientist E, Contractual staff
Immersive Training: Green Cooling	Type: Sectoral, Technological Theme: Immersive Training	Worldwide adoption of sustainable cooling technologies; safe use and handling of natural refrigerants; policy implementation at national level Visit to innovative German companies	Off-line Duration: 1 week	GIZ Proklima programme of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in cooperation with	High Application for training for policymakers and other national ozone unit representatives	Timeline: Within 12-24 month from ACBP roll-out (Year 2) Frequency: One-time	Economic Advisor, Scientist E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				Bundesfachschule Kälte-Klima-Technik (BFS)	Obtaining JS/Secretary approvals for participation, logistics, fees, etc.		
E-learning: National Implementation Plans and the Stockholm Convention on Persistent Organic Pollutants	Type: Sectoral Theme: Training Module	Case Study: Preparing, reviewing and updating National Implementation Plans to enforce Stockholm Convention	Online (Self-paced) Duration: 3 hours	UN CC:e-Learn	Low (course available on UN CC:e-Learn)	Timeline: Within 3 months of ACBP roll-out Frequency: One-time	All Division personnel
Competency Type: Functional							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Big Data One	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
		Evaluation of Evidence					
		Formulation of Public Policies					
		Level-III Training Programme to Develop Domain Competencies – Data Management					
		Level-III Training Programme to Develop Functional Competencies – Organizational Design, Data Management, Scenario Planning					
		Project Management					
		Preparation of Cabinet Notes					
		Course of GFR 2017					
		Right to Information Act Part I and II					
		Budget					
		Budgetary System in Government					
		Digital India					
		Govt. Accounting System					
Excel Advanced							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-learning: Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Economic Advisor
E-learning: Project Financial Analysis and Management	Type: Other Theme: Training Module	Overall financial management of project, monitoring, appraisal, analysis for formulating short and long-term objectives, financial decision-making	Online Duration: Self-paced	National Productivity Council National Institute for Public Finance and Policy (NIPFP)	Low (module available on NPC)	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
E-learning: Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA) National Council of Applied Economic Research (NCAER)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	Scientists E
E-learning: Analytics for Policy Making	Type: Other Theme: Training Module	Data Analytics for Public Administrators - Data aggregation for policy evaluation; Measuring impact; Data mining techniques; Data classification; Handling text data Business Intelligence and Analytics for Policy Making – BI tools and Techniques; BI for decision-making and governance; KPIs and performance management	Online Duration: Self-paced	Indian Institute of Public Administration (IIPA)	Medium (course material to be uploaded to iGOT)	Timeline: Course to be uploaded within 1 month of ACBP roll-out; completion within 3 weeks of availability Frequency: One-time	Economic Advisor, Scientists E
Competency Type: Behavioural							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Commit courses					
		Effective Communication					
		Ethics and Values					
		Gender Sensitivity					
		Self-Leadership					
		Stress Management					
Prevention of Sexual Harassment of Women at Workplace							
Behavioural and Attitudinal Capacity Building	Type: Other Theme: Training Module	Change Management; Leading Others; Delegation; People First Thinking; Strategic Thinking; Innovative Thinking; Problem Solving; Communication Skills; Attention to Detail; Taking Accountability; Consultation and consensus building; Results Orientation; Initiation and Drive; Teamwork	Online or Offline (as per suitability) Duration: 4 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 10: Research & Development in Environment (R&D) Division:

Table 23: ACBP for Research & Development in Environment division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Dissemination and completion of Induction Modules uploaded on iGOT about relevant sectors	Type: Policy; Sectoral Theme: Training Modules and non-training intervention	Biodiversity conservation, Ecosystem conservation & Management, Socio-economic issues of environment and sustainable development, climate change, Sustainable Management of Natural Resources	Online preferably, except field visit Duration: One-two weeks, Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low to Medium Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department Development of agenda and plan for field visit	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist F & C
Environmental Resource Management	Type: Sectoral Theme: Training Module	Global and National Environmental Issues; Natural Resources Management- an introduction; Climate Change-impact of climate change on Natural resources; Biodiversity Conservation-A case study of Sikkim/ Leh-Ladakh and	Online or Offline (as per suitability) Duration: 1-2 weeks	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		coastal areas etc. and final technical report preparation					
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist F & C
E-learning: Ecosystem-based Adaptation: Working with nature to adapt to a changing climate, and Nature-based Solutions for Disaster and Climate Resilience	Type: Sectoral Theme: Training Module	Ecosystem-based Adaptation (EbA) initiatives: key principles, risk assessments, monitoring, and governance Role of Nature Based Solutions in building resilience	Online (self-paced) Duration: 3-6 hours	IISD, GIZ and IISD; and PEDRR and UNEP delivered through SDG Academy	Low (Module available on SDG Academy)	Timeline: 6-8 months from ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist F & C
Collaboration with The Environmental Research Institute of the States (ERIS)	Type: Sectoral, Technological Theme: Non-Training Intervention	Participation in various events such as 1,4-Dioxane: Science, Characterization & Analysis, and Remediation, Lead Hotspots, Environmental Data Management (EDM), Arsenic and Fluoride hotspots	Online Trainings (Calendar available on website)	Collaboration with Training Institutes for trainings and tools (Calendar of trainings available on website)	Medium Registration for trainings and access to tools and payment of fees based on guidelines of Ministry	Timeline: Initiating contact within one month after ACBP roll-out	Advisor, Scientist F & Scientist C
E-learning: Circular Economy – Sustainable Materials Management and	Type: Technological	Systems approach to circular economy, incentive	Online Duration: Self-paced	World Bank Group Open Learning Campus (OLC) MOOC	Low (Module available on World Bank OLC)	Timeline: Within 4 months of ACBP roll-out (Year 1)	Scientist F & C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Circular Economy: An Interdisciplinary Approach	Theme: Training Module	structures and closed loop systems				Frequency: Once a year	
E-learning: Invasive Alien Species and their Management	Type: Sectoral, Technological Theme: Non-Training Intervention	Invasive Species Terms and Concepts; The Management of Invasive Alien Species	Online Duration: Self-paced	Available on interreg-danube.eu website	Low Training Module available on website	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist F & Scientist C
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Other Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist F & C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Course on GFR	Type: Policy/Regulatory Theme: Training Modules	Financial Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: Once a year	Advisor, Scientist C
E-learning: Cost Benefit and Feasibility Analysis	Type: Other Theme: Training Module	Practitioner's Guide to Cost Benefit Analysis	Online Duration: 10 hours	Udemy	Low (Module available on Udemy)	Timeline: Within 4 months of ACBP roll-out Frequency: Once a year	Advisor, Scientist F & C
E-learning: Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: Once a year	Scientist C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	Type: Technological, Theme: Training Modules	Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	In person Duration: 3-day workshop	Engineering Staff College of India (ESCI), Hyderabad	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability Frequency: Once a year	All Division personnel
Competency Type: Behavioural							
Quick Win: Completion of functional capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees; Effective Communication; Ethics and Values; Gender Sensitivity; Self-Leadership; Stress Management	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once a year	All Division personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: Once a year	All Division Personnel

ENV 11: Wetlands Division:

Table 24: ACBP for Wetlands division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders*
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the Biological Diversity Act 2002; Wetlands (Conservation and Management) Rules, 2017; Ramsar Convention; Environment Protection Act, 1986; National Plan for Conservation of Aquatic Eco-systems (NPCA) scheme	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Quick Win: Completion of modules on iGOT Karmayogi Platform - River and Wetlands	Type: Sectoral Theme: Training Modules	River and Wetlands	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Collaboration with United States Environmental Protection Agency (EPA) for technological tools	Type: Sectoral, Technological Theme: Non-Training Intervention	Access to various technological tools related to Water Quality methodologies and Assessments, Software related to water quality, Ground Water Assessments, pollution dispersion in waterbodies	Online Duration: 2 hours	Collaboration with EPA for trainings and access of tools	Medium Registration for further information relating to tools available and payment of fees, if any based on guidelines of Ministry	Timeline: Can be initiated after 6 months of ACBP roll-out Frequency: One training every quarter	All division personnel - Scientist F, D & C
Understanding Hydrogeology	Type: Technological Theme: Training Module	principles of hydrogeology and how they affect the movement of groundwater	Online Duration: 7 hours	Course available on Fleming College website	Medium Registration for the course and payment of fees following guidelines of Ministry	Timeline: Can be initiated between 3 -9 months of ACBP roll-out Frequency: One time	All division personnel - Scientist F, D & C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders*
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Technological Theme: Training Module	Data Storytelling and Visualisation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist D & Scientist C
Marine Biodiversity Management Course	Type: Sectoral Theme: Training Module	An Introduction to Coastal and Marine Biodiversity; Ecosystem Services and their Value; From Landscape to Seascape; Assessment and Monitoring of Coastal and Marine Biodiversity etc.	Online Duration: Modules are self-paced	Course available on Wildlife Institute of India	Low Modules available on the website	Timeline: Can be initiated between 3 -9 months of ACBP roll-out Frequency: One time	All division personnel - Scientist F, D & C
Participation in forums viz. International Conference on Wetland Systems for Water Pollution Control	Type: Sectoral, Technological Theme: Non-Training Intervention	Wetlands for water pollution, Emerging contaminants, climate change & adaptation, process understanding and modelling, intensified and urban wetlands	In person conference	Participation in the conference	High Registration for event, preparing discussion points, payment of fees for participation and visit to venue	Participation in 18 th Conference	All division personnel - Scientist F, D & C
Quick Win: Monitoring and management of wetlands	Type: Sectoral, Technological Theme: Immersive training, training modules	Monitoring and management of wetlands	In person 3-day training program	Salim Ali Centre for Ornithology and Natural History (SACON), Coimbatore	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability Frequency: Once a year	All division personnel - Scientist F, D & C
Competency Type: Functional							
Quick Win: Completion of	Type: Other Theme: Training Modules	Noting and Drafting skills	Online	iGOT portal accessed through Government email	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1)	All division personnel - Scientist F, D & C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders*
modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes			Duration: Modules are self-paced	ID of Ministry Personnel		Frequency: One-time	
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
E-learning: Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	Type: Technological, Theme: Training Modules	Application of modern IT techniques including use of GIS in combination with remote sensing, use of drones, etc.	In person Duration: 3-day workshop	Engineering Staff College India (ESCI), Hyderabad	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability Frequency: Once a year	All division personnel - Scientist F, D & C
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Completion within 8 months of ACBP roll-out (Year 1)	All division personnel - Scientist F, D & C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders*
		Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project					
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Confidence; Self-Awareness; and Self Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Understanding Motivation	Type: Other Theme: Training Modules	Understanding Motivation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel - Scientist F, D & C
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making;	Online or Offline (as per suitability)	Indian Institute of	Medium Preparation of agenda, coursework,	Timeline: Within 8 months of ACBP roll-out (Year 1)	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders*
		strengthening work commitment; enhance awareness of the risks of corruption	Duration: 5 days	Public Administration (IIPA)	stakeholder schedule confirmation	Frequency: One-time	

**Targeted stakeholders may also include the State/UT Wetlands Authorities, officers of the State Governments handling wetlands and Wetland Mitras as per Ministry discretion.*

Other Environmental Divisions headed by JS Nameeta Prasad

ENV 12: Biodiversity Conservation Division:

Table 25: ACBP for Biodiversity Conservation division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the Biological Diversity Act 2002; Convention on Biological Diversity (CBD) and Nagoya & Cartagena protocols adopted under CBD; Cartagena Protocol on Biosafety; Rule 1989	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel (Advisor, Scientist E, Scientist D & ASO)
Quick Win: Registration and completion of modules on iGOT - Biodiversity Conservation	Type: Policy/Regulatory Theme: Training Modules	Environmental Planning; Environment and Social Governance; Forestry Livelihood Management; Environmental Impact Assessment	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Advisor, Scientist E & ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Preservation of Biodiversity and networking	Type: Sectoral, Technological, Other Theme: Training Modules	Preservation of Biodiversity and networking	In person	The ICFAI Foundation for Higher Education (IFHE), Hyderabad 3 day training	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP based on the institute calendar availability Frequency: once a year	Scientist E & ASO
Methods for documentation of biodiversity	Type: Sectoral, Technological, Other Theme: Immersive Training	Methods for documentation of biodiversity	In person	Institute of Forest Biodiversity, Hyderabad	Low As the training program is already in place	Timeline: Within 3 months of implementation of ACBP, based on the institute calendar availability Frequency: To be trained once a year	Scientist E & ASO
Collaboration with Biodiversity Institutes for Conservation and Education (BICE), CEE Ahmedabad	Type: Sectoral Theme: Non-training Intervention	Access to integrate research, outreach and education while conserving the world's biodiversity and natural resources	Online	Subscription to membership of BICE, CEE Ahmedabad	High Initiating discussions with BICE, CEE Ahmedabad Compliance with Ministry guidelines for collaborating with BICE	Timeline: To be initiated after deployment of ACBP	Advisor, Scientist E & ASO
Training on Genetically Modified Organisms (GMOs)	Type: Sectoral, Technological, Other Theme: Immersive Training / Training Modules	Monitoring of confined field trials of GM crops Waste management of GM organisms Biosafety Clearing House	Online /Offline Duration: As necessitated	Collaboration with institutes like The University of California, Berkeley, The Max Planck Institute for Plant Breeding Research, The John Innes Centre, The National Renewable Energy	Medium to High Collaboration with the institutes for curation of online/offline training programs	Timeline: Within 5-10 months of implementation of ACBP, based on the calendar availability Frequency: To be trained once a year	Scientist D

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Detection of Living Modified Organisms Methods for documentation of biosafety data of GMOs Collaboration with Biosafety assessment and management institutes for Biosafety Management		Laboratory (NREL), The University of California, Davis, The International Centre for Genetic Engineering and Biotechnology (ICGEB), The Norwegian Biotechnology Advisory Board, Biosafety Clearing House (BCH) etc.			
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning and Budget Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Advisor, Scientist E & D, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Advisor, Scientist E, Scientist D & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Advisor, Scientist E, Scientist D & ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Advisor, Scientist E, Scientist D & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Advisor, Scientist E, Scientist D & ASO
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 13: International Carbon Market & Green Credits Division:

Table 26: ACBP for International Carbon Market & Green Credits division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Carbon Markets and Pricing Learning Lab	Type: Sectoral Theme: Training Modules	Carbon Markets and Climate Finance; Sustainable Development Goals	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
Dialogue with countries having functioning Carbon Trading Market for exchange of information	Type: Sectoral; Policy / Regulatory Theme: Non-Training Interventions	Carbon Trading	Online / In-person Duration: N/A	Collaboration/ bilateral agreements with countries like Japan, Singapore for carbon trading	High Involving high level officials in the discussion Initiating discussions by reaching out to the concerned Ministry in the counterparty country	Timeline: To be initiated one month after ACBP roll-out Frequency: Once a year	Director and Scientist E
Quick Win: Circular Economy: Increasing Resource Efficiency and Designing Out Waste	Type: Sectoral Theme: Training Modules	Circular economy principles and examples of infrastructure, investment, business practices, and innovation needed Highlights of policy opportunities for facilitating the transition to circularity in developing countries	Online Duration: 33 minutes	ADB Institute elearning	Low Registration for the course (free) and completion of course	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
Certification programme on Carbon Training and Markets	Type: Sectoral/ Technological	Carbon markets, accounting and management; recent developments in	Off-line/ Online Duration: 2 days	IIT Kanpur-NTPC	Medium	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Training Module	voluntary markets and trading					
Integration and Mainstreaming of SFDRR, SDG and CCA	Type: Sectoral Theme: Immersive Training	Climate change-related impacts and vulnerabilities, DRR: needs assessments, risk reduction planning, mitigation measures for resilience and role of policy	Off-line Duration: 3-5 days	National Institute of Disaster Management	Medium Preparation and setup of training programme, identification of key stakeholders, experts	Timeline: 12-15 months post ACBP roll-out (Year 2) Frequency: One-time	Scientist E
Participation in Global Carbon Markets Conference to be held on 6 th – 9 th November 2023 in Barcelona, Spain	Type: Policy/Regulatory; Sectoral Theme: Non-Training Intervention	Last Conference's Itinerary: Review of COP 27, Assessing the role of Carbon markets in energy transition, Interaction between Voluntary and Compliance Carbon markets, Driving low Carbon solutions to navigate the energy transition, Regulation in Carbon markets: EU ETS, COP 27, CBAM and CORSIA, Global outlook and growth estimates for the Carbon market	In person conference	Participation in the conference	High Registration for the conference and payment of fees as per Ministry guideline Approval for overseas travel	Timeline: To be initiated one month after ACBP roll-out Frequency: N/A	AS, Director and Scientist E
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform -	Type: Other	Noting and Drafting skills	Online	iGOT portal accessed through Government email	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1)	Scientist E

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Noting and Drafting; Preparation of Cabinet Notes	Theme: Training Modules		Duration: Modules are self-paced	ID of Ministry Personnel		Frequency: One-time	
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director and Scientist E
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 14: Eco-sensitive Zone (ESZ) Division:

Table 27: ACBP for Eco-sensitive Zone division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Eco-sensitive zone, Protected Areas (National Park, Biosphere Reserve, Wildlife Sanctuary, Tiger Reserve, etc.)	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Contours of the Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005, Forest (Conservation) Act, 1980 and its amendments	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
Eco-tourism in wildlife & habitat management	Type: Sectoral, Theme: Immersive training and training modules	Eco-tourism in wildlife & habitat management	In person Duration: One week training program	Chandrapur Forest Administration, Development, Research & Management Academy Chandrapur, Maharashtra	Low As the training program is already in place	Timeline: Within 3 months after ACBP rollout, based on the institute calendar availability Frequency: Once a year	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
3 days immersive training at the Eco-Sensitive Zone	Type: Sectoral, Technological	Laws Governing Environment Protection and ESZ protection,	In-person Duration: 3 days	Collaboration with institutes viz. Environmental Protection Training and Research Institute (EPTRI),	Medium Support required from SPOC from MoEFCC	Timeline: Within 6 months after ACBP rollout	All Division Personnel –

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Immersive training	Creating awareness among masses for protecting ESZ Carrying capacity study of ESZ Functions of Monitoring Committee in ESZ Awareness on “Prohibited, regulated and promoted” activities in ESZ		Hyderabad or Forest Institutes of MoEF&CC	Training Modules to be developed	Frequency: once a year	Director, Scientist E, Scientist D, Scientist B, ASO
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Office Procedure	Type: Other Theme: Training Modules	Office Management	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Technological Theme: Training Modules	Data Visualization and Storytelling	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E, Scientist D, Scientist B
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project Land use land cover mapping studies Change detection studies	Online / Offline Duration: As necessitated	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Completion within 8 months of ACBP roll-out (Year 1) Frequency: Once a year	Scientist E, Scientist D, Scientist B
Competency Type: Behavioural							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management and communication skills	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Scientist E, Scientist D, Scientist B, ASO
Public speaking course for interaction with local communities for protection of Eco-sensitive Zones	Type: Other Theme: Training Modules	Vocabulary, intonation, vocal toolbox, speaking form, public speaking preparation, stance, aids etc.	Online	Through online modules available on Udemy	Medium Approval from appropriate authority for participation in course and payment of fees as per Ministry's guidelines	Timeline: Within 2 months after ACBP roll-out Frequency: Once a year	All Division Personnel – Director, Scientist E, Scientist D,
Negotiation skills course for negotiation with national and international stakeholders	Type: Other Theme: Training Modules	Understanding the basic elements of negotiations Understanding how to design and execute a negotiation process How to communicate one's own interests and understand other people's interests	Online Duration: 2.5 hours on-demand video	Through online modules available on Udemy	Medium Approval from appropriate authority for participation in course and payment of fees as per Ministry's guidelines	Timeline: Completion within 6-8 months after ACBP roll-out Frequency: one time	All Division Personnel – DS

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 15: Policy and Law Division:

Table 28: ACBP for Policy and Law division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Policy and Legal Issues in Environment, Forest, Wildlife , Biodiversity, NGT Act, Public Liability Insurance Act etc.	Type: Sectoral Theme: Thematic Initiative, Training Modules	Policy and Legal Issues in Environment and Forest	In-person Duration: 3-day training program	The ICFAI Foundation for Higher Education (IFHE), Hyderabad	Low The training program is already in place at the institute	Timeline: Within 3 months of ACBP roll-out, based on the training calendar availability of institute	All Division Personnel
Quick Win: Environmental law, benefit sharing and forest governance	Type: Sectoral Theme: Thematic Initiative, Training Modules	Environmental law, benefit sharing and forest governance	In-person Duration: one week training program	The ICFAI Foundation for Higher Education (IFHE), Hyderabad	Low The training program is already in place at the institute	Timeline: Within 4 months of ACBP roll-out, based on the training calendar availability of institute	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - A Course on Environmental Social and Governance	Type: Sectoral Theme: Training Modules	Environment and Social Governance	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel
Quick Wins: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Policy; Sectoral; Other (RTI, Litigation) Training Modules	Contours of the Water (Prevention and Control of Pollution) Act, 1974; Forest (Conservation) Act, 1980; Air (Prevention and Control of Pollution) Act, 1982; Environment (Protection) Act, 1986; The Biodiversity Act, 2002; National Green Tribunal Act, 2010;	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Wildlife (Protection) Act, 1972 and other applicable acts					
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Under Secretary, SO & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Other Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Under Secretary, SO & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Course on GFR	Type: Policy/Regulatory; Theme: Training Modules	Financial Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Under Secretary, SO & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Other Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Under Secretary, SO & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Judicial Review and Reading a Judgement	Type: Other Theme: Training Modules	Regulatory and Legal Advisory	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Under Secretary, SO & ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Excel Advanced	Type: Other Theme: Training Modules	Data collection and analysis	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel
Competency Type: Behavioural							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Understanding Motivation	Type: Other Theme: Training Modules	Understanding Motivation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	SO, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Self Leadership	Type: Other Theme: Training Modules	Self-Awareness and Self-Confidence	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Director
Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3-day training program	Collaboration with Administrative Training Institute (ATI), Kolkata for development of modules	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	Director
Effective Leadership and conflict management proposed by JIBS	Type: Other Theme: Immersive training	Effective Leadership and conflict management proposed by JIBS	In-person Duration: 3-day training program	OP Jindal Global University, Sonipat	Low The training program is already in place at the institute	Timeline: Within 3 months of ACBP roll-out, based on the training calendar availability of institute	Director
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 16: Mountain Division:

Table 29: ACBP for Mountain division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Online course on Mountain Ecology	Type: Sectoral Theme: Training Modules	Physical, biological, and human dimensions of mountain ecosystem	Online Duration: self-paced	Classcentral website	Medium Approval from appropriate authority for admission to course and payment of fees as per Ministry guidelines	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
E-learning: Ecosystem-based Adaptation: Working with nature to adapt to a changing climate, and Nature-based Solutions for Disaster and Climate Resilience	Type: Sectoral Theme: Training Module	Ecosystem-based Adaptation (EbA) initiatives: key principles, risk assessments, monitoring, and governance Role of Nature Based Solutions in building resilience	Online (self-paced) Duration: 3-6 hours	IISD, GIZ and IISD; and PEDRR and UNEP delivered through SDG Academy	Low (Module available on SDG Academy)	Timeline: 6-8 months from ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
Subscriptions of journals and articles published such as Mountain Ecosystem Services and Climate Change - A Global Overview of Potential Threats and Strategies for Adaptation	Type: Policy; Sectoral; Technological Theme: Non-Training Intervention	Exposure to contemporary developments in research and knowledge products related to Mountain Ecosystem	Online articles & journals / print form articles & journals	Subscriptions of journals	Medium Getting approval from appropriate authority for subscription of journals and Payment of subscription amount	Timeline: Initiated after 1 month of ACBP roll-out Frequency: Once a year	All Division Personnel – Scientist F
Immersive Training: Exposure and visit to mountain ecosystems, including interaction with communities	Type: Sectoral Theme: Non-training Initiative	Understanding of ecosystem functioning and scientific management of protected areas	In-person Duration: 4 days	Collaboration with G.B. Pant National Institute of Himalayan Environment for development of exposure visit	High Approval from appropriate authority for development of exposure visit Finalisation of agenda Financial approvals	Timeline: Initiated after 3 months of ACBP roll-out (Year 1, 2, 3) Frequency: Once a year	All Division Personnel – Scientist F

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Development of Modules on iGOT Karmayogi Platform	Type: Sectoral Theme: Training Modules	Overview on international agreements, cooperation on Himalayan Mountains	Online Duration: self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module development to be initiated Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Modules to be prepared after 4 months of ACBP roll out Timeline: Deployment of Modules by end of year 1 Frequency: One-time	All Division Personnel – Scientist F
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Policy; Sectoral Theme: Training Modules	Data Storytelling and Visualisation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Completion within 8 months of ACBP roll-out (Year 1)	All Division Personnel – Scientist F

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
E-learning: Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F
Ethics and Governance	Type: Other Theme: Training Module	Legality of govt. action; rationality in policy & decision making; strengthen work commitment; enhance awareness of corruption risks	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 17: National Museum of National History (NMNH):

Table 30: ACBP for National Museum of National History division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of NMNH	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Collaboration with museums, ecological study forums, Environmental conservation institutes	Type: Sectoral Theme: Non-Training Initiative	To promote environmental education on a national level through exhibits on Environment, Ecology and Conservation related themes	Online / in-person Duration: Self-paced	Collaboration / partnerships with institutions e.g. CEE, Ahmedabad, BNHS, WWF-India, GEER Foundation, etc.	High Initiating discussions with multiple institutions and collaborating with them for natural history collections/ museums	To be initiated four months after ACBP roll-out	All Division Personnel
Subscriptions of journals and articles published such as Indian Natural History on IndiaNetzone website	Type: Policy; Sectoral; Technological Theme: Non-Training Intervention	Exposure to contemporary developments in research and knowledge products related to Natural History	Online articles & journals / print form articles & journals	Subscriptions of journals, access to articles	Medium Getting approval from appropriate authority for subscription of journals and Payment of subscription amount	Timeline: Initiated after 1 month of ACBP roll-out Frequency: Once a year	All Division Personnel
E-learning: Behind the Scenes at the 21st Century Museum- University of Leicester	Type: Sectoral; Technological Theme: Non-Training Intervention	The process of making a new museum; Engaging audiences with museum provision; Museums and our	Online- Self Paced Duration: 6 weeks	Subscription to the course	Medium Getting approval from appropriate authority for subscription of course and Payment	Timeline: Initiated after 2 months of ACBP roll-out Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		emotions; How audiences respond to museums, objects and stories			of subscription amount		
Competency Type: Functional							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

ENV 18: Sustainable Coastal Management Division (SCM):

Table 31: ACBP for Sustainable Coastal Management division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
<p>Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts, Policies and Guidelines</p>	<p>Type: Policy; Sectoral Theme: Training Modules</p>	<p>Contours of the Environment (Protection) Act, 1986, Wildlife (Protection) Act, 1972, Technical and scientific aspects of Mangroves, Coral reefs, Mudflats, Sand dunes, Coastal Wetlands, Sea grass and other Eco sensitive components and their interdependences, International treaties/conventions / agreements on coastal and marine environment</p>	<p>Online Duration: Modules are self-paced</p>	<p>iGOT portal accessed through Government email ID of Ministry Personnel</p>	<p>Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department</p>	<p>Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time</p>	<p>All Division Personnel – Scientist F & B</p>
<p>Quick Win: Training on project evaluation and assessment – Project Management</p>	<p>Type: MRV Theme: Training Module</p>	<p>Conceptual Thinking, Planning and coordination, Result Orientation</p>	<p>Online Duration: Modules are self-paced</p>	<p>iGOT portal accessed through Government email ID of Ministry Personnel</p>	<p>Low Module available on iGOT Platform</p>	<p>Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time</p>	<p>All Division Personnel – Scientist F & B</p>
<p>Quick Win: Planning and Management of Marine and Coastal Areas</p>	<p>Type: Sectoral Theme: Training Modules</p>	<p>Overall knowledge of planning and management of marine and coastal</p>	<p>Online</p>	<p>Marine-ecomed portal – Training though video series</p>	<p>Low Registration for course on portal</p>	<p>Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time</p>	<p>All Division Personnel</p>

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		areas, the principles, and approaches					
E-learning: Sustainable Blue Economy	Type: Sectoral Theme: Training Modules	The sea and coastal careers, cross-cutting themes concerning all activities,	Online /offline Duration: One week	Tailor made courses by Université Internationale de la Mer	Low Collaboration with the institute for development of training modules	Timeline: Within 3 months of ACBP roll-out (Year 1, 2) Frequency: once in a year	All Division Personnel – Scientist F & B
E-learning: Massive open online course (MOOC) on Marine Litter.	Type: Sectoral Theme: Training Modules	Different options and tools to combat marine pollution, examples and case studies	Online Duration: One week	Collaboration with United Nations Environment Programme for training	Low Collaboration with the institute for imparting training	Timeline: Within 3 months of ACBP roll-out (Year 1,2) Frequency: once in a year	All Division Personnel – Scientist F & B
E-learning: Transboundary Marine Spatial Planning (MSP) and Sustainable Blue Economy	Type: Sectoral Theme: Training Modules	Basic steps of MSP process, actors and responsibilities, legislation and finances needed, MSP tools and techniques, transboundary and cross-border contexts for MSP with a special emphasis on Large Marine Ecosystem	Online Duration: Self-paced	Collaboration with GEF LME:LEARN for training	Low Collaboration with the institute for imparting training	Timeline: Within 4 months of ACBP roll-out (Year 1,2) Frequency: once in a year	All Division Personnel – Scientist F & B
E-learning: One planet, one ocean	Type: Sectoral Theme: Training Modules	Holistic view of how the ocean functions, human interactions with the ocean, and solutions are available to support sustainable use of the planet	Online Duration: Self-paced (6 weeks)	Course available at EdX learning website	Low Enrollment to course and payment of fees	Timeline: Within 6 months of ACBP roll-out (Year 1,2) Frequency: once in a year	All Division Personnel – Scientist F & B

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Participation in workshops/ discussions organised by Ministry divisions such as Climate Change, Control of Pollution	Type: Sectoral Theme: Non-Training Intervention	Developments in climate change vulnerability, risk assessment, adaptation and mitigative measures	Online / In-person	Collaboration with Climate Change, Control of Pollution divisions	Low Participation in workshops/ discussions and deliberation about the recent developments Preparation of talking points	Participation in the workshops/ discussions as and when arranged by the relevant divisions	All Division Personnel – Scientist F & B, Economic Advisor Officials from Climate Change, Control of Pollution divisions
Subscriptions of journals and articles published by Ocean & Coastal Management by ScienceDirect, Springer, ResearchGate etc.	Type: Policy; Sectoral; Technological Theme: Non-Training Intervention	Exposure to contemporary developments in research and knowledge products related to sustainable coastal management	Online articles & journals / print form articles & journals	Subscriptions of journals	Medium Getting approval from appropriate authority for subscription of journals and Payment of subscription amount	Immediately after implementation of ACBP	All Division Personnel – Scientist F & B
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B
Quick Win: Completion of modules on iGOT Karmayogi Platform - Course on GFR	Type: Policy/Regulatory Theme: Training Modules	Financial Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B
Quick Win: Completion of modules on iGOT Karmayogi Platform - Office Procedure	Type: Other Theme: Training Modules	Office Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				of Ministry Personnel			
Quick Win: Completion of modules on iGOT Karmayogi Platform - Basics of Public Policy Research	Type: Other Theme: Training Modules	Seeking Information, Attention to Detail, Taking Accountability, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B
Quick Win: Completion of modules on iGOT Karmayogi Platform - Fundamentals of Geographic Information System	Type: Policy; Sectoral Theme: Training Modules	Data Storytelling and Visualisation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with National Remote Sensing Centre, 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N), or Society for Integrated Coastal Map (SICOM)	Medium Development of course content as per MoEFCC requirements	Completion within 8 months of ACBP roll-out (Year 1)	All Division Personnel – Scientist F & B

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Big Data One	Type: Other Theme: Training Modules	Data Management, Data Analytics System Design	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel – Scientist F & B
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel - Scientist F & B
Ethics and Governance	Type: Other Theme: Training Module	Legality of govt. action; rationality in policy & decision making; strengthen work commitment; enhance awareness of corruption risks	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Scientist F & B

FOR 1: Externally Aided Projects (EAP) Division:

Table 32: ACBP for Externally Aided Projects division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Procuring International Funding	Type: Policy; Sectoral Theme: Training Modules	International Acts and Policies International funding mechanisms	Online Duration: Modules are self-paced	Collaboration with finance ministry	Medium Discussion with ministry to be initiated Support as required from Finance ministry and MoEFCC SPOC in CBC and MDO CBU and IT department	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Finance opportunities towards Establishing Climate Change Resilient Forest	Type: Policy; Sectoral Theme: Training Modules	International financing opportunities and finance management	In-person workshops	Collaboration with Environmental Management & Policy Research Institute (EMPRI), Bangalore for conducting 2 days workshop	Medium Initiating discussions with the Institute Compliance with Ministry guidelines for visiting the Institute	Timeline: To be initiated within 2 months of ACBP roll-out	AIG, TO
Overview of Externally Aided Projects	Type: Policy; Sectoral Theme: Training Modules	Orientation course of previous and existing Externally aided	In-person workshops	Collaboration with a senior retired member from the EAP division	Low	Timeline: To be initiated within 1 year of ACBP roll-out Frequency: One-time for 2nd and 3rd year	AIG, TO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		projects along with program briefs, and outcomes					
Investment Opportunities	Type: Policy; Sectoral Theme: Immersive Training	Conferences and roundtable on forestry and wildlife specifically on new investments on forestry	In person conference	Collaboration with ICFRE to organize a 1 day conference by inviting financial organization and research think tanks	Medium	Timeline: To be initiated within 1 year of ACBP roll-out Frequency: One-every year	All division personnel
Immersive training: Processing project proposal	Type: Policy; Sectoral Theme: Training Modules	Various steps involved in processing of proposal	Offline Duration: 2 days	Collaboration with donor institutes internationally for project proposal training such as World Bank, ADB, KfW	Medium	Timeline: To be initiated within 1 year of ACBP roll-out Frequency: One-every year	All division personnel
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Training on project evaluation and assessment –	Type: MRV Theme: Training Modules	Project Management, Monitoring and Evaluation	Online Duration: Modules	iGOT portal accessed through Government email ID of	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
			are self-paced	Ministry Personnel			
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Policy/Regulatory Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
E-learning: Financial Management	Type: Other Theme: Training Module	Understanding financial terms, budgeting processes, financial planning, and financial analysis	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Framework Approach Techniques	Type: Policy Theme: Training Modules	Cost benefit analysis Logframe Analysis Theory of Change	Online Duration: Modules are self-paced	Collaboration with NIPFP to develop 2 day training modules	Medium	Timeline: Within 7 months of ACBP roll-out Year 1) Frequency: One-time	All division personnel
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Employee Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				Ministry Personnel			
Quick Win: Training Programme on Administrative Vigilance	Type: Policy; Sectoral Theme: Training Modules	Residential Workshop on Administrative Vigilance with disciplinary Rules	In-person Duration: 4-days	National Academy for Human Resource Development, Manali	Low Training already in place	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 2: Forest Conservation (FC) Division:

Table 33: ACBP for Forest Conservation division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Introduction to Forest and related Acts and Rules	Training modules	Orientation of Ministry and Division including Acts and Rules	Online Timelines: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low	Timeline: Within 1 months of ACBP roll-out Frequency: One-time	All division personnel
Introduction to Environment, Forest and Wildlife clearance	Training modules	Overview of Environment Clearance under EPA Overview of FCA including court judgments Introduction to DSS for Forest Land Diversion Compensatory Afforestation Eco restoration Biodiversity Impact Assessment Wildlife Conservation Plan Catchment Area Treatment Plans	Online Timelines: 3 day course	Modules to be developed in collaboration with organization such as ICFRE, WII, SACON, IIFM	Low	Timeline: Within 2 months of ACBP roll-out (Year 1) Frequency: One-time	DIG, AIG, Scientist D, TO (Forestry)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Site visit to coal, iron ore, bauxite, Wind and Solar energy development sites, small hydro development sites	Type: Sectoral Theme: Immersive Training	Impact of industries on forest Environmental Impact assessment Diversion of forest land Reclamation and Rehabilitation Plan Soil moisture conservation plans	In person visits Timelines: 2 full day visits	Collaboration with State Forest department and industries near forest areas	High	Calendar for visits to be developed Deployment of modules within next 4 months Timeline: To be completed by official once every year for different sites	DIG, AIG, Scientist D, TO (Forestry)
Environment Economics and Accounting, Green GDP and Carbon Financing	Training modules	Valuation of ecosystem services NPV and its estimation Payment for ecosystem services Carbon stock estimation CDM and REDD+ Voluntary carbon markets Cost benefit analysis	Online Duration: Modules are self-paced	Collaboration with training organizations such as The Energy and Resources Institute	Low Module development under progress and can be deployed in the immediate future	Deployment of modules within next 4 months Timeline: To be completed by official after 12 months of ACBP roll-out Frequency: Once in year 2 and 3	DIG, AIG, Scientist D
Forest Certification in India	Type: Sectoral Theme: Training Modules	Need to forest certification on India Types of certifications Benefits of forest certification	Online Duration: Self-paced	Collaboration with Indian Institute of Forest Management	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Deployment of modules within next 4 months Timeline: To be completed by official after 12 months of ACBP roll-out Frequency: One-time	DIG, AIG, Scientist D
Community Forestry 101	Type: Sectoral Theme: Training Modules	Community-led forest management for sustainable development and climate change solutions	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2)	DIG, AIG, Scientist D

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
						Frequency: One-time	
Carbon Measurement and Monitoring	Type: Sectoral Theme: Training Modules	How to monitor and measure carbon stocks	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2) Frequency: One-time	DIG, AIG, Scientist D
Low Emission Land Use Planning	Type: Sectoral Theme: Training Modules	How can greenhouse gas emissions (and removal from the atmosphere) be incorporated into a land use planning process to achieve environmentally sustainable, socially just and economically sound land use.	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2) Frequency: One-time	DIG, AIG, Scientist D
Competency Type: Functional							
Quick Win: Training on project evaluation and assessment – Project Management	Type: Monitoring, Reporting and Verification (MRV) Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary matters	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG level

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG level
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis - Imagery, Automation, and Application - Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Registration on portal and payment of requisite fees Timelines: Completion within 8 months of ACBP roll-out (Year 1) Frequency: Every year for next 3 years	Scientist D and TO's
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	All division personnel up to AIG
Right to Information (RTI) and Forest Department	Type: Policy Theme: Training Modules	Drafting replies to RTI questions Scientific notes and responses RTI management Drafting of Cabinet, EFC and SFC notes	Online Duration: Modules are self-paced	Collaboration with National Law School of India University (NLSIU), Bengaluru for development of 1 day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Timeline: Within 3 months of implementation of ACBP based on the institute calendar Frequency: Once a year	All division personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 3: Forest Establishment (FE) Division:

Table 34: ACBP for Forest Establishment division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Establishment rules/ regulations of ICFRE, FSI, WCCB, DFE, NZP, IGNFA Compendium on guidelines published by DOPT and updated from time to time	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development to be initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC	Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Policy/Regulatory Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel (Scientist E & ASO)
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Deployment of modules within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	Director and Under Secretary
Quick Win: Training Programme on Administrative Vigilance	Type: Policy; Sectoral Theme: Training Modules	Residential Workshop on Administrative Vigilance with disciplinary Rules	In-person Duration: 4-days	National Academy for Human Resource Development, Manali	Low Training already in place	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 4: Forest Policy (FP) Division:

Table 35: ACBP for Forest Policy Division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Forest related relevant Acts and Policies	Type: Policy; Sectoral Theme: Training Modules	Evolution of Forest Policy in India Global overview of forests Forest policies around the world International conventions, forums, and conferences on forests and allied issues along with India's role	Online Duration: Modules are self-paced	Collaboration with Indian Institute of Forest Management (IIFM) to develop a 3 day training course	Low Induction Module development to be initiated and can be deployed in the immediate future	Deployment of Induction Modules within next 2 months Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: 3 years	All division personnel
Forests, Climate change and Carbon financing	Training modules	Paris Agreements and its related negotiations Carbon stock estimation CDM and REDD+ Voluntary carbon markets Cost benefit analysis Role of forests in climate change adaptation and mitigation	Online Duration: Modules are self-paced	Collaboration with training organizations such as The Energy and Resources Institute	Medium Module development under progress and can be deployed in the immediate future	Deployment of modules within next 4 months Timeline: To be completed by official after 12 months of ACBP roll-out Frequency: Once in year 2 and 3	DIG, AIG, Scientist D

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Timber dynamics	Type: Policy Theme: Training modules	Wood Based Industries (Establishment and Regulation) Guidelines, 2016, 2017 and 2019, Export and Import policy of wood and wood products, Value chain of timber and its international implications	Online Duration: 4-day workshop	Collaboration with Institute of Wood Science and Technology (IWST), Bangalore for 4 day online training workshop	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Timeline: Within 4 months of ACBP roll-out Frequency: To be completed by officers once a year	All division personnel, Other relevant divisions like Survey & Utilization
Economics of Natural capital	Type: Policy; Sectoral Theme: Training Modules	Forests, economics and environmental issues Forests and political economy Accounting of value add from forests in national accounting SEEA and Economics of natural capital Forests and Livelihood	Online Duration: Modules are self-paced	Collaboration with organization such as Indian Council of Forestry Research and Education (ICFRE)	Medium Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Deployment of Induction Modules within next 2 months Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Science and Technology	Type: Policy; Sectoral Theme: Training Modules	Forest management tools and techniques Use of technology in forest management Latest tools and technologies available for forest management International case studies with policy impacts	Online Duration: Modules are self-paced	Collaboration with Indian Institute of Remote Sensing (IIRS) and Forest Survey of India (FSI) for development of 4 day training course	High Induction Module development to be initiated by developing association with the organisation	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: 3 years	All division personnel
Community Forestry 101	Type: Sectoral	Community-led forest management for sustainable	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Training Modules	development and climate change solutions				ACBP roll-out (Year 2) Frequency: One-time	
Carbon Measurement and Monitoring	Type: Sectoral Theme: Training Modules	How to monitor and measure carbon stocks	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2) Frequency: One-time	All division personnel
Low Emission Land Use Planning	Type: Sectoral Theme: Training Modules	How can greenhouse gas emissions (and removal from the atmosphere) be incorporated into a land use planning process to achieve environmentally sustainable, socially just and economically sound land use.	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2) Frequency: One-time	All division personnel
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	AIG and TO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Office Procedure	Type: Policy/Regulatory	Office Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email	Low Module available on iGOT Platform	Timeline: Within 4 months of ACBP roll-out (Year 1)	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Training Modules			ID of Ministry Personnel		Frequency: One-time	
Policy drafting and noting	Type: Policy/Regulatory Theme: Training Modules	Drafting the Bill and amendments of Acts and policies	Online Duration: Modules are self-paced	Collaboration with Institute of Legislative Drafting and Research to develop 3 day training program	Medium Module development to be initiated	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: Once every year for next 3 years	All division personnel
Competency Type: Behavioral							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relations	Type: Other Theme: Training Modules	Self Confidence Self-control and awareness	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	TO
Training workshops organised by external organizations/ institutes	Training Intervention Policy; Sectoral	Effective Leadership and conflict Management	In person/ Online Duration: 3-day training	Collaboration with institutes viz. Goa Institute for Training and Studies	Medium Support as required from SPOC from MoEFCC	Training modules under development Frequency: Once a year for next 3 years	All division personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment;	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		enhance awareness of the risks of corruption					

FOR 5: Forest Protection Division (FPD):

Table 36: ACBP for Forest Protection division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Forest Fire Monitoring and Damage Assessment	Type: Policy/Regulatory Theme: Training Modules	Incidence and occurrence of forest fires Monitoring and assessment techniques Effective communication techniques between Centre and State	Online Duration: Modules are self-paced	Collaboration with training organizations such as Forest Survey of India (FSI), Dehradun	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Deployment of modules within next 4 months Frequency: To be completed by official after 12 months of joining	AIG and TO's
Use of Remote Sensing technologies	Type: Policy/Regulatory Theme: Training Modules	Use of remote sensing in fire detection and management, hot spot detection and data sourcing Digital tools on data management and visualization	Online Duration: Modules are self-paced	Collaboration with training organizations such as Forest Survey of India (FSI), Dehradun and Indian Institute of Remote Sensing (IIRS)	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Deployment of modules within next 6 months Frequency: To be completed every year for next 3 years	AIG and TO's
Fire management skills	Type: Other Theme: Immersive Training	Fire management on field, Demonstration of tools and equipment used for forest fire fighting Communication between stakeholders to manage forest fires	In person field visits Duration: 3 days	Collaboration with Uttarakhand Forest Department	Low	Timeline: Deployment of modules within next 6 months Frequency: One time	AIG and TO's

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		International technologies for fire management					
Encroachment Issues	Type: Sectoral Theme: Training modules	Encroachment on forest land in India Issues related to encroachment on forest land Strategies and solutions to restrict encroachment Best Practices	Online Duration: Modules are self-paced	Collaboration with training organizations such as Forest Survey of India (FSI), Dehradun and Indian Council for Forest Research and Education (ICFRE)	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Deployment of modules within 1 year Frequency: To be completed every year for next 3 years	All division personnel
Low Emission Land Use Planning	Type: Sectoral Theme: Training Modules	How can greenhouse gas emissions (and removal from the atmosphere) be incorporated into a land use planning process to achieve environmentally sustainable, socially just and economically sound land use.	Online Duration: Self-paced	Courses available on RECOFTC website	Low Modules available on website	Timeline: To be completed by official after 12 months of ACBP roll-out (Year 2) Frequency: One-time	All division personnel
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures, Encroachment issues and Grievances	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings Encroachment Grievance management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 4 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Training course of Budget Management	Training Modules	Financial Planning and Budget management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Completion within 8 months of ACBP roll-out (Year 1)	Scientist D and TO's
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Module	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	AIG

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
					To be supported by SPOC from the division		
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 6: Indian Forest Services (IFS) Division:

Table 37: ACBP for Indian Forest Services division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Training of junior officers on various acts and policies	Type: Policy/Regulatory Theme: Training Modules	All India Service Act, 1951, IFS (Cadre) Rules, 1966, IFS (Fixation of Cadre Strength), Regulation, 1966, IFS (Recruitment) Rules, 1966, IFS (Initial Recruitment) Rules, 1966, IFS (Appt by Competitive Exam) Regulations, 1967, IFS (Probation) Rules, 1968	In person	Collaboration with senior forest officer and Institute of Secretariat Training and Management (ISTM) to deliver the training through a 1 day workshop	Low Collaboration with ISTM needs to be developed	Timelines: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	SO and ASOs
Quick Win: Administrative Capsule	Type: Policy/Regulatory Theme: Training Modules	Human Resources Planning Organizational behavior and performance	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Cadre Management	Type: Policy/Regulatory Theme: Training Modules	Overview of the Division along with tentative calendar of activities, roles and responsibilities,	Online Duration: Modules are self-paced	Training modules to be developed in collaboration with ICFRE, IGNA	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
		principles of cadre management					
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Data management	Type: Other Theme: Training Module	MIS and Database management	Online or Offline (as per suitability) Duration: 2 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Competency Type: Behavioural							
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 7: National Tiger Conservation Authority (NTCA):

Table 38: ACBP for National Tiger Conservation Authority

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Tiger Conservation in India	Type: Policy/Regulatory Theme: Training modules	Overview of tiger conservation in India and Tiger reserves Activities under management of Tiger Reserve Tiger ecology, conservation challenges and tiger-human conflict	Online Duration: Self-paced	Collaboration with Wildlife Institute of India (WII), Dehradun for 2 days training course	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Tiger reserves and Eco-tourism	Type: Policy/Regulatory Theme: Training modules	Ecotourism as an effective tool towards tiger monitoring and conservation	Online Duration: 2-days training	Collaboration with Kerala Forest Research Institute (KFRI), Peechi, Kerala for 2 days training course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	AIG
Community mobilization and management	Type: Policy/Regulatory Theme: Immersive Training	Community-based Conservation & Eco-development Initiatives in Forest and Wildlife Management.	In person Duration: 3 day visit	Collaboration with Periyar Tiger Conservation Foundation, Periyar, Kerala for 1 st year.	Low Discussion to be initiated with the organization	Timeline: Within 1 year of ACBP rollout Frequency: Discussions to be	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
				Successful tiger conservation foundation to be identified for year 2 and 3		conducted once a year for next 3 years	
Tools and Technologies for Tiger monitoring	Type: Policy/Regulatory Theme: Non training interventions	Advanced camera traps Effective radio collars Drone based mapping and tracking	Online as well as In person brainstorming sessions	Collaboration with training organizations such as IITs, WII	High Discussion to be initiated with the organization To be supported by SPOC from the division	Timeline: Within 1 year of ACBP rollout Frequency: Discussions to be conducted once a year	DIG and AIG
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Policy/Regulatory Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform -	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Noting and Drafting; Preparation of Cabinet Notes							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Completion within 8 months of ACBP roll-out (Year 1)	AIG and Scientist C
Right to Information (RTI) and Forest Department	Theme: Training Modules	<ul style="list-style-type: none"> Drafting replies to RTI questions Scientific notes and responses RTI management 	Online Duration: Modules are self-paced	Collaboration with National Law School of India University (NLSIU), Bengaluru for development of 1 day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Decision making	Theme: Training Modules	Evidence based planning and management	Online Duration:	Collaboration with Wildlife Institute of India (WII)	Medium Module development to be initiated and can	Timeline: Within 3 weeks of ACBP roll-out (Year 1)	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
			Modules are self-paced	Dehradun for development of 1 day course	be deployed in the immediate future	Frequency: One-time	
Competency Type: Behavioral							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	<ul style="list-style-type: none"> Leadership skills Team management Leadership Mantras Conflict resolution techniques 	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	DIG and AIG
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 8: Project Elephant (PE) Division:

Table 39: ACBP for Project Elephant division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Elephant Conservation	Type: Policy/Regulatory Theme: Training Modules	Elephant ecology Community Livelihood Management Human wildlife interactions Global interventions in elephant countries and international cooperation	Online Duration: Modules are self-paced	Collaboration with Wildlife Institute of India (WII) to develop 2 days training modules	Low Discussion to be initiated with WII	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Raising stake of local communities in conservation of forest and wildlife Institutionalization of Ecotourism involving local communities	Type: Sectoral Theme: Training Intervention	Overview on livelihoods and Ecotourism as a key in elephant zones Role of local communities in elephant conservation	Online Duration: 2-day workshop	Collaboration with Kerala Forest Research Institute (KFRI), Peechi to conduct 2-day workshop	Medium Initiating discussions with KFRI	Timeline: Within 2 months of ACBP roll-out (Year 1) Frequency: One-time for the next 3 years	Scientist E and C
Competency Type: Functional							
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time for the next 3 years	Scientist E and C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Geospatial Analysis Project					
Quick Win: Completion of modules on iGOT Karmayogi Platform - Budgetary System in Government	Type: Policy/Regulatory Theme: Training Modules	Budget Analysis and Management, Financial Planning and Budget Management	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparing Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C
Ethics and Governance	Type: Other Theme: Training Module	Legality of govt. action; rationality in policy decision making; strengthening work commitment; enhance awareness corruption risks	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Agenda, coursework, stakeholder confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	Scientist E and C

FOR 9: Regional Office Headquarters (ROHQ) Division:

Table 40: ACBP for Regional Office Headquarters division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personne Low (Module available on iGOT platform)	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Introduction to Forest and related Acts and Rules	Type: Sectoral Theme: Training modules	Orientation of Ministry and Division including Acts and Rules	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low	Timeline: Within 1 months of ACBP roll-out Frequency: One-time	All division personnel
Introduction to Environment, Forest and Wildlife clearance	Type: Sectoral Theme: Training modules	Overview of Environment Clearance under EPA Overview of FCA including court judgments Introduction to DSS for Forest Land Diversion Compensatory Afforestation Eco restoration Biodiversity Impact	Online Duration: 3 day course	Modules to be developed in collaboration with organization such as ICFRE, WII, SACON, IIFM	Low	Timeline: Within 2 months of ACBP roll-out (Year 1) Frequency: One-time	DIG, AIG, ACF, RI

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Assessment Wildlife Conservation Plan Catchment Area Treatment Plans					
Site visit to coal, iron ore, bauxite, Wind and Solar energy development sites, small hydro development sites	Type: Sectoral Theme: Immersive Training	Impact of industries on forest Environmental Impact assessment Diversion of forest land Reclamation and Rehabilitation Plan Soil moisture conservation plans	In person visits Duration: 2 full day visits	Collaboration with State Forest department and industries near forest areas	High	Calendar for visits to be developed Deployment of modules within next 4 months Timeline: To be completed by official once every year for different sites	DIG, AIG, ACF, RI
Forest Certification in India	Type: Sectoral Theme: Training Modules	Need to forest certification on India Types of certifications Benefits of forest certification	Online Duration: Self-paced	Collaboration with Indian Institute of Forest Management	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Deployment of modules within next 4 months Timeline: To be completed by official after 12 months of ACBP roll-out Frequency: One-time	DIG, AIG
Competency Type: Functional							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N	Medium Development of course content as per MoEFCC requirements	Registration on portal and payment of requisite fees Timelines: Completion within 8 months of ACBP roll-out (Year 1) Frequency: Every year for next 3 years	ACF and RIs
Competency Type: Behavioural							

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	DIG
Quick Win: Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel up to AIG
Right to Information (RTI) and Forest Department	Type: Policy Theme: Training Modules	Drafting replies to RTI questions Scientific notes and responses RTI management Drafting of Cabinet, EFC and SFC notes	Online Duration: Modules are self-paced	Collaboration with National Law School of India University (NLSIU), Bengaluru for development of 1 day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by	Training modules to be developed Deployment of modules within next 2 months Timeline: Within 3 months of implementation of ACBP based on the institute calendar	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
					SPOC from the division	Frequency: Once a year	
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 10: Research and Training (R&T) Division:

Table 41: ACBP for Research and Training division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral; Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Training Need Assessments	Type: MRV Theme: Training Modules	Capacity development of Government organizations Training need assessment and evaluation of training effectiveness	Online Duration: Self-paced	Collaboration with Tata Institute of Social Sciences (TISS) or other institutes like IGNFA, ICFRE, IIFM and WII for 2-day online training course	Medium Discussions to be initiated with the organization. Module development to be initiated and can be deployed in the immediate future	Timelines: Deployment of modules within next 1 year Frequency: To be completed by official during after 1 year of joining	All division personnel
Exposure training to best training institutes	Type: Sectoral; Technological Theme: Training Modules	Methods of imparting training Communication skills Engaging trainees	In person Duration: 3 day training	Collaboration with training organization such as Dr Babasaheb Ambedkar Research and Training Institute, Pune for 3-day training course	Medium Discussions to be initiated with the organization. Module development to be initiated and can be deployed in the immediate future	Timelines: Deployment of modules within next 1 year Frequency: To be completed by official during after 12 months of joining	All division personnel
Immersive Training: Summer School at European Forest Institute	Type: Sectoral; Technological	Forest Management, to governance and policy, to practical applications	In person Duration: 1-2 weeks training	Collaboration with European Forest Institute	Medium Discussions to be initiated with the organization	Timelines: Deployment of modules within next 1 year	DIG, AIG

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
	Theme: Training Modules	of forest innovation and the bioeconomy				Frequency: To be completed by official during after 12 months of joining	
Training of junior officers on various acts and policies	Type: Sectoral; Technological Theme: Training Modules	National Training Policy, 2012, Forest Training and Capacity building (CSS) scheme 2021-22 to 2025-26, All India Services Act,1951, Entrance and training rules (revised) for State Forest Services officers, 2004, Entrance and training rules(revised) for Range Forest Officers, 2004, IFS (Probationers Final Examination) Regulations,2016, IFS (Probation) rules,1968, Guidelines for training of foresters and forest guards (revised), 2013,	In person Duration: 2 day workshop	Collaboration with senior forest officer to deliver the training at ICFRE, IGNFA	Low In house senior resource to be used	Frequency: Once a year	TOs
Use of Training Instruments in HRD & OD for Masters Trainers of Forestry Sector	Training	Overview of training calendar	Online Duration: Modules are self-paced	Collaboration with TISS for 3-day online training course	Medium Discussions to be initiated with the organization. Module development to be initiated and can be deployed in the immediate future	Timelines: Deployment of modules within next 1 year Frequency: To be completed by official during after 12 months of joining	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Competency Type: Behavioural							
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	AIG
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment;	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalization and Implementation	Targeted Stakeholders
		enhance awareness of the risks of corruption			schedule confirmation		

FOR 11: Survey and Utilisation (S&U) Division:

Table 42: ACBP for Survey and Utilisation division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
International Conventions and Policies	Type: Sectoral Theme: Training Modules	Exim policy and CITES, International conventions International bodies of which India is a member (E.g. ITTO, INBAR)	Online Duration: Self-paced	Collaboration with WWF/TRAFFIC In and Wildlife Crime Control Bureau for development of 2 day training program	Medium Need to establish collaborations with the organization for module development	Timeline: Within 2 months of ACBP roll-out Frequency: One-time	All Division Personnel
Climate change and forests	Type: Sectoral/ Policy Theme: Training Modules	Updates on climate change mitigation dialogues and India's position Forest Carbon, REDD+, carbon markets; Paris Agreement	Online Duration: Self-paced	Collaboration with TERI for development of 2 day training program	Medium Need to establish collaborations with the organization for module development	Timeline: Within 2 months of ACBP roll-out Frequency: One-time for next 2 years	All Division Personnel
Forest Resources management	Type: Sectoral/ Policy Theme: Training Modules	Forest resource inventORIZATION Overview of State Forest Development Corporations	Online Duration: Self-paced	Collaboration with Forest Research Institute (FRI) for development of 3 day training program	Medium Need to establish collaborations with the organization for module development	Timeline: Within 2 months of ACBP roll-out Frequency: One-time for next 2 years	All Division Personnel
Advances in Wood Production and Utilization	Type: Policy Theme: Training modules	Wood Based Industries (Establishment and Regulation) Guidelines, 2016, 2017 and 2019, Export and Import policy of wood and wood products,	Online Duration: 4-day workshop	Collaboration with Institute of Wood Science and Technology (IWST), Bangalore for 4 day	Medium Module development to be initiated and can be deployed in the immediate future	Timeline: Within 4 months of ACBP roll-out Frequency: To be completed by officers once a year	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Guidelines related to Establishment of wood-based industries. Value chain of timber and its international implications Advanced tools and technologies in wood sciences		online training workshop	To be supported by SPOC from the division		
Forestry, economics and environmental issues	Type: Sectoral/ Technological Theme: Training Module	Forest and water, Forest and ESS, Forest and livelihood, Forest and wood based Industry, etc.)	Online Duration: self-paced	Collaboration with training organizations such as ICFRE, IIFM	Low Module to be developed and can be deployed in the immediate future	Deployment of modules within next 4 months Timeline: To be completed by official after 12 months of ACBP roll-out Frequency: Once in year 2 and 3	All division personnel
Certification programme on Carbon Training and Markets	Type: Sectoral/ Technological Theme: Training Module	Carbon markets, accounting and management; recent developments in voluntary markets and trading	Off-line/ Online Duration: 2 days	IIT Kanpur-NTPC	Medium	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Competency Type: Functional							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/ Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time for the next 3 years	All Division personnel
Legal drafting	Type: Technological Theme: Training Module	Legal Noting and Drafting skills	Online Duration: Modules are self-paced	Collaboration with Institute of legislative Drafting and Research	Medium Development of course content as per MoEFCC requirements	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time for the next 3 years	All Division personnel
Competency Type: Behavioral							
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	AIG

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

FOR 12: Wildlife (WL) Division:

Table 43: ACBP for Wildlife division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Completion of Sector-oriented modules on iGOT Karmayogi platform	Type: Sectoral & Technological Theme: Training Modules	Overview of the Ministry Overview of division	Online Duration: Self-paced	iGOT portal	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Wildlife Habitats and Management	Immersive	Overview and history of WL conservation in India and the PA network Key components of WL laws and court orders Key wildlife habitats Ecological significance of wild habitat Effective management techniques India's obligation	In person visits Duration: 5-day Course	Collaboration with State Forest department and Kanha Tiger Reserve for 5 days training course	High Module development to be initiated and can be deployed in the immediate future	Calendar for visits to be developed Deployment of modules within next 8 months Timeline: To be completed by official during after 6 months of ACBP roll-out Frequency: Once a year for next 3 years	All division personnel
Institute of Wildlife Conservation	Training modules	Zoo management Wildlife disease, surveillance and management Modern methods of Wildlife gene pool conservation	Online and Immersive Duration: 2 day training including site visits	Collaboration with Central Zoo Authority (CZA)	Medium	Deployment of modules within next 16 months Timelines: To be completed by official after 2 years of joining Frequency: One time in 2 nd and 3 rd year after joining	DIG, AIG and Scientist C

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Wildlife Forensic Science	Training modules	Basics of Wildlife forensics Wildlife post-mortem Illegal Trade in wildlife and role of wildlife forensics in dealing with wildlife crimes	Online modules Duration: Self-paced	Collaboration with training organizations such as Gujarat Ecological Education and Research (GEER) Foundation, Gandhinagar, WII, WLCCB	Medium from the division	Deployment of modules within next 16 months Timelines: To be completed by official after 2 years of joining Frequency: One time in 2 nd year after joining	All division personnel
Advances in Wood Production and Utilization	Type: Policy Theme: Training modules	Wood Based Industries (Establishment and Regulation) Guidelines, 2016, 2017 and 2019, Export and Import policy of wood and wood products, Guidelines related to Establishment of wood-based industries. Value chain of timber and its international implications Advanced tools and technologies in wood sciences	Online Duration: 4-day workshop	Collaboration with Institute of Wood Science and Technology (IWST), Bangalore for 4 day online training workshop	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Timeline: Within 4 months of ACBP roll-out Frequency: To be completed by officers once a year	All division personnel
International Conventions and Policies	Type: Sectoral Theme: Training Modules	Exim policy and CITES, International conventions International bodies of which India is a member (E.g. ITTO, INBAR)	Online Duration: Self-paced	Collaboration with CITIES Scientific Authorities and Enforcement Authorities, including WCCB for development of 2 day training program	Medium Need to establish collaborations with the organization for module development	Timeline: Within 2 months of ACBP roll-out Frequency: One-time	All Division Personnel
Human Wildlife Conflicts: Issues and Mitigation	Training Modules	Types of human wildlife conflict Crowd management Community management	Online Duration:	Collaboration with Rajasthan Forestry	Medium	Deployment of modules within next 18 months	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Awareness and capacity building tools New technologies and tools in conflict management	Modules are self-paced	and Wildlife training institute, Jaipur		Timelines: To be completed by official during after 1 year of joining Frequency: All 3 years	
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Training on project evaluation and assessment – Project Management	Type: Monitoring, Reporting and Verification (MRV); Theme: Training Module	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Policy/Regulatory Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Right to Information (RTI) and Forest Department	Training Modules	Drafting replies to RTI questions Scientific notes and responses RTI management	Online Duration: Modules are self-paced	Collaboration with National Law School of India University (NLSIU), Bengaluru	Medium Module development to	Training modules to be developed and deployed within next 2 months	All division personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
				for development of 1 day course	be initiated and can be deployed immediately	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project	Online Duration: Modules are self-paced	Collaboration with 'National Remote Sensing Centre' or 'Bhaskaracharya National Institute for Space Applications and Geo-informatics (BISAG-N)'	Medium Development of course content as per MoEFCC requirements	Timelines: Completion within 8 months of ACBP roll-out (Year 1) Frequency: To be repeated every year	AIG and Scientist C
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Module	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All division personnel
Quick Win: Effective Leadership & Conflict Resolution	Type: Other Theme: Training Modules	Leadership skills Team management Leadership Mantras Conflict resolution techniques	In-person Duration: 3 day training	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3-day course	Medium Module development to be initiated and can be deployed immediately Supported by division SPOC	Training modules to be developed and deployed within next 2 months Timeline: Completion within 3 months of ACBP roll-out Frequency: One-time	DIG and AIG

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All office personnel –
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

OTHER 1: General Coordination Division (GC):

Table 44: ACBP for General Coordination division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Dissemination and completion of Induction Modules uploaded on iGOT about relevant subject	Type: Policy; Sectoral Theme: Training Modules and non-training intervention	Dissemination of rules and regulations, Preparation of Citizen Client Charter, Audit coordination,	Online Duration: 2 hours	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: Once a year	All Division Personnel – Director, US, ASO
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Program Management	Type: Other Theme: Training Modules	Planning and coordination, result orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, US, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Microsoft Office	Type: Technological Theme: Training Modules	Technology and Systems Application - Outlook, Excel for Beginners, One Drive, PowerPoint Beginners, Teams, Word Beginners	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Completion within 3 weeks of ACBP roll-out Frequency: One-time	All Division Personnel – Director, US, ASO
E-learning: Google Workspace training	Type: Technological Theme: Training Modules	Gmail, Google products- Calendar, Drive, Docs, Sheets, Slides, Meet, Sheet	Online Duration: Modules are self-paced	Access through Google Workspace Training webpage	Low Modules available on Google Workspace Training webpage	Timeline: Completion within 3 months of ACBP roll-out Frequency: Once a year	All Division Personnel – Director, US, ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
E-learning: Data Analysis (Basic)	Type: Technological Theme: Training Modules	Extract useful information from data and taking the decision based upon the data analysis	Online Duration: Modules are self-paced	Access through National Productivity Council (NPC) website	Low Modules available on NPC Training webpage	Timeline: Completion within 3 months of ACBP roll-out Frequency: Twice in a year	US, ASO
E-learning: Power BI	Type: Technological Theme: Training Modules	Getting Started with Power BI, Transforming Data, Visualizing Data, Filtering	Online Duration: Modules are self-paced	Access through Datacamp website	Low Modules available on Datacamp webpage	Timeline: Completion within 4 months of ACBP roll-out Frequency: Once a year	ASO
Digital Transformation in Governance	Type: Other Theme: Training Module	Emerging technologies in governance; Big data in decision-making	Online or Off-line (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: One-time	Director, US, ASO
Cyber Security & Emerging Technologies	Type: Other Theme: Training Module	Understand building blocks of Cyber Space and Digital Safety, Identify different types of Cyber crimes Take Curative Measures to be Cybersafe in this covid times Demystify Legal and Regulatory Provisions in India	Online or Off-line (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: Once in a year	Director, US, ASO
Effective Writing	Type: Other Theme: Training Module	Principles of Effective Writing, Types and Stages of Effective Writing	Online Duration: Modules are self-paced	Training courses are available on Swayam website	Low Modules available on Swayam webpage	Timeline: Within 3 months of ACBP roll-out Frequency: Once in a year	Director, US, ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Information Security	Type: Other Theme: Training Module	Awareness course in cyber security, course in basic information security	Online /offline Duration: 1 day	Courses are made available by National Institute of Electronics & Information Technology (NIELIT)	Low Module available	Timeline: Within 6months of ACBP roll-out (Year 1, 2) Frequency: Once in a year	All Division Personnel
Competency Type: Behavioural							
Quick Win: Completion of capacity building modules on iGOT Karmayogi platform	Type: Other Theme: Training Modules	Code of Conduct for Government Employees	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 months of ACBP roll-out (Year 1) Frequency: One-time	All Division personnel
		Commit courses					
		Effective Communication					
		Ethics and Values					
		Gender Sensitivity					
		Self-Leadership					
Prevention of Sexual Harassment of Women at Workplace							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Module	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: Twice in a year	All Division Personnel
Quick Win: Time Management	Type: Other Theme: Training Module	Introduction, theories of time management, goal setting, strategies, tips and benefits	Online Duration: Modules are self-paced	Access through National Productivity Council (NPC) website	Low Modules available on NPC Training webpage	Timeline: Completion within 3 months of ACBP roll-out Frequency: Once a year	US, ASO
E-learning: Mastering personal Productivity	Type: Other Theme: Training Module	Understand Nuances of Personal Productivity, Instant way to Increase Your Productivity	Online Duration: Modules are self-paced	Access through National Productivity Council (NPC) website	Low Modules available on Skilshare webpage	Timeline: Completion within 6 months of ACBP roll-out (Year 1, 2) Frequency: Once a year	US, ASO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Modules on Leadership	Type: Other Theme: Training Module	The Language of Leaders: Learn to Speak & write with Confidence, Leadership Foundations	Online Duration: 4 weeks Modules are self-paced	Access through EdX website	Low Modules available on EdX webpage	Timeline: Completion within 6 months of ACBP roll-out Frequency: Once a year	Director
Problem Solving	Type: Other Theme: Training Module	Pathways to problem solving	Online or Offline (as per suitability) Duration: 1 day	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Attention To Detail	Type: Other Theme: Training Module	Time management, analytical skills, active listening, organizational skills, observation skills	Online or Off-line (as per suitability) Duration: 2 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: Once in a year	All Division Personnel – Director, US, ASO
Decision Making	Type: Other Theme: Training Module	Goal orientation selection, commitment of resources & direction	Online or Off-line (as per suitability) Duration: 2 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: Once in a year	All Division Personnel – Director, US, ASO
Innovative thinking	Type: Other Theme: Training Module	new ways to express ideas, new approach, problem solving	Online or Off-line (as per suitability) Duration: 1 day	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: Once in a year	All Division Personnel – Director, US, ASO

OTHER 2: Integrated Finance Division (IFD):

Table 45: ACBP for Integrated Finance division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts, Policies and Guidelines	Type: Policy; Sectoral Theme: Training Modules	Contours of the Guidelines issued by DoE, NITI Aayog, MHA and MEA and other Ministries, General Financial Rules, 2017, Delegation of Financial Power, all instructions issued by Department of Expenditure, Ministry of Finance, Guidelines related to hiring of consultants on contract basis.	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Under Secretary, Section Officer, Assistant Section Officer
Quick Win: Completion of modules on iGOT Karmayogi Platform - Course on GFR	Type: Policy/Regulatory Theme: Training Modules	Financial Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Under Secretary, Section Officer, Assistant Section Officer
Collaboration with DoPT, Ministry of Finance, NITI Aayog for workshops / trainings on latest guidelines issued	Type: Policy, Regulatory Theme: Non-Training Intervention	Updated Financial Rules and guidelines issued by DoPT, Ministry of Finance, NITI Aayog etc.	Online or In- person	Workshops or online training delivered by officials of other Ministries	Low Participation in workshops/ trainings	Timeline: One month after ACBP roll-out Frequency: half yearly	All Division Personnel – Director, Under Secretary, Section Officer, Assistant Section Officer
Dissemination of compiled financial guidelines annually	Type: Policy, Regulatory Theme: Non-Training Intervention	Updated Financial Rules and guidelines issued by MoEFCC, DoPT, Ministry of Finance, NITI Aayog etc.	Online booklet	Through Email or common drive	Low Compilation of latest financial guidelines	Timeline: After ACBP roll-out Frequency: Annually	All Division Personnel – Director, Under Secretary, Section

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
							Officer, Assistant Section Officer
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, US, ASO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Parliamentary Procedures	Type: Policy/Regulatory Theme: Training Modules	Handling Parliamentary Proceedings	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Under Secretary, Section Officer, Assistant Section Officer
Quick Win: Training on Microsoft PowerPoint – Microsoft PowerPoint Beginners	Type: Technological Theme: Training Module	Technology-enabled Learning Delivery	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director
Initiation of policy making and execution of programmes and policy	Type: Policy/Regulatory Theme: Training Module	Policy formulation; Quantitative and qualitative policy analysis; Qualitative research; Evidence-based Policy design and tools; Consultation and consensus building	Online or Off-line (as per suitability) Duration: 3 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out Frequency: One-time	Director, Under Secretary
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform -	Type: Other Theme: Training Module	Self Awareness, Control and Confidence	Online Duration: Modules	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Self Leadership			are self-paced				
Effective Leadership and conflict management proposed by JIBS	Type: Other Theme: Immersive training	Effective Leadership and conflict management proposed by JIBS	In-person 3 day training program	OP Jindal Global University, Sonipat	Low The training program is already in place at the institute	Timeline: Within 3 months of implementation of ACBP, based on the training calendar availability of institute Frequency: One time/ after promotion	Director / DS
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Module	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Director, Under Secretary, Section Officer, Assistant Section Officer
Effective Leadership & Conflict Resolution	Type: Other Theme: Training Module	Leadership skills Team management Leadership Mantras Conflict resolution techniques	Online Duration: Modules are self-paced	Collaboration with Administrative Training Institute (ATI), Kolkata for development of 3 day course	Medium Module development to be initiated and can be deployed in the immediate future To be supported by SPOC from the division	Training modules to be developed Deployment of modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	Director / DS
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

OTHER 3: International Co-operation (IC):

Table 46: ACBP for International Co-operation division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts, Policies and Guidelines	Type: Policy; Sectoral Theme: Training Modules	Contours of the international treaties, MOUs with bodies like UNEP, Convention on Biological Diversity (CBD), UNFCCC, UNCCD, SAARC, SACEP, ICIMOD etc., Emerging issues of environment and climate change matters	Physical, Virtual and Hybrid training Duration: 2 weeks	iGOT portal accessed through Government email ID of Ministry Personnel and collaboration with training institutes of MoEF&CC	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 6 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Noting and Drafting; Preparation of Cabinet Notes	Type: Other Theme: Training Modules	Noting and Drafting skills	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Course on GFR	Type: Policy/Regulatory Theme: Training Modules	Financial Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform -	Type: Policy/Regulatory Theme: Training Modules	Budget Analysis and Management, Financial Planning	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Budgetary System in Government							
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online Duration: Modules are self-paced Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Quick Win: Completion of modules on iGOT Karmayogi Platform - Managing Personal Relationships	Type: Other Theme: Training Modules	Self-Awareness, confidence and Self-Control	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
E-learning: Mastering personal Productivity	Type: Other Theme: Training Module	Understand Nuances of Personal Productivity, Instant way to Increase Your Productivity	Online Duration: Modules are self-paced	Access through National Productivity Council (NPC) website	Low Modules available on NPC webpage	Timeline: Completion within 6 months of ACBP roll-out (Year 1, 2) Frequency: Once a year	All Division Personnel
Attention To Detail	Type: Other Theme: Training Module	Time management, analytical skills, active listening, organizational skills, observation skills	Online or Off-line (as per suitability) Duration: 2 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out (Year 1) Frequency: Once in a year	All Division Personnel
Decision Making	Type: Other Theme: Training Module	Goal orientation selection, commitment of resources & direction	Online or Off-line (as per suitability)	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 12 months of ACBP roll-out (Year 1) Frequency: Once in a year	All Division Personnel

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
			Duration: 2 days				
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

OTHER 4: Statistics Division:

Table 47: ACBP for Statistics Division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)
Training on Survey Modules	Type: Sectoral & Technological Theme: Training Modules	Survey questionnaire designing, sampling techniques, data collection methods, statistical analysis, methodologies, respondent understanding and biases, steps for minimizing error and strengthening data quality	Online Duration: Self-paced	Training through MoSPI / National Statistical Systems Training Academy	Medium Collaboration with MoSPI for Survey Modules course	Timeline: Within 6 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)
Competency Type: Functional							
Geographic Information Systems (GIS) Specialization	Type: Technological Theme: Training Module	GIS Tool Analysis of spatial data, use of cartography techniques to communicate results in maps Fundamentals of GIS GIS Data Formats Design and Quality	Online Duration: Modules are self-paced	Indian Institute of Remote Sensing (IIRS) courses on GIS	Low Registration on portal and payment of requisite fees	Completion within 8 months of ACBP roll-out (Year 1)	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
		Geospatial and Environmental Analysis Imagery, Automation, and Application Geospatial Analysis Project					
Statistical modelling on environmental data	Type: Technological Theme: Training Module	Models like ARIES, InVEST etc. being utilized for modelling environmental data	Offline Duration: Training modules of 1-2 weeks with demonstrations on actual environmental data	<ul style="list-style-type: none"> IITs and research institutions/ autonomous bodies of MoEFCC (FSI, ICFRE, BSI, ZSI, GB Pant institute etc.) UNEP-WCMC and CSIRO Australia 	Medium to High	Timeline: Initiation after 1 year of ACBP roll out in coordination with the respective divisions/ institutions of MoEFCC/IITs In coordination with UNEP and the respective data source division in MoEFCC	All Division Personnel – Statistical Advisor, Assistant Director (Statistics) and the consultants supporting the division
Data Analytics	Type: Technological Theme: Training Module	Data analytics tools (open source) and programming languages (Python, R), Database such as MySQL, Oracle DB etc., Data visualization, database management.	Online Duration: Modules are self-paced	Centre for Development of Advanced Computing (CDAC) Or any other government institutions such as IITs	Low Registration on portal for free programs and payment of requisite fees where required	Timeline: Completion within 12 months of ACBP roll-out (Year 1) Or as per the duration of course	All Division Personnel – Statistical Advisor, Assistant Director (Statistics), consultants
Quick Win: Completion of modules on iGOT Karmayogi platform - Big Data One	Type: Sectoral & Technological Theme: Training Modules	Data Management, Data Analytics System Design	Online Duration: Self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low (Module available on iGOT platform)	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)
E-learning: My SQL Basics	Type: Technological	DBMS & RDBMS Fundamentals, Keys & Normalization, Installing MySQL,	Online	Course available on 'mygreatlearning' website	Low Registration on portal for free programs	Timeline: Completion within 12 months of ACBP roll-out (Year 1)	All Division Personnel –

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
	Theme: Training Module	Commands and Operators, Filtering and Pattern Matching	Duration: Modules are self-paced			Or as per the duration of course	Statistical Advisor, Assistant Director (Statistics)
E-learning: Oracle Database	Type: Technological Theme: Training Module	Oracle Database Overview, Introduction to Oracle Database, Accessing an Oracle Database, Creating an Oracle Database by Using DBCA	Online Duration: Modules are self-paced	Course available on oracle's 'mylearn' website	Low Registration on portal for free programs	Timeline: Completion within 12 months of ACBP roll-out (Year 1) Or as per the duration of course	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – Statistical Advisor, Assistant Director (Statistics)
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; enhance awareness of the risks of corruption	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

OTHER 5: Vigilance Division:

Table 48: ACBP for Vigilance division

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Competency Type: Domain							
Quick Win: Training on project evaluation and assessment – Project Management	Type: MRV Theme: Training Modules	Conceptual Thinking, Planning and coordination, Result Orientation	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	DS & US
Quick Win: Training Programme on Administrative Vigilance	Type: Policy; Sectoral Theme: Training Modules	Residential Workshop on Administrative Vigilance with disciplinary Rules	In-person Duration: 4-days	National Academy for Human Resource Development, Manali	Low Training already in place	Timeline: Within 4 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel
Dissemination and completion of Induction Modules uploaded on iGOT about relevant Acts, Policies and Guidelines	Type: Policy; Sectoral Theme: Training Modules	Guideline for submission of Annual Immovable Property Return (AIPR), Vigilance guidelines, handling of court cases, Preventive Measures to check corruption	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Induction Module development initiated and can be deployed in the immediate future Support as required from iGOT SPOC in CBC and MDO CBU and IT department	Induction Modules under preparation Deployment of Induction Modules within next 2 months Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	DS & US
Competency Type: Functional							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Disciplinary Proceedings in Government	Type: Other Theme: Training Modules	Institutional Governance, Monitoring and Evaluation, Office Management	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – DS, US & SO

Name of Training or Non-Training Recommendation	Type and Theme	Scope and Content	Mode of Delivery	Delivery Mechanism	Complexity in Preparation for Implementation	Operationalisation and Implementation	Targeted Stakeholders
Quick Win: Completion of modules on iGOT Karmayogi Platform - Preventive Vigilance	Type: Other Theme: Training Modules	Institutional Governance, Management of Public Organisations	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – DS, US & SO
Competency Type: Behavioural							
Quick Win: Completion of modules on iGOT Karmayogi Platform - Stress Management	Type: Other Theme: Training Modules	Self-Awareness and Self-Control; Health Promotion	Online Duration: Modules are self-paced	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – DS, US & SO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Effective Communication	Type: Other Theme: Training Modules	Communication Management	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – DS, US & SO
Quick Win: Completion of modules on iGOT Karmayogi Platform - Ethics and Values	Type: Other Theme: Training Modules	Ethics	Online	iGOT portal accessed through Government email ID of Ministry Personnel	Low Module available on iGOT Platform	Timeline: Within 3 weeks of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel – DS, US & SO
Public speaking course for conducting of webinar /sessions for dissemination of the rules and regulations relating to vigilance to Ministry Officials	Type: Other Theme: Training Modules	Vocabulary, intonation, vocal toolbox, speaking form, public speaking preparation, stance, aids etc.	Online	Through online modules available on Udemy	Medium Approval from appropriate authority for participation and fees payment per Ministry's guidelines	Timeline: Completion within 2 months of ACBP roll-out Frequency: Once a year (and new joiner)	All Division Personnel – DS, US
Ethics and Governance	Type: Other Theme: Training Module	Legality of government action; rationality in policy and decision making; strengthening work commitment; awareness of corruption risks	Online or Offline (as per suitability) Duration: 5 days	Indian Institute of Public Administration (IIPA)	Medium Preparation of agenda, coursework, stakeholder schedule confirmation	Timeline: Within 8 months of ACBP roll-out (Year 1) Frequency: One-time	All Division Personnel

Annexure 1: Overview of the Ministry of Environment, Forest and Climate Change

A1.1 Vision and Mission of the Ministry

The Ministry of Environment & Forest and Climate Change (MoEF&CC) is the nodal agency in the Central Government for overseeing the implementation of India's environment and forest policies and programmes relating to conservation of the country's natural resources including lakes and rivers, its biodiversity, forests and wildlife, ensuring the welfare of animals and prevention and abatement of pollution. While implementing these policies and programmes, the Ministry is guided by the principle of sustainable development.

The Ministry also serves as the nodal agency in the country for the United Nations Environment Programme (UNEP), South Asia Co-operative Environment Programme (SACEP), International Centre for Integrated Mountain Development (ICIMOD), follow-up of the United Nations Conference on Environment and Development (UNCED), United Nations Forum on Forestry (UNFF), and United Nations Framework Convention on Climate Change (UNFCCC). It is also the designated national authority under the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES). The Ministry is also entrusted with issues relating to multilateral bodies such as the Commission on Sustainable Development (CSD), Global Environment Facility (GEF) and of regional bodies like Economic and Social Council for Asia and Pacific (ESCAP) and South Asian Association for Regional Co-operation (SAARC) on matters pertaining to the environment.¹²

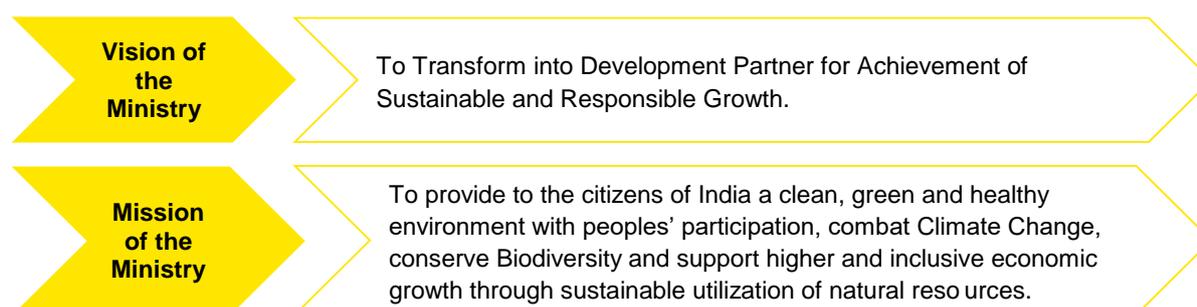


Figure 16: Vision and Mission of the Ministry

The following objectives are well supported by a set of legislative and regulatory measures, aimed at the preservation, conservation and protection of the environment. Besides the legislative measures¹³, the National Conservation Strategy and Policy Statement on Environment and Development, 1992; National Forest Policy, 1988; Policy Statement on Abatement of Pollution, 1992; and the National Environment Policy, 2006 also guide the Ministry's work.¹⁴ The broad objectives of the Ministry are:

- ▶ Conservation and survey of flora, fauna, forests and wildlife
- ▶ Prevention and control of pollution
- ▶ Afforestation and regeneration of degraded areas
- ▶ Protection of the environment and
- ▶ Ensuring the welfare of animals

¹² MoEFCC Website: <https://moef.gov.in/en/about-the-ministry/introduction-8/>

¹³ Indian Forests Act, 1927; Wild Life (Protection) Act, 1972; Water (Prevention and Control of Pollution) Act, 1974; Forest (Conservation) Act, 1980; Air (Prevention and Control of Pollution) Act, 1982; Environment (Protection) Act, 1986; The Biodiversity Act, 2002; National Green Tribunal Act, 2010; The Compensatory Afforestation Fund Act, 2016

¹⁴ MoEFCC Website: <https://moef.gov.in/en/about-the-ministry/introduction-8/>

A1.2 Organizational Structure of MoEF&CC

The Ministry comprises two main Wings, namely (i) Environment and (ii) Forest & Wildlife Wing. The Divisions/Sections/Cells etc. are grouped under these two Wings. Service Divisions/Sections/Cells etc. have been separately grouped in the Establishment Wing.

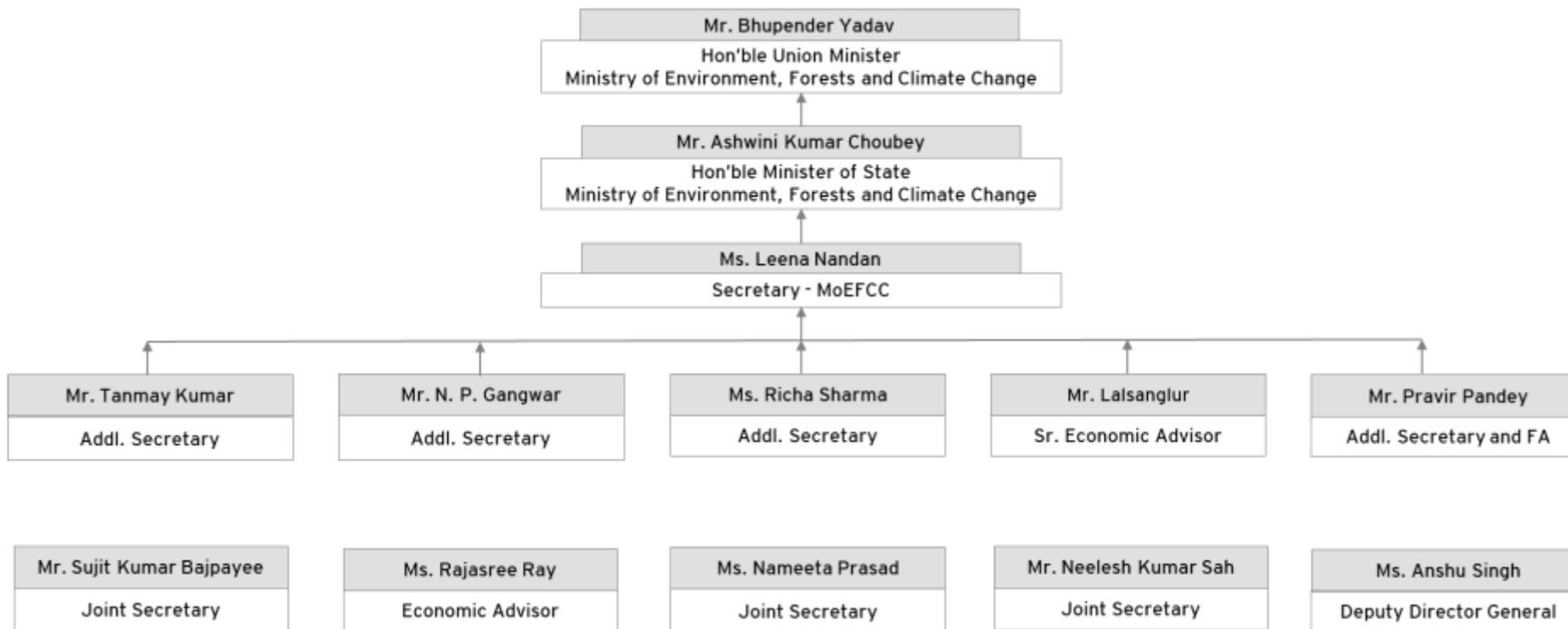


Figure 17: Organisational structure of the Environment Wing of MoEF&CC

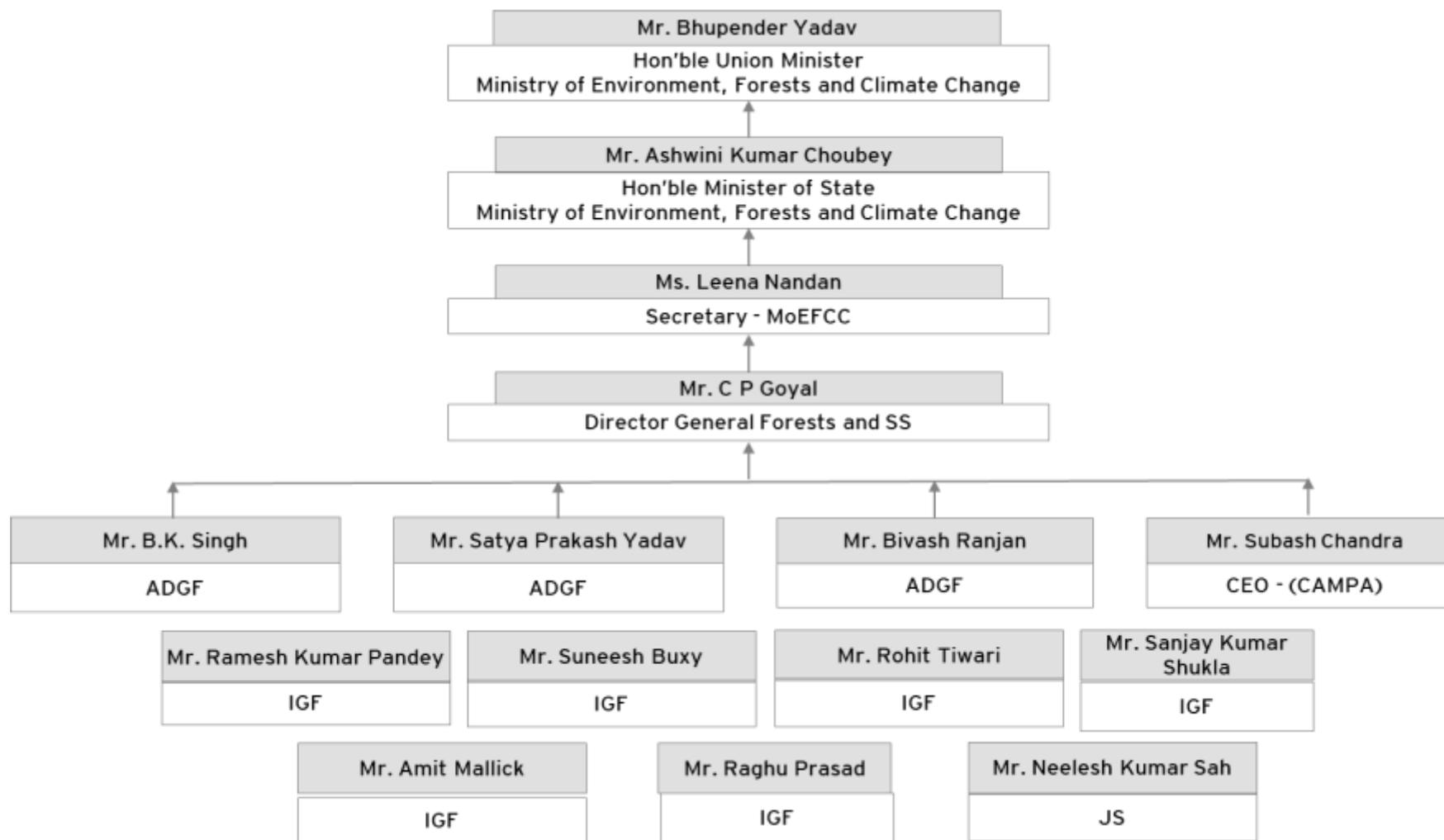


Figure 18: Organisational structure of the Forest and Wildlife Wing of MoEF&CC

The following divisions of the Ministry are responsible for associated/ affiliated offices of the MoEF&CC.

Conservation and Survey Division:

Botanical Survey of India:

The Botanical Survey of India (BSI) is the apex taxonomic research organization under MoEF&CC. It carries out the taxonomic/ floristic studies on plant resources of the country with an objective to explore, collect, identify and document the rich plant resources of the country. BSI with Headquarters at Kolkata with 11 Regional Centres/ field offices/ laboratories as well as Botanical Gardens across the country.

Zoological Survey of India:

The Zoological Survey of India (ZSI) is a premier research organization involved in the survey, exploration and research on faunal diversity of our country. ZSI Headquarters is in Kolkata and has 16 Regional Centres spread across the country.

National Museum of Natural History (NMNH):

Aiming to create environmental awareness on nature and environment through non formal medium such as thematic galleries, exhibitions, film shows and educational activities to all masses of society in respect of to promote environmental awareness.

Research and Training Division:

Indira Gandhi National Forest Academy:

Indira Gandhi National Forest Academy (IGNFA) was constituted for training senior forest officers. The primary role of the Academy is to impart knowledge and skills to the foresters to develop competence for managing the country forest and wildlife resources on a sustainable basis. They provide training to different levels of senior officials in the Indian Forest Service besides training the new entrants to the service. IGNFA is currently functioning as a Staff College for the officers of the Indian Forest Service (IFS).

Directorate of Forest Education (State Forest Colleges & Rangers Colleges):

Directorate of Forest Education (DFE) Dehradun imparts training to State Forests Service Officers (SFS) and Forest Range Officers (FRO) in the country. The Directorate ensures "Standard and Quality" of forestry training in the country and it takes care of all aspects of training of SFS officers and FROs. The Directorate also supplements the efforts of the State Government for the training of Frontline Forest Staff (Forest Guards, Foresters, Deputy Rangers).

Indian Institute of Forest Management (IIFM), Bhopal.

It is a sectoral management institute, which constantly develops and updates a database of knowledge useful for the managers in the area of Forest, Environment and Natural Resources Management and allied sectors.

Indian Council of Forestry Research and Education (ICFRE), Dehradun

ICFRE was formed as an umbrella organisation in 1986 for taking care of forestry research, education and extension needs of the country. The Council has a pan India presence with its 9 Regional Research Institutes and 5 Centers in different bio-geographical regions of the country.

Under ICFRE, each institute is directing and managing particular areas or geography of research in forestry sector in the states under their jurisdiction. The regional research Institutes are located at Jodhpur, Dehradun, Shimla, Hyderabad, Coimbatore, Ranchi, Bengaluru, Jorhat and Jabalpur, and the centres are at Agartala, Aizawl, Allahabad, Chhindwara and Visakhapatnam.

Survey and Utilization Division

Forest Survey of India (FSI), Dehradun:

It is a premier national organisation and is responsible for assessment and monitoring of the forest resources of the country on regular basis. It also provides training, research and extension services in the forestry sector. The important activities of Forest Survey of India include nationwide forest cover mapping in biennial cycle using remote sensing techniques, national forest inventory, forest fire monitoring and many projects based on geo spatial techniques and inventory. FSI also assesses forest carbon to be reported to UNFCCC.

Regional Office Headquarters (ROHQ):

Integrated Regional Office (IRO):

Ministry has 19 IROs at Bangalore, Bhopal, Bhubaneswar, Chandigarh, Chennai, Raipur, Dehradun, Gandhinagar, Guwahati, Hyderabad, Jaipur, Jammu, Kolkata, Lucknow, Nagpur, Shimla, Shillong, Vijayawada and Ranchi. Monitoring of projects with respect to conditions stipulated in the forest clearances issued under Forest (Conservation) Act, 1980, environmental clearance issued under EIA Notification, 2006 and Coastal Regulation Zone (CRZ), 2011 is carried out through the IROs.

Wildlife Division:

National Zoological Park (NZP), New Delhi:

The focus of the establishment of the Zoo is to create awareness amongst the visitors regarding nature conservation. The Zoo continued to contribute to conservation of rare and endangered species by successful captive breeding of Brow-Antlered Deer, Swamp Deer, Himalayan Black Bear, Tiger, Giraffe, Hippopotamus, Indian Rhinoceros and White Tiger.

Wildlife Institute of India (WII), Dehradun:

Established in 1982, WII is an internationally acclaimed Institution, offering training program, academic courses and advisory in wildlife research and management. The Institute is actively engaged in research on biodiversity related issues. As of March 2023, the Salim Ali Centre for Ornithology and Natural History (SACON) has been subsumed under WII.

Central Zoo Authority:

The main objective of this Authority is to complement and strengthen the national effort in conservation of the rich biodiversity of the country, particularly the fauna as per the National Zoo Policy, 1998. Other objectives of this Authority include enforcing minimum standards and norms for upkeep and healthcare of animals in Indian zoos and to control growth of unplanned and ill-conceived zoos.

Wildlife Crime Control Bureau (WCCB):

It is a statutory multi-disciplinary body established by the Government of India to combat organized wildlife crime in the country. It also assists and advises the Customs authorities in inspection of the consignments of flora & fauna as per the provisions of Wildlife Protection Act, CITES and EXIM Policy governing such an item. It is headquartered in New Delhi and has five regional offices at Delhi, Kolkata, Mumbai, Chennai and Jabalpur.

Mountain Division:

Govind Ballabh Pant National Institute of Himalayan Environment (GBPNIHE):

It is an autonomous Institute of the Ministry, which functions as a focal agency for conservation of natural resources and ensures environmentally sound development in the entire Indian Himalayan Region (IHR). It has 5 Regional Centres in Garhwal (Srinagar), Himachal (Kullu), Sikkim (Gangtok), North-East (Itanagar), Mountain Division (New Delhi).

Control of Pollution Division:

Central Pollution Control Board (CPCB):

It provides technical services to the Ministry with respect to the provisions of the Environment (Protection) Act, 1986. Principal functions of the CPCB, as spelt out in the Water (Prevention and Control of Pollution) Act, 1974, and the Air (Prevention and Control of Pollution) Act, 1981 to

- Promote cleanliness of streams and wells in different areas of the States by prevention, control and abatement of water pollution, and
- Improve the quality of air and to prevent, control or abate air pollution in the country

Boards/ Authorities/ Tribunals:

National Afforestation and Eco-Development Board (NAEB):

NAEB is responsible for promoting afforestation, tree planting, ecological restoration and eco-development activities in the country. It pays special attention to the degraded forest areas and lands adjoining the forest areas, national parks, sanctuaries and other protected areas as well as the ecologically fragile areas like the Western Himalayas, Aravallis, Western Ghats, etc.

National Biodiversity Authority (NBA):

NBA was established by the Central Government in 2003 to implement India's Biological Diversity Act (2002). The NBA is a Statutory Body and it performs facilitative, regulatory and advisory functions for the Government of India on issues of conservation, sustainable use of biological resources and fair and equitable sharing of benefits arising out of the use of biological resources.

National Green Tribunal:

It is a specialized body equipped with the necessary expertise to handle environmental disputes involving multi-disciplinary issues. It was established under the National Green Tribunal Act 2010 for effective and expeditious disposal of cases relating to environmental protection and conservation of forests and other natural resources.

A1.3 Areas of Responsibilities of the Ministry

The mission of the Ministry is to provide the citizens of India a clean, green and healthy environment with peoples' participation and to support higher and inclusive economic growth through sustainable utilization of available natural resources.

Ministry has achieved different milestones to plan, promote, co-ordinate and oversee the implementation of India's environmental and forestry policies and programmes related to conservation of the country's natural resources including its lakes and rivers, its biodiversity, forests and wildlife, ensuring the welfare of animals, and the prevention and abatement of pollution. The major areas of responsibilities in line with the national priorities are as under:

► Forest Conservation and Development:

The National Forest Policy of India, 1988 envisaged a goal of achieving 33 per cent of the geographical area of the country under forest & tree cover. As of 2020, the total forest and tree cover of the country is 80.9 million hectare which is 24.62% of the geographical area of the country¹⁵. The forest areas are managed by State Governments / UTs with policy, scheme and funding support from the Ministry. Following schemes are implemented by the Ministry for increasing the forest area covered in the country

- **Nagar Van Yojana:**

¹⁵ <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2022/jan/doc20221207001.pdf>

The objective of Nagar Van Yojana is to significantly enhance the tree outside forests and green cover in cities leading to better environment, enhancement of biodiversity and ecological benefits to the urban and peri-urban areas apart from improving quality of life of city dwellers. Ministry revised its guidelines in October 2021 with an aim at developing 400 Nagar Vans and 200 Nagar Vatikas. The scheme is being funded from the National Fund under CAMPA at a total cost of Rs. 895.00 crore during the period 2020-21 to 2024-25.

- **PARIVESH:**

A Single-Window Integrated Environmental Management System named PARIVESH (Pro-Active and Responsive facilitation by Interactive, Virtuous and Environmental Single Window Hub) has been developed by the Ministry. It is online, expeditious and transparent system for processing of applications for Environmental Clearances (ECs), Forest Clearances (FCs), Coastal Regulatory Zone Clearances (CRZ).

To streamline the procedure for early grant of Clearances under the Ministry, PARIVESH portal has been simplified for grant of Environmental Clearances which is now been reduced to 70 working days.

An updated PARIVESH portal is under implementation.

- **Compensatory Afforestation Fund Management and Planning Authority (CAMPA):**

CAMPA manages and utilises the “National Compensatory Afforestation Fund” (National Fund), which has been created under the public account of India. The fund at the State/UT level is known as “State Compensatory Afforestation Fund” under the public accounts of respective States/UTs.

CAF collected against approvals under the Forest (Conservation) Act, 1980 is distributed in the ratio of 90:10 between the concerned State Fund and National Fund and are made available to the National Authority and respective State Authorities through budgetary process.

- ▶ **Wildlife Management:**

Ministry has taken up wildlife conservation in India through policy, legal and financial support for the conservation of wildlife in the Country. The State/ UT Governments are provided financial and technical support for conservation of wildlife and their habitats through the Centrally Sponsored Scheme – Development of Wildlife Habitats (CSS-DWH) through three components viz. support to Protected Areas (National Parks, Wildlife Sanctuaries, Conservation Reserves and Community Reserves), Protection of Wildlife Outside Protected Areas and mitigation of Human Wildlife conflict, Recovery programmes for saving critically endangered species and habitats.

The main intention underlying the declaration of the PAs was to maintain the ecological viability of the wildlife rich forested areas. At present India has a network of 987 Protected Areas (106 National Parks, 564 Wildlife Sanctuaries, 99 Conservation Reserves and 218 Community Reserves). The following initiatives are taken up by Ministry for wildlife conservation.

- Establishment of The National Tiger Conservation Authority (NTCA). It is a statutory body under the Ministry constituted under enabling provisions of the Wildlife (Protection) Act, 1972, as amended in 2006, for strengthening tiger conservation, as per powers and functions assigned to it under the said Act.
- The Ministry has initiated project Dolphin, project elephant and project lion which has resulted in Protection of endangered species with associated environmental impact.
- The protected area coverage in the country has been increasing steadily. The coverage of protected areas which was 4.90% of country’s geographical area in 2014 has now increased to 5.03%. This includes an increase in Protected Areas in the country from 740 with area of 1,61,081.62 sq. km. in 2014 to present 981 with an area of 1,71,921 sq. km.
- Population of several species like Tiger, Asiatic Lion, Greater one Horned Rhinoceros, Asian elephants, etc. increased. Wildlife health is being addressed to aggressively monitor zoonotic diseases.

- India has taken a leadership role in conservation of migratory birds along the Central Asian Flyway and had organized a two-day workshop in October 2021 with the associated countries on conservation of migratory birds along the Central Asian Flyway.
- The Ministry has released 'Guidelines for sustainable ecotourism in forest and wildlife Areas – 2021' in October 2021. These guidelines emphasise on participation of local community in ecotourism activities

► **Biodiversity Conservation:**

India was one of the first few countries to have enacted a comprehensive legislation on biodiversity. The act was enacted as the Biological Diversity (BD) Act in 2002 and notified the Rules in 2004.

The Act is implemented through a three-tier institutional mechanism, at national, state and local levels: The National Biodiversity Authority (NBA) at the national level set up by the Government of India, State Biodiversity Boards set up by the State Governments at the State level, and Biodiversity Management Committees (BMCs) constituted by the elected bodies at the local level. The Biological Diversity (Amendment) Bill, 2021 was introduced to encourage collaborative research and investments, simplify patent application process, benefit sharing with local communities and for further conservation of biological resources.

- **National Biodiversity Authority**

National Biodiversity Authority has accorded approvals for over 3000 applications to access biological resources and traditional knowledge for undertaking research, commercial utilization and patents. The BD Act envisages its implementation through consultation with local communities living in forest and rural areas. India is a leading country in issuing Internationally Recognized Certificate of Compliance (IRCC) which recognizes stakeholders for legally accessing biological resources.

Till date, out of the 3297 IRCCs issued globally, 2339 IRCCs have been issued by India. Besides, 22 Biodiversity Heritage Sites have been notified by 12 State Governments and 159 plants and 175 animals have been notified as threatened species in 18 states and 2 Union Territories. Seventeen institutions of national importance have been recognized as national Repositories for preserving specimens of biodiversity.

- The Central Government has enacted the Wildlife (Protection) Act, 1972. The Act, inter alia, provides for the creation of Protected Areas for the protection of wildlife and also provides for punishment for hunting of specified fauna specified in the schedules I to IV thereof.¹⁶
- Wetland (Conservation and Management) Rules 2010 have been framed for the protection of wetlands, in the States.
- The Centrally Sponsored Scheme of National Plan for Conservation of Aquatic Eco-System also provides assistance to the States for the management of wetlands including Ramsar sites in the country.
- Wildlife Crime Control Bureau has been established for control of illegal trade in wildlife, including endangered species.
- **Wetlands:** India has the largest number of Ramsar sites in South Asia. The number of Ramsar sites (Wetlands of International Importance) in India have increased to 47 covering an area of 10,90,230 hectares which include 21 new sites designated during 2019-2021. A dedicated web portal for wetlands was developed and was launched on 2nd October 2021, handled by wetlands division. The portal *indianwetlands.in* is a publicly available information and knowledge platform to facilitate knowledge sharing, information dissemination, host capacity building material, and provide a single-point access data repository.

¹⁶ <https://www.clearias.com/biodiversity-protection-steps-taken-by-indian-government/>

- ▶ **Climate Change:** Climate change is a global challenge and requires collective global action to avert and minimize the impacts of the climate change. The Ministry is committed to address challenges from climate change and making significant contributions to global climate actions through following.

- **Apex Committee for Implementation of Paris Agreement:**¹⁷

The MoEFCC has constituted a high-level inter-ministerial Apex Committee for implementation of Paris Agreement (AIPA) under the chairmanship of Secretary, MoEFCC. The purpose of AIPA is to generate a coordinated response on climate change matters that ensures India is on track towards meeting its obligations under the Paris Agreement including its Nationally Determined Contributions (NDC). These initiatives fall under Climate Change division of the Ministry.

Another important function of AIPA is to operate as a National Authority to regulate carbon markets in India under Article 6 of the Paris Agreement, formulate guidelines for consideration of projects or activities under Article 6 of the Paris Agreement, issue guidelines on carbon pricing, market mechanism, and other similar instruments that have a bearing on climate change and NDCs. AIPA will provide guidance for aligning private sector as well as multi-/bi-lateral agencies' climate actions with national priorities.

- **Sustainable Development Goals (SDGs)**¹⁸:

- The SDGs have become the *de facto* international obligation and have potential to reorient domestic spending priorities of the countries during the decade ending 2030. The SDG 12, 13, and 15 have been mapped majorly to MoEF&CC. SDG 13 (Urgent action to protect against Climate Change and its impact) has been achieved in 2016 itself against 2005 levels as 24% reduction in emission intensity was observed. SDG Coordination Unit under Statistics Division coordinates the implementation of SDGs and related frameworks in the Ministry.
- India's pledge on land degradation neutrality and afforestation are helping the country move towards SDG 15 (Sustainable use of terrestrial Ecosystems and prevention of Biodiversity Loss).
- India's commitment to implement the Extended Producer responsibility in plastics and ratification of Basel Convention to monitor hazardous substances is a remarkable step in moving towards SDG-12 for ensuring sustainable production and consumption patterns. Hazardous Substances Management Division is looking after activities related to SDG-12.
- The 2030 Agenda also emphasized that quality, reliable and disaggregated data will be needed for measurement of progress and to ensure that "No One is Left Behind". MoEFCC is strengthening its data systems for realistic monitoring of progress on the sustainable development goals.

- **Vienna Convention, Montreal Protocol to Protection of Ozone**

After successfully phasing out chlorofluorocarbons (CFCs), carbon tetrachloride, halons, methyl bromide and methyl chloroform for controlled uses, India is now phasing out hydrochlorofluorocarbons (HCFCs) as per the accelerated phase out schedule of the Montreal Protocol. The Ozone Cell of the Ministry is the National Ozone Unit for Implementation of the Montreal Protocol in India and phase out of substances controlled under the Montreal Protocol.

The Government of India ratified the Kigali Amendment to the Montreal Protocol to phase down Hydrofluorocarbons on 27 September 2021 after approval by the Union Cabinet. As per the Kigali Amendment, to the Montreal Protocol, India will complete its phase down of Hydrofluorocarbons in 4 steps from 2032 onwards with cumulative reduction of 85% of production and consumption of HFCs by 2047.

¹⁷ <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1677630>

¹⁸ <https://pib.gov.in/PressReleasePage.aspx?PRID=1786057>

The Ministry also launched the India Cooling Action Plan (ICAP) during March 2019, to provide an integrated vision towards cooling across sectors encompassing inter alia reducing cooling demand, refrigerant transition, enhancing energy efficiency and better technology options with a 20-year time horizon. Action points for implementation of the recommendations for Space Cooling in Buildings was finalized and launched on the World Ozone Day held on 16th September 2021 and widely disseminated.

- **National Clean Air Program**

MoEF&CC is implementing National Clean Air Programme (NCAP) for reducing levels of air pollution in non-attainment cities (NACs) of the country since January 2019. NCAP is implemented in targeted 132 cities which include Non-Attainment Cities. A Commission on Air Quality Management in NCR and Adjoining Areas (CAQM) has been formed for better identification and resolution of problems surrounding the air quality index of the region, which is under purview of Control of Pollution Division

- ▶ **Integrated Coastal Zone Management**

The management of the coast is done using an integrated approach including geographical and political boundaries, to achieve sustainability. It is one of the key areas of the Government for sustainable development of coastal resources. It will help in the conservation & protection of coastal and marine resources, pollution abatement measures, management of coastal and marine ecosystem, livelihood enhancement with security of coastal community.

10 beaches in 7 States and One Union Territory, have been developed at par with international Standards and has been conferred with the prestigious Blue Flag certification for its environmentally sound management and ecological sustainable infrastructures with adequate safety measures. This has resulted in better waste management, maintaining bathing water quality, self-sustaining solar energy-based infrastructure, containing marine littering, enhancing local level livelihood options and increased tourist-based economy.

Annexure 2: Mandate and Objectives of the Ministry Divisions

A2.1 Environment Wing

Ministry's Environment wing includes divisions like clean technology, control of pollution, Montreal Protocol & Ozone cell, wetlands, climate change etc. This wing is headed by three Additional Secretaries who oversee the implementation of India's environment policies and programmes relating to conservation of the country's natural resources including lakes and rivers, its biodiversity, environment and prevention and abatement of pollution. The division mandates are detailed out in following table.

Table 49: Mandate of Environment Wing divisions

Division	Mandate
Climate Change	<ul style="list-style-type: none"> • Coordination of National Action Plan on Climate Change (NAPCC) • Facilitation of State Action Plans on Climate Change (SAPCC) • National Carbonaceous Aerosols programme (NCAP) and Black Carbon • Long term Ecological Observatories for Climate (LTEO) • National Adaptation Fund for Climate Change • International negotiations and contributions under UNFCCC and its related instruments. • National Communication (NATCOM) to UNFCCC • Biennial Update Report Meeting (BUR) • Matters relating to Inter-Governmental Panel on Climate Change (IPCC) • Matters related to the Green Climate Fund • Capacity Building – comprising scientific and legal studies, low carbon growth, CDM and REDD+ matters, adaptation issues etc. • Bilateral matters with various countries on climate change issues and areas of cooperation.
Conservation and Survey (CS)	<ul style="list-style-type: none"> • Administration of Botanical Survey of India and Zoological Survey of India • It also deals with the International Union for Conservation of Nature and Natural Resources (IUCN), Biodiversity Conservation and World Heritage sites, Convention on Biological Diversity, Regional Botanical Gardens, Wetlands, Mangroves, Biosphere Reserves, and the National Museum of Natural History • The Division also deals with the regulation of products and processes derived from modern biotechnology and implementation of Cartagena Protocol on Biosafety.
Control of Pollution (CP)	<p>Control of Pollution (Air):</p> <ul style="list-style-type: none"> • Administration of Air Act. • Matter related to Air Pollution/Matter related to Noise Pollution • Central Sector Scheme – Control of Pollution (including NCAP) • Monitoring and implementation of activities of High-Level Task Force (HLTF) • Comprehensive Action Plan (CAP) • Graded Response Action Plan (GRAP) • Vehicular Pollution and related issues • Source Apportionment Studies • Industrial Pollution • Monitoring and survey of 17 highly polluted industries and Critically Polluted Area • National award for prevention and control of pollution • Matters relating to Custom Duty Exemption • Taj Trapezium Zone (TTZ) and Taj Trapezium Zone Pollution (Prevention and Control) Authority • Appeals under Air Act • National Air Quality Index - Public Outreach and Complaint Redressal <p>Commission for Air Quality Management in NCR & adjoining areas (CAQM)</p> <ul style="list-style-type: none"> • Administration & Financial matter related to CAQM

Division	Mandate
	<ul style="list-style-type: none"> Mitigation steps/coordination for curbing of air pollution sources.
Environment Education	<ul style="list-style-type: none"> Extension of financial support to Implementing Agencies (IAs) for implementation of Environment Education Programme (EEP). Promotion and facilitation of environmental awareness activities for through Eco-clubs. Development of knowledge products/ reports/ compilation of resource materials for imparting Environment Education
Environmental Health	<p>National Environmental Health Profile Study</p> <ul style="list-style-type: none"> The study covers 20 cities all four zones - North, South, East, West. The study is a collaborative effort of Central Pollution Control Board (CPCB)/ State Pollution Control Boards (SPCBs)/ Pollution Control Committees (PCCs) and medical institutions like ICMR and AIIMS Objectives of the study are to: generate evidence for impact of air pollution on human health through systematic review/meta-analysis using available studies; compare level of air pollution, health outcomes across twenty cities in the country; determine the effects of air pollution on health outcomes; develop a model to predict the health outcomes attributable to air pollution
Environmental Impact Assessment	<p>Impact Assessment (IA) Division deals with policy matters relating to Environmental Impact Assessment and its implementation. It includes appraisal of projects, Research and Training in the area of Impact Assessment. Impact Assessment Division has divided the work according to the specific sector into three sections:</p> <p>Impact Assessment (IA-I) Section</p> <p>Environmental Clearance for:</p> <ul style="list-style-type: none"> Hydropower & River Valley Projects, Thermal Projects, Nuclear, Defence and Strategic Projects Post Environment Clearance monitoring of all projects for compliance of EC conditions and coordination among the sectors of the IA division <p>Impact Assessment (IA-II) Section</p> <ul style="list-style-type: none"> Environmental Clearance for Industrial Projects, Coal Mining Projects, Non-Coal Mining Projects Court matters related to Industry, Coal Mining and Non-Coal Mining Projects Uploading of TOR/EC/Amendment and other letters on the website of the Ministry <p>Impact Assessment (IA-III) Section</p> <ul style="list-style-type: none"> Environmental Clearance for: Projects related to Infrastructure, Industrial Estates and Building / Construction under EIA Notification, 2006, Projects related to violation of EIA Notification, 2006 CRZ Clearance for the Project under CRZ Notification, 2006 Constitution/re-constitution of State Coastal Zone Management Authority Constitution/re-constitution of SEIAA/SEAC at State level Policy matters relates to Impact Assessment Division Uploading the EC/ToR/OM on the website
Environmental Information, Awareness, Capacity Building and Livelihood (EIACP) Division	<ul style="list-style-type: none"> Environmental Information System (ENVIS) India State-Level Basic Environmental Information Database (ISBEID) Green Skill Development Program Indira Gandhi Paryavaran Puraskar Non-Governmental Organisations (NGO) Cell
Hazardous Substance Management	<ul style="list-style-type: none"> Chemical Safety, management of Hazardous Wastes, e-waste, Municipal Solid Waste, plastic waste, bio-medical Waste, C&D waste, and Fly Ash utilization
Montreal Protocol & Ozone cell	<ul style="list-style-type: none"> Responsible for implementation of the Montreal Protocol provisions, review of various policy and implementation options, project approvals and monitoring Customs and Excise duty exemptions on goods required for ODS phase-out projects and new investment with non-ODS technology Submission of data on production, consumption, export, import of ODSs, to the Ozone Secretariat Organization of awareness activities at the national and state levels to sensitize the stakeholders to phase-out the ODS in various sectors

Division	Mandate
Research in Environment	<ul style="list-style-type: none"> • Biodiversity Conservation including Issues of Alien and invasive species and human-wildlife interface • Ecosystems Conservation & Management (Mountain, Forest, Coastal, Wetlands, Pastoral, etc) and Evaluation of Ecosystem Services • Socio-economic issues of environment and Sustainable Development • Conservation and Management of Landscapes and Ecologically sensitive areas including issues of sustainable livelihoods • Sustainable Management of Natural Resources • Climate Change: Vulnerability & Risk Assessment, Process, Mitigation and Adaptation • Pollution Prevention – Clean Technologies and Processes, Cleaner Production, 3Rs, Resource Efficiency, Waste Minimisation and Management, etc. • Use of remote sensing technology for inventorisation, assessment and monitoring of country's natural resources such as land, water, forests, wetlands, glaciers etc. and for environmental conservation and protection on areas given above
Wetlands	<ul style="list-style-type: none"> • Implement National Plan for Conservation of Aquatic ecosystems (NPCA) for Conservation and Management of Wetlands in India • Issue regulations, rules and guidelines for conserving the wetlands • Responsible for complying with Ramsar Conservation and other works associated with it • Organize National level celebration of World Wetlands Day (WWD) • Conduct educational & awareness activities which include publication of material, organization of Regional and National level workshops • Manages a dedicated web portal for wetlands to host the digital inventory and other relevant information from the State and UT Wetland Authorities
Carbon Trading	<ul style="list-style-type: none"> • Climate negotiations and finance, focusing on the economics of carbon market mechanisms under the Paris Agreement.
Eco-sensitive Zone	<ul style="list-style-type: none"> • Notifying Eco-Sensitive Zones around the PAs for sustainable development and for conservation of Wildlife and Biodiversity.
Environment Policy & Law	<ul style="list-style-type: none"> • Handling of National Green Tribunal (NGT) related matters • Matter related to Ministry of Law & Justice • Legal Monitoring Cell
Mountain	<ul style="list-style-type: none"> • National Mission on Himalayan Studies (NMHS) scheme, • G.B. Pant National Institute of Himalayan Environment, • International Centre for Integrated Mountain Development
National Museum of National History	<ul style="list-style-type: none"> • Promote non-formal environmental education and to create conservation among the people
Sustainable Coastal Management Division	<ul style="list-style-type: none"> • Preparing scheme for National Coastal Mission with objective to promote blue economy activities without compromising ecological integrity and environment sustainability of coastal system and marine environment.

A2.2 Forest & Wildlife Wing

The Ministry's Forest & Wildlife wing includes divisions like forest conservation, forest establishment, wildlife, survey and utilization etc. This wing is headed by three Additional Director General of Forest (ADGF) who oversee the implementation of India's environment policies and programmes relating to conservation of the country's natural resources including forests and wildlife, ensuring the welfare of animals. The division mandates are detailed out in following table.

Table 50: Mandate of Forest and Wildlife Wing divisions

Division	Mandate
Forest Conservation (FC)	<ul style="list-style-type: none"> • All matters, including policy and legal matters, connected to the Forest (Conservation) Act, 1980 • Processing of all proposals, involving forest area of more than 40 ha, received for diversion of forest land for non-forestry use from States/UTs Governments • Carrying out need based inspections of the specific proposals/ issues where such inspection is desired by the FCA/MoEF&CC, New Delhi • Organization of monthly meetings of Forest Advisory Committee and processing of the recommendations of the FCA for the approval of the competent authority of the Ministry • Correspondence with the Regional Offices of MoEF&CC and State/UT Governments related to the diversion proposals and matters connected • Management and implementation of the Decision Support System in consultation with the FSI • Management of Monitoring Cell for the maintenance of database on the diversion of forest land and generating real time monitoring reports • Parliamentary Matters pertaining to Lok Sabha and Rajya Sabha Questions, response to RTI, public grievances etc. • Meetings/co-ordination with other Divisions/Ministries/Departments on the issues related to the Forest (Conservation) Act, 1980 • Other assignments related to the Forest (Conservation) Act, 1980 as per the instructions of competent authority in the ministry
Externally Aided Projects (EAP)	<ul style="list-style-type: none"> • Coordinate with State Governments and donor agencies (JICA, French Development Agency, GIZ, Kfw, World Bank etc.) along with other line ministries in the GoI on externally aided forestry projects • Scrutinize the projects submitted by State government for external assistance • Provide technical inputs on the projects submitted by State government for external assistance • Processing cases for clearances to foreign visiting missions, volunteers/consultants of donor agencies, Joint consultation with donor agencies, Joint project appraisal and follow up action • Review of on-going externally aided projects • Monitoring of aid/credit utilization
Forest Establishment (FE)	<ul style="list-style-type: none"> • Framing and amendment of Recruitment Rules in respect of Group 'A', 'B', 'C' and 'D' posts • Representations of Staff/ Officers on service matter • Voluntary retirement and transfer of pensionary benefits in respect of employees • Court cases pertaining to establishment matters filed in CAT, High Court or Supreme Court • All matters pertaining to absorption of Officers/Staff in the service of Indian Council of Forestry Research and Education Society, Dehra Dun • Appointment/ recruitment to Group' A' posts under the Flexible Complementing Scheme and through the UPSC • Examination of Agenda items pertaining to the establishment matters of ICFRE in respect of Board of Governors' Meetings • Representations received from the employees of State Forest Departments and Other individuals (in relation to the functioning of State Forest Departments) in States • Forestry establishment matters relating to Forest Departments in all the Union Territories • Constitution of Search-cum-Selection Committee with the approval of DoPT for appointment of J.S. and above level post in ICFRE

Division	Mandate
	<ul style="list-style-type: none"> Proposals relating to creation/revival of posts ACC approval for appointment of Director General, ICFRE, Dehradun Nodal Division for reporting vacancies to Staff Selection Commission for filling up the posts under Direct Recruitment quota in r/o Subordinate Offices
Forest Policy (FP)	<ul style="list-style-type: none"> National Forest Policy, 1988 and its amendment, State Forest Policies Indian Forest Act, 1927; State Forest Act and its amendments including other forest related legislations and policies {excluding Forest (Conservation) Act, 1980, Wildlife (Protection) Act, 1972 and Biological Diversity Act, 2002} Harmonization of Indian Forest Act with Forest Rights Act, 2006 and the PESA, 1996 in coordination with Ministry of Tribal Affairs and Ministry of Panchayati Raj Formulation of Policies and Guidelines on various forestry related matters Nodal Division for forest related Climate Change, REDD+ and Biodiversity matters in the Ministry and coordinates implementation of REDD+ in the country. Provides inputs on forest policy related issues to other Divisions of the Ministry Nodal Division for coordination of the implementation of USAID Forest PLUS Program. Forest Ministers' Conference, National Consultation Meeting of PCCF & HoFF's of all States/UTs Policy aspects of Joint Forest Management National Forest Commission Celebration of International Day on Forests Nodal Division for matters related to World Forestry Congress International Cooperation on Forestry Matters: Forest Policy Division is the Nodal Division for Forest International Cooperation (FIC) on various multilateral and bilateral cooperation on forestry matters IGF (Forest Policy) acts as National Focal Point for UNFF, COFO, APFC, UN-REDD and International Poplar Commission. Sensitization and creating awareness of the State Forest Departments and Central Forestry Institutions on the international forest policy matters, International Arrangement on Forests, of Forest Instrument or the Non-Legally Binding Instruments (NLBI) on all types of forests, UN Strategies Plan on Forests for 2015-30, Global Objectives on Forests (GoF) and Forest Principles, etc. in India. Convener of Consultative Group Meeting for International negotiations on forestry matters
Project Elephant (PE)	<ul style="list-style-type: none"> Addressing the Human-Elephant Conflict issues Strengthening of Elephant Reserves/ Corridors Preparation of National Action Plan for elephant conservation Compilation of Human-Elephant conflict (HEC) data Transboundary issues on elephant conservation Welfare and management of Captive elephant Elephant Cell at the Wildlife Institute of India (WII) Conducting elephant census in every five years
Forest Protection Department (FPD)	<ul style="list-style-type: none"> Support the efforts of State/Union Territory Governments in prevention and control of forest fire by providing financial assistance Formulation of National Action Plan on Forest Fire Assist State/UTs in dealing with various issues related to illegal felling of trees, deforestation, encroachment of forest land, left wing extremism in forest areas, disaster management relating to forest fire, and application of space technology for forest fire management

Division	Mandate
Indian Forest Services (IFS)	<ul style="list-style-type: none"> • Direct Recruitment through UPSC • Vacancy determination and cadre allocation • Policy matters related to IFS Rules & Regulations • Induction of SFS to IFS Officers through UPSC, empanelment at JS & above levels • Inter-cadre transfers, Inter-cadre deputations, Selection on Central Deputation under CSS-MoEFCC, Deputation outside the cadre) in Central Government, Foreign Bodies, Corporations etc. • Maintenance of PAR, Cadre clearance, composition & Review of strength of IFS cadre, RTI & Court Cases, Parliament matters etc. • Cadre review, Appointment of SFS into IFS, Confirmation of RR/Inducted Officer, all establishment related issues
Regional Office Headquarters (ROHQ)	<ul style="list-style-type: none"> • The Forest (Conservation) Act, 1980 (FCA) related functions like assisting the State Govts/ UTs in preparation of the proposals involving diversion of forests land for non-forestry purposes under the provisions of FCA or Processing of proposal involving between 5 hectares to 40 hectares for mining, regularization of encroachment and hydel projects in consultation with the REC • Working Plan related functions like assisting the State/ UT Govts in the preparation of Management/Working Plans for working of forest under their control within the framework of guidelines issued by Central Government • Monitoring of other Centrally sponsored schemes like Monitoring the utilization of CAMPA funds • Environmental Management and Pollution Control functions like conducting surprise and random checks/ verifications of EC conditions of various projects by site visits
Research and Training (R&T)	<p>Administrative, financial and other matters related to</p> <ul style="list-style-type: none"> • Autonomous Organizations of the Ministry: - • ICFRE, Dehradun (except establishment matters). • Indian Institute of Forest Management (IIFM), Bhopal (including establishment matters) • Indian Plywood Industries Research & Training Institute (IPIRTI), Bangalore (including establishment matters) <p>Subordinate Offices:</p> <ul style="list-style-type: none"> • Indira Gandhi National Forest Academy (IGNFA), Dehradun (except establishment matters) • Directorate of Forest Education (DFE), Dehradun (except establishment matters) • Capacity Building Programmes: - • Training of IFS Officers • Training of Personnel of Other Services • Training of Other Stakeholders • Foreign Training of Forestry Personnel (FTFP) • Administrative set-up
Survey and Utilisation (SU)	<ul style="list-style-type: none"> • Regulation of export and import of wood and wood products including Red Sanders and Sandalwood • Regulation of Wood Based Industries in the country • Matters related to State Forest Development Corporation • Administration of Andaman & Nicobar Islands Forest and Plantation Development Corporation Ltd • Matters related to International Tropical Timber Organization (ITTO) • Nodal Division for Bamboo related matter in the Ministry • International Network of Bamboo and Rattan (INBAR) • All matter (except Establishment matter) related to Forest Survey of India, Dehradun • Nodal Division for all matter related to e-Green watch portal • Nodal Division for all work relating to planning, execution and monitoring of progress towards achievement of carbon sink goal 2030 • Digitization of Forest Boundary and matter related to Empowered Committee

Division	Mandate
Wildlife (WL)	<ul style="list-style-type: none"> • Providing financial and technical assistance to States/UTs for conservation of wildlife and their habitats under CSS-DWH with all components and related budgetary matters/ strengthening of Wildlife Division and Consultancies for Special tasks • Convening meetings of National Board for Wildlife (NBWL) and its Standing Committee and related court cases • Wildlife (Protection) Act, 1972 – amendment of Wildlife Protection Act and enforcement related matters including enquiries, reports, data collection, reporting etc. • Implementation of the National Wildlife Action Plan (2017 -2031) • Matters related to Eco-Sensitive Zones • EXIM Policy related to wildlife issues • Trans Boundary issues • Issues related to Human Wildlife Conflict Management • Wildlife Conservation policies and planning related actions including formulation of annual plans, reports, replies to the audit/CAG/PAC • Implementation of the conservation breeding and recovery projects for species • Dealing of administrative and functional issues related to Wildlife Crime Control Bureau (WCCB), New Delhi • Dealing of administrative and functional issues related to Central Zoo Authority (CZA), New Delhi • Dealing of administrative and functional issues related to Wildlife Institute of India (WII), Dehradun • Parliamentary and other consultative committees of the Ministry –matters related to Wildlife conservation • Wildlife Awards, Celebration of Wildlife week for wider publicity and awareness generation on wildlife conservation • Providing Grants-in aid to institutions/organizations for carrying out research in the field of Wildlife Conservation • Organizing meetings, conferences, workshops etc. on matters related to wildlife conservation and protection • Matters related to Eco-tourism • Conservation breeding and recovery programme for critically endangered species such as Great Indian Bustard (GIB), Vultures, Lesser Florican etc. • Rhino DNA Indexing System (RhoDIS) program • Project Lion • Project Dolphin • Marine species conservation • Matters related to court cases.
National Tiger Conservation Authority	<ul style="list-style-type: none"> • Providing statutory authority to Project Tiger so that compliance of its directives become legal • Fostering accountability of Center-State in management of Tiger Reserves, by providing a basis for MoU with States within our federal structure • Providing for an oversight by Parliament • Addressing livelihood interests of local people in areas surrounding Tiger Reserves.

Annexure 3: Capacity Requirements of MDO and Identified Gaps

A3.1 Competencies Required at Individual Level and Identified Gaps

This section captures the roles and responsibilities of the various divisions of the Ministry across key positions and identifies the various requirements of these divisions that are necessary for them in to carry out their responsibilities and in line with the overall vision of the Ministry. This has been done predominantly based on the one-on-one interactions undertaken with the senior officials along with Focus Group Discussions with junior officials of the Ministry.

For the Ministry to be able to perform its role effectively and meet the objectives, the development of capacity and capability by identifying and meeting the competency requirements of its divisions, is a key imperative.

With emerging best practices globally and new technologies, and functioning of government organisations, the nature of skills required to cater to the needs of the sector have evolved significantly over the years and it is important to ensure that the Ministry officials have such skills. The requirements can be in the form of completely new skills requirements or upgradation of current skill levels in line with the emerging technologies and global scenarios and these have been identified for each division.

Competencies required can be typically classified into three categories:

- ▶ **Domain Competency:** This includes competencies required to build understanding and expertise related to the sector, division, and the respective focus areas
- ▶ **Behavioural Competency:** This includes competencies related to behaviour and soft skills such as negotiation skills, self-motivation, interpersonal skills, etc. One of the important competencies under this segment is the citizen centricity/ stakeholder focus capability.
- ▶ **Functional Competency:** This includes competencies related to the functional aspects of the division such as science of policy designing and implementation, project management, financial planning, technological know-how etc.

In addition to this, there are requirements that are common across most of the divisions that contribute towards a better understanding of the division, the role of the individual, the tools for discharge of tasks, official procedures, rules, law and also soft skills.

A3.2 Environment Wing

ENV 1: Climate Change (CC) Division:

The Climate Change Division is headed by Mr. Naresh P. Gangwar, Joint Secretary. This division coordinates matters related to NAPCC, SAPCC, NCAP, LTEO, NATCOM, IPCC and bilateral matters with various countries on climate change issues and areas of cooperation. The division also encompasses a cell to deal with matters related to carbon markets and the Paris Agreement. The NATCOM cell – the technical arm of the Climate Change division – reports to Mr. Tanmay Kumar, JS and comprises an Advisor and Scientists E and D.

Policy decisions, Cabinet Notes, Financial Proposals/matters (Above Rs. 500 Cr.), VIP References, Parliament Questions and other Parliamentary matters including Assurance, Rule 377, Special mention etc. are routed from DS/Dir/Scientist to JS/EA/AS and then Secretary. NAPCC, SAPCC, PMCCC/ECCC, AIPA, Result framework document, GCF matters, Bilateral/Multilateral meetings, Financial Proposals/matters (Up to Rs. 500 Cr.), CDM/NCDMA Matters are handled by DS/Dir/Scientist and then submitted to JS/ EA and then AS and Secretary. Annual plans are routed from ASO/SO/US/Consultant to DS/Dir/Scientist to JS/EA. UNFCCC / INDC Matters, Legal Matters are routed from US/Consultant to DS/Dir/Scientist to JS/EA to AS. Synergy with other Environmental Convention, UNDP/DFID/GEF/GIZ matters, Financial Approvals, Routine Administrative Matters, Budget and Accounts Matters are handled by ASO/SO/US/Consultant for submission to DS/Dir/Scientist to JS/EA and AS.

Organogram:

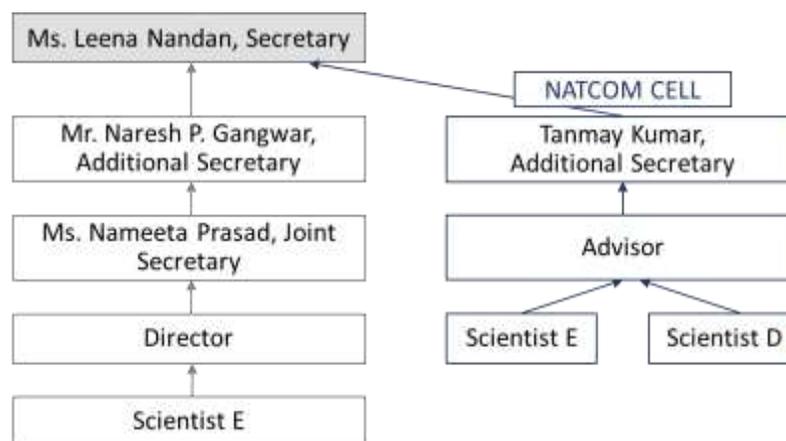


Figure 19: Organogram of CC division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 51: Domain, functional & behavioural competencies required for CC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> ▶ Oversee engagements with various counter parties such as UNFCC, IPCC, BRICS etc. ▶ Oversee policy implementation in line with national priorities ▶ Review of replies for the parliamentary queries ▶ Scrutinize issues and help in policy planning and design for climate change ▶ To supervise and give comments on the new drafts prepared by scientists ▶ Oversee programs like carbon market and black carbon ▶ Understanding of the best practices in climate change sector implemented globally. ▶ Insight into working of various forums related to Climate Change such as UNFCCC, Paris Agreement, NAPCC, NDC, CCAP 	<ul style="list-style-type: none"> ▶ Aware of the climate change related actions/ interventions being taken by other Ministries / Departments ▶ Remain updated on communications with international organisations ▶ Director should be able to evaluate and assess outcomes of the projects ▶ Understand impact assessment and evaluation of the policies implemented ▶ Should be able to review technical proposals and reports ▶ Legal aspects of climate change discourse and their impacts in international negotiations ▶ Preparation of cabinet notes ▶ Understanding of Financing mechanisms and Budgetary processes 	<ul style="list-style-type: none"> ▶ Manage and develop the team ▶ Drawing summaries ▶ Strategic thinking
Scientist E	<ul style="list-style-type: none"> ▶ Coordination with Line Ministries to seek sectoral inputs on various aspects of India's climate action ▶ Synthesis of data and information to prepare zero draft of framework policy document and report for internal use ▶ Provide technical guidance to Legal Assistant and lawyer on the matters related to climate change ▶ Coordination with UN Climate Change Secretariat to convey update on India's Climate Action ▶ Prepare briefs and reports for senior officers during debate and discussions on various aspects of Climate Change ▶ Examination and evaluations of various reports, technical papers, civil society organisations etc. ▶ Preparation of Technical briefs for use in annual conference of parties to UNFCCC and its Paris Agreement ▶ Preparation of Zero draft for subordinate legislations of the Environment (Protection) Act, 1986 	<ul style="list-style-type: none"> ▶ Remain updated on developments from the scientific aspects of climate change discourse ▶ Grasp of data analysis tools and techniques ▶ Develop technical notes ▶ Scientist should have familiarity with digital tools and platforms and data visualization skills 	<ul style="list-style-type: none"> ▶ Scientist should have team building and leadership skills ▶ Communication ▶ Decision making capabilities ▶ Possess legal acumen

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Interpretation and monitoring/regulation of policies/ acts/schemes pertaining to climate change (climate commitments/targets/vision nationally) ▶ Know-how about latest climate change practices at national and international level (CC mitigation/adaptation) ▶ Familiarity with technological advancements and developments w.r.t. CC mitigation, global trends, funding flows, etc. ▶ Review and identification of key takeaways from technical studies/reports and their applicability to Indian context (e.g., IPCC AR, IEA, IRENA, etc.) ▶ National Action Plan on Climate Change (NAPCC)- Policy, overall coordination, including new missions being formulated under NAPCC ▶ Submission of pertinent information towards preparation of Annual Report and Economic Survey ▶ File processing for matters related to "Bunker Fuels" – International Civil Aviation Organization (ICAO) and International Maritime Organization (IMO) and NDC ▶ Work related to the Climate Change component of Vision 2047 ▶ Dealing with multilateral organizations – G20; BRICS - in respect of Climate Change 		
Scientist D	<ul style="list-style-type: none"> ▶ Preparation of national greenhouse gas inventories and national communications to the United Nations Framework Convention on Climate Change (UNFCCC) ▶ Familiarization with national NAPCC and SAPCC mandate and objectives: Climate change impacts, disaster management and adaptation priorities ▶ Coordination of programs on climate change like black carbon and long-term ecological observatories ▶ Managing matters related to the Climate Change Action Programme (CCAP), National Institute for Climate Change Studies and Actions (NICCSA), National Adaptation Fund of Climate Change (NAFCC) ▶ Interpretation and monitoring/ regulation of policies/ acts/ schemes pertaining to climate change ▶ Detailed understanding of various forums related to Climate Change such as UNFCCC, Paris Agreement, NAPCC, NDC, CCAP 	<ul style="list-style-type: none"> ▶ Possess data analysis tools and techniques ▶ Maintaining and updating climate performance related data within the country ▶ Develop technical notes ▶ Drafting policy formulation ▶ Multisectoral understanding of climate mitigation and adaptation issues ▶ 	<ul style="list-style-type: none"> ▶ Should possess multi-tasking and stakeholder engagement skills ▶ Should give attention to details ▶ Possess Legal acumen

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Secretarial Staff	<ul style="list-style-type: none"> ▶ Should have in depth grasp on topics like black carbon ▶ Oversee coordination with Line Ministries on various aspects of India's climate action ▶ Review of Legal matters related to climate change ▶ Coordination with UN Climate Change Secretariat to convey update on India's Climate Action ▶ Review of reply to the parliamentary questions ▶ Review of briefs and reports for senior officers during debate and discussions on various aspects of CC ▶ Interpretation and monitoring/regulation of policies/ acts/schemes pertaining to climate change (climate commitments/targets/vision nationally) ▶ Know-how about latest climate change practices at national and international level (CC mitigation/adaptation) 	<ul style="list-style-type: none"> ▶ Develop summary notes ▶ Manage and coordinate with the office staff for day-to-day work ▶ Being updated on key positions presented to Parliament and its committees 	<ul style="list-style-type: none"> ▶ Communication and data management skills ▶ Stakeholder engagement and communication Closing tasks

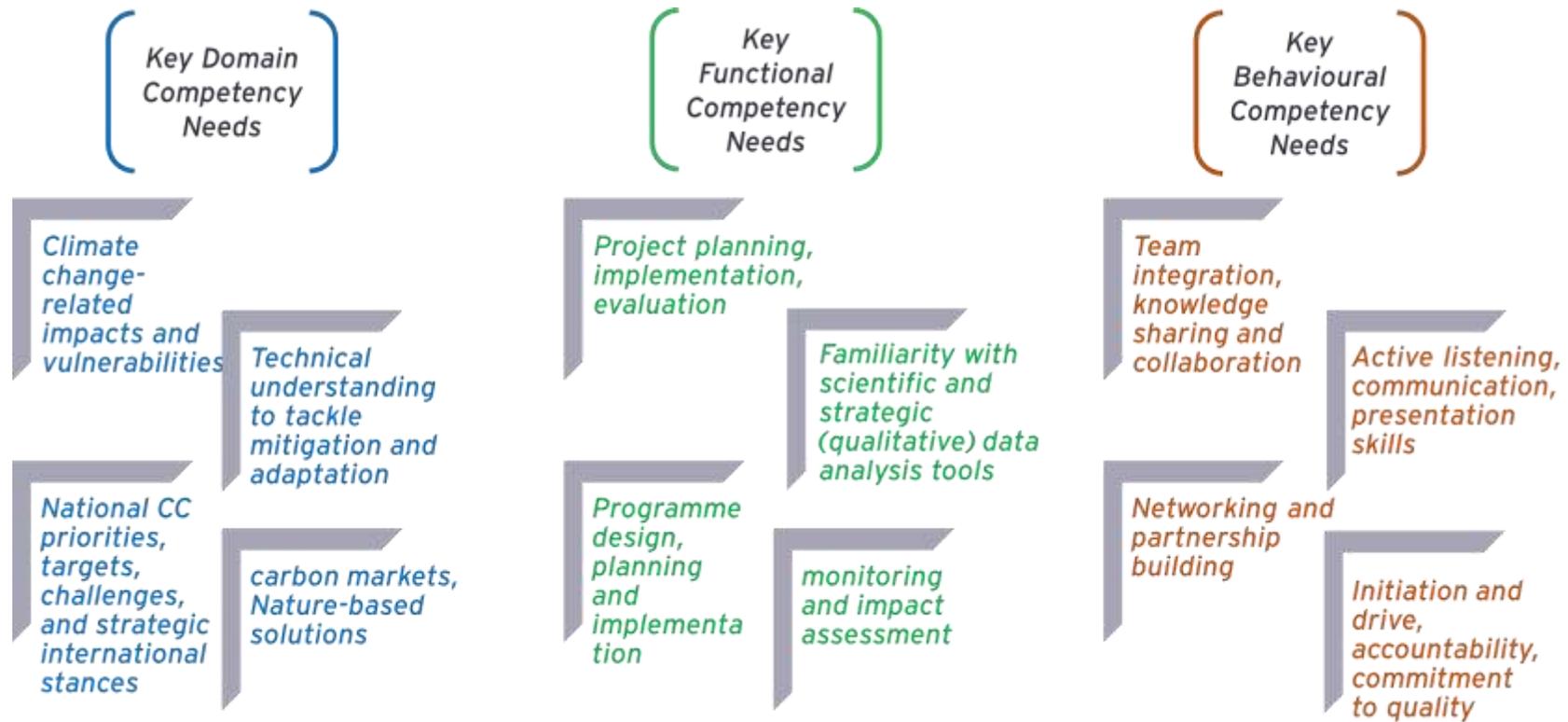


Figure 20:Key competency needs of CC Division

Table 52: Domain, functional & behavioural competency gaps identified for division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Intermittent knowledge update about the latest technologies in climate mitigation ▶ Assessing the viabilities of new programs/ policies developed by scientists ▶ Climate finance (instruments and mechanisms) 	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the projects ▶ Drafting notes and policy papers ▶ Impact assessment and evaluation of the policies implemented ▶ Skills on policy formulation and drafting skills ▶ Writing policy notes/ synthesis papers 	<ul style="list-style-type: none"> ▶ Negotiation skills may be improved upon. ▶ Good writing/ reviewing skills ▶ Technological / Scientific orientation ▶ Setting work distribution and accountability ▶ Attention to detail
Scientist E	<ul style="list-style-type: none"> ▶ Comprehensive understanding of foundational domain knowledge, for example, on national CC priorities, issues, challenges, and opportunities (in line with India's NDC update, 2070 Net Zero vision, etc.) ▶ In-depth understanding of international treaties/ conventions like Paris Agreement, Montreal Protocol, Kyoto Protocol and applicability to Indian context ▶ Information that is readily available on developments in climate change vulnerability, risk assessment, adaptation and mitigative measures ▶ Regularly updated information on scientific and legal studies (e.g., IPCC) on NDC, Net-Zero, CDM, carbon trading, etc. ▶ Action and priorities of other line Ministries on the subject 	<ul style="list-style-type: none"> ▶ Proficiency in data analysis tools and techniques ▶ Data-led decision making ▶ Technical writing/ memo writing 	<ul style="list-style-type: none"> ▶ Negotiation and communication skills to deal with international counterparts
Scientist D	<ul style="list-style-type: none"> ▶ Technical knowledge to design national Carbon Markets ▶ Insight in Intergovernmental Panel on Climate Change (IPCC) on national GHG inventory guidelines ▶ Climate monitoring systems and methods ▶ In-depth understanding of international treaties/ conventions like Paris Agreement, Montreal Protocol, Kyoto Protocol and applicability to Indian context 	<ul style="list-style-type: none"> ▶ Proficiency in data analysis tools and techniques ▶ Technical writing ▶ Skills on policy formulation and drafting skills 	<ul style="list-style-type: none"> ▶ Multi-tasking skills ▶ Stakeholder engagement skills ▶ Time management

ENV 2: Conservation and Survey (C&S) Division:

The Conservation and Survey Division is headed by Ms. Nameeta Prasad, Joint Secretary and this division is responsible for administration of Botanical Survey of India and Zoological Survey of India. It also deals with the International Union for Conservation of Nature and Natural Resources (IUCN), Biodiversity Conservation and World Heritage sites, Convention on Biological Diversity, Regional Botanical Gardens, Wetlands, Mangroves, Biosphere Reserves. The Division also deals with the regulation of products and processes derived from modern biotechnology and implementation of Cartagena Protocol on Biosafety.

Designation of Biosphere Reserve is handled by ASO/Additional Director/ Director, AS, Secretary and then Minister of MoEF&CC. Sanctioning of Integrated Management Plans is taken care by ASO, then Addl.Dir./ Dir, Advisor and as per delegation of financial powers. Submission of reports/ requisite information to UNESCO is routed from ASO to Addl Dir/ Director to Advisor to AS and finally by Secretary. Budget Matter/ discussion with State Govts, on IMPBR, forwarding of application for Awards/ Material for Annual Report, Annual Action Plan are routed from ASO to Addl. Dir/ Director to Advisor. Submission of information to PAO/RTI Cell is handled by ASO to Addl Dir/ Director.

Organogram:

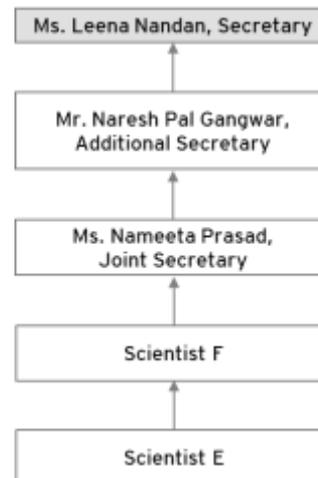


Figure 21: Organogram of C&S division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 53: Domain, functional & behavioural competencies required for C&S division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F (Biosphere Reserve)	<ul style="list-style-type: none"> ▶ Examination of Management Action Plans for consideration of financial assistance under Centrally Sponsored sub-Scheme of Biosphere Reserves submitted by the State Governments / UT administrations and make appropriate recommendation for disbursement of funds as admissible. ▶ On boarding of Centrally Sponsored Scheme of Biosphere Reserves from Direct benefit Transfer ▶ Coordination with UNESCO, Paris for consideration by the International Coordination Council of UNESCO for inclusion of Panna Biosphere Reserve in the World Network of Biosphere Reserves. ▶ Examination and preparation of reply/comments on the report on evaluation CSS in respect of Biosphere Reserve Scheme undertaken by Niti Aayog. ▶ Initiatives / process of restructuring of Biosphere Reserve Scheme in consonance with the recommendations of Niti Aayog ▶ Initiative for revision of Guidelines for Biosphere Reserves undertaken and in process. ▶ Identify new Biosphere Reserves for recognition. 	<ul style="list-style-type: none"> ▶ Coordination with UNESCO for celebration of 50th Year of Man and Biosphere programme of UNESCO. ▶ Preparation and finalisation with reasons for dropping of pending Lok Sabha Assurance. ▶ Scheme implementation ▶ Develop cabinet notes ▶ Understanding of budgeting process 	<ul style="list-style-type: none"> ▶ Manage multiple stakeholders through effective communication ▶ Develop skills for multi-tasking ▶ Management of time for dealing with various stakeholders ▶ Excellent communication skills, assertiveness and ability to delegate ▶ Result orientation
Scientist E (Biosphere Reserve)	<ul style="list-style-type: none"> ▶ Formulation of Guidelines on Integrated Management Plan for Biosphere Reserves for a period of five year. ▶ Implementation of Integrated Management Plan for Biosphere Reserves in Four Biosphere Reserves at initial stage. ▶ Identify new Biosphere Reserves for recognition with the help of Man and Biosphere (MAB) Committee. ▶ Co-ordination with UNESCO for inclusion of Biosphere Reserves in the World Network of Biosphere Reserves (WNBR). ▶ Examination of proposals and Coordination with stakeholders (State Governments and Nodal Institutions) ▶ Organise meeting ▶ Handling Parliamentary responses 	<ul style="list-style-type: none"> ▶ Handling Parliamentary Assurance ▶ Manage budget matters/ RTI matters/ Public Grievance matters. ▶ Implementation of the Scheme. ▶ Co-ordination with UNESCO for work related to Indian Man & Biosphere Committee ▶ Implementation of activities on ground 	<ul style="list-style-type: none"> ▶ Manage stakeholders effectively ▶ Excellent communication and problem solving approach. ▶ Coordination with all officers and to perform work in a team

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	▶ Handling RTI applications		

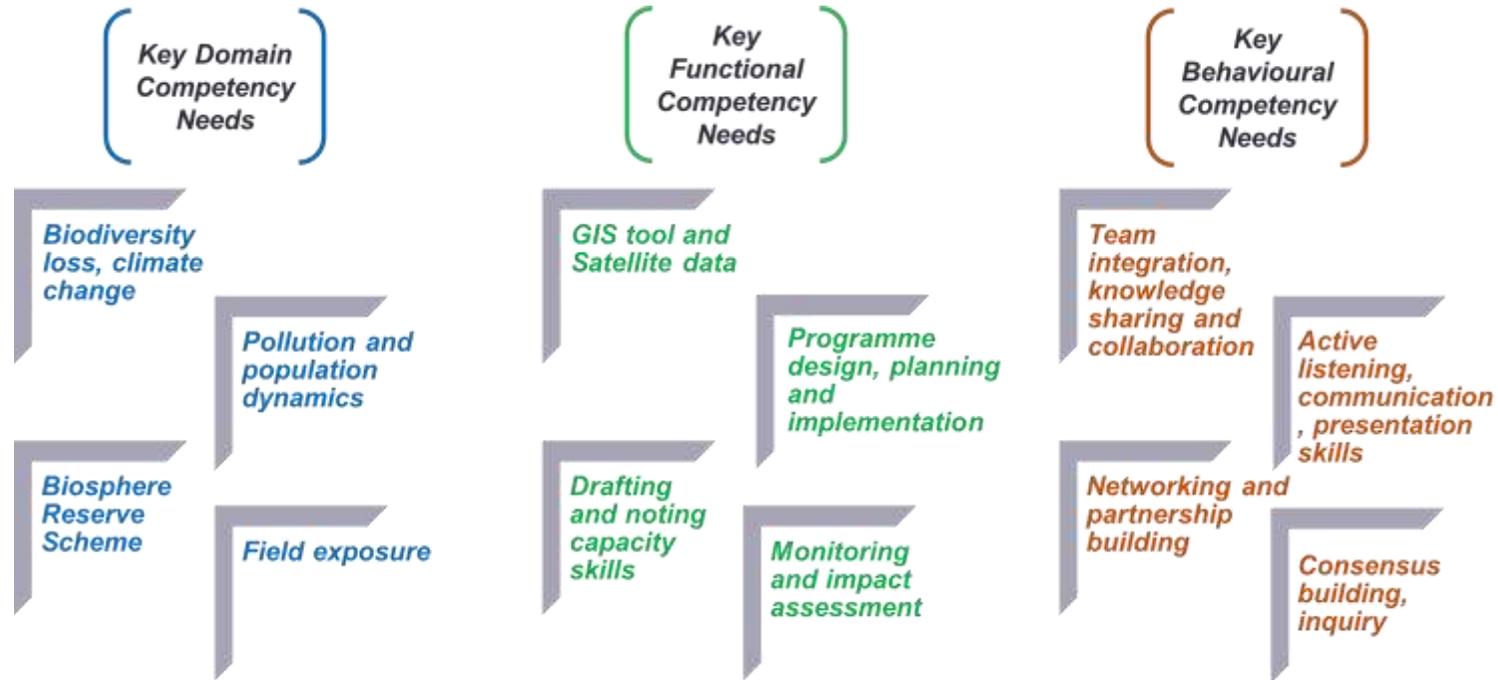


Figure 22: Key competency needs of C&S Division

Table 54: Domain, functional & behavioural competency gaps identified for C&S division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F (Biosphere Reserve)	<ul style="list-style-type: none"> ▶ Orientation on Biosphere Reserve Scheme in consonance with the recommendations of Niti Aayog ▶ Methods of tackling long term risks such as biodiversity loss, climate change, pollution and population dynamics in the context of biosphere reserve ▶ ▶ 	<ul style="list-style-type: none"> ▶ Proper organisation and documentation of documents for their easy access and retrieval ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries ▶ Preparation of SFC, EFC and Cabinet note 	<ul style="list-style-type: none"> ▶ Development of multi-tasking skills Time management skills to manage multiple assignments
Scientist E (Biosphere Reserve)	<ul style="list-style-type: none"> ▶ Formulation of Guidelines on Integrated Management Plan for Biosphere Reserves for a period of five year. ▶ Coordination with stakeholders (State Governments and Nodal Institutions) ▶ 	<ul style="list-style-type: none"> ▶ Preparation of SFC ▶ Implementation of the provisions of the scheme in States effectively 	<ul style="list-style-type: none"> ▶ Result oriented approach ▶ Time management

ENV 3: Control of Pollution (CP) Division:

The Control of Pollution Division is headed by Mr. Naresh Pal Gangwar, Additional Secretary. This division is responsible for administration of Air Act, Water Act, CAQM and other matters related to control of pollution division.

Parliamentary matters are handled by US/DD/JD/AD/Dir/Sc and then by JS, Secretary and MoS/MEF. Framing rules/regulations, policies on (Standard/ RO/ Industrial Pollution/ Recruitment Rules etc.) are handled by US/DD/JD/AD/Dir/Sc and then by JS, Secretary and MEF. Appraisal of projects under CP Scheme are managed by US, Director and finalised by JS. Approval of projects recommended by Project Appraisal Committee under CP Scheme, Issues of sanctions with administrative approval and approval of IFD (in GIA), Issues of sanctions with administrative approval and approval of IFD (in Scheme) are routed from US/DD/JD/AD to Dir/Sc to JS and then to Secretary. Import/Export for Custom Duty Exemption, Court cases filing of affidavits seeking adjournments are done by US/DD/JD/AD and reviewed by Dir/SC and then JS. Providing information to other Ministries, Monthly DO submissions, Progress Monitoring of Schemes, Niti Aayog related output/Outcome, performance Indices, scheme Budgets are routed from US/DD/JD/AD to Dir/Sc to final review by JS.

Organogram:

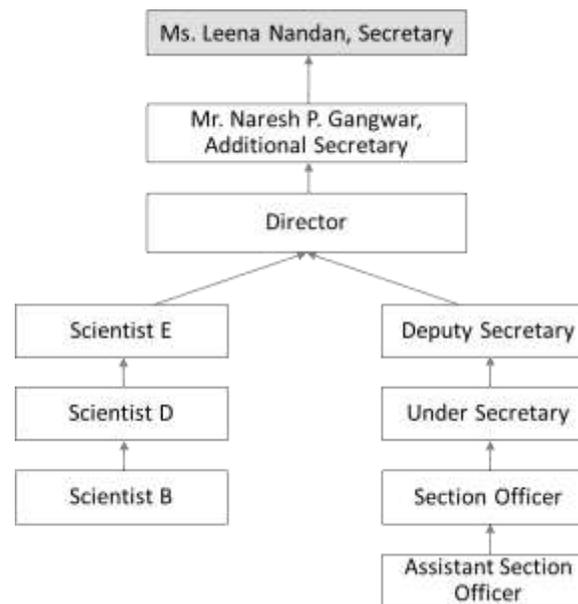


Figure 23: Organogram of CP division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 55: Domain, functional & behavioural competencies required for CP division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist E	<ul style="list-style-type: none"> ▶ Drafting of notification related to Emission and Discharge norms from industries ▶ Stakeholders' consultation with industries and line departments related to pollution control ▶ Coordination with Central and State Pollution Control Boards ▶ Handling grievance and complaints related to industrial pollution ▶ Coordination with Central and State Pollution Control Boards for site visit and inspections. ▶ Replies to parliamentary questions, assurances and Rule 377, RTI applications etc. ▶ Preparation of Scientific and technical comments of various court cases in Hon'ble Supreme Court, High Courts and NGT. ▶ Publishing notification related to Emission and Discharge norms ▶ Knowledge of monitoring and analysis of air quality data, source apportionment studies, National Ambient Air Quality Standards, National Clean Air Programme, fifteen finance commission grants, Nagar van scheme, Schemes of other ministries pertaining to air pollution control. ▶ Interpretation and monitoring/regulation of Acts, Policies, Guidelines such as Air Act 1981, Environment Protection Act 1986 	<ul style="list-style-type: none"> ▶ Experience in management and planning of assignments ▶ Evaluate and assess outcomes of the projects undertaken ▶ Review policy drafts in context of latest developments in sector 	<ul style="list-style-type: none"> ▶ Maintain work life balance ▶ Possess effective communication skill, Leadership & Navigation skills
Scientist D	<ul style="list-style-type: none"> ▶ Coordination with Stakeholders for recommendation of Fifteen Finance grant to million plus cities ▶ Implementation of 'Control of Pollution' scheme for R&D projects ▶ Engagement with International organizations ▶ Formulation/ modification of Scheme/ Programmes/ Guidelines/ PORTAL for control and prevent air pollution ▶ Handling parliamentary matters, Coordination with CPCB, SPCBs and concerned line ministries and departments for inputs on parliament matters, handling RTI queries ▶ Knowledge of monitoring and analysis of air quality data, source apportionment studies, National Ambient Air Quality Standards, National Clean Air Programme, fifteen finance commission grants, 	<ul style="list-style-type: none"> ▶ Possess procedural knowledge in engagement with international organizations ▶ Scientist should have familiarity with digital tools and platforms and data visualization skills ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Show proactiveness in work completion ▶ Multi-tasking skills ▶ Active listening skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<p>Nagar van scheme, Schemes of other ministries pertaining to air pollution control.</p> <ul style="list-style-type: none"> ▶ Interpretation and monitoring/regulation of Acts, Policies, Guidelines such as Air Act 1981, Environment Protection Act 1986 ▶ Understanding of Government of India (Allocation of Business) Rules, 1961 and amendments thereto, Central Secretariat Manual of Office Procedure, 2019, General Financial Rules, Delegation of Financial Powers Rules, Manual of Parliamentary Procedures in the Government of India, 2019, eOffice User Manual, Output Outcome Monitoring Framework, Guidelines of CPCB with respect to air pollution control 		
Scientist B	<ul style="list-style-type: none"> ▶ Handling matters pertaining to Control of Pollution (Water) Division of the Ministry (CPW) including ▶ Handling matters related to water pollution arising from non-industrial sources ▶ Representations to the division (including PMO, VIP references) ▶ Handling legal cases, parliamentary matters and RTI for Water Pollution ▶ Handling matters of Taj Trapezium Zone (TTZ) and grievances related to TTZ Authority ▶ Understanding of Control of Pollution scheme, Water (Prevention and Control of Pollution) Act, 1974, Notification for TTZ Authority 	<ul style="list-style-type: none"> ▶ Well versed with procedure of court cases and RTI matters ▶ Know grievance handling mechanisms 	<ul style="list-style-type: none"> ▶ Good communication skills and stakeholder management ▶ Collaborate with teammates
Under secretary	<ul style="list-style-type: none"> ▶ Handling department promotion committee meetings ▶ Commission for Air Quality Management in NCR & adjoining areas (CAQM) - administration & Financial matter related to CAQM - Mitigation steps/ coordination for curbing of air pollution sources ▶ Administration of Central Pollution Control Board (CPCB), CAQM ▶ Knowledge of Air Act 1981 	<ul style="list-style-type: none"> ▶ Possess skills to assess and evaluate the policies implemented ▶ Understand financial management 	<ul style="list-style-type: none"> ▶ Undertake new initiatives ▶ Should manage stakeholders effectively ▶ Able to manage conflict

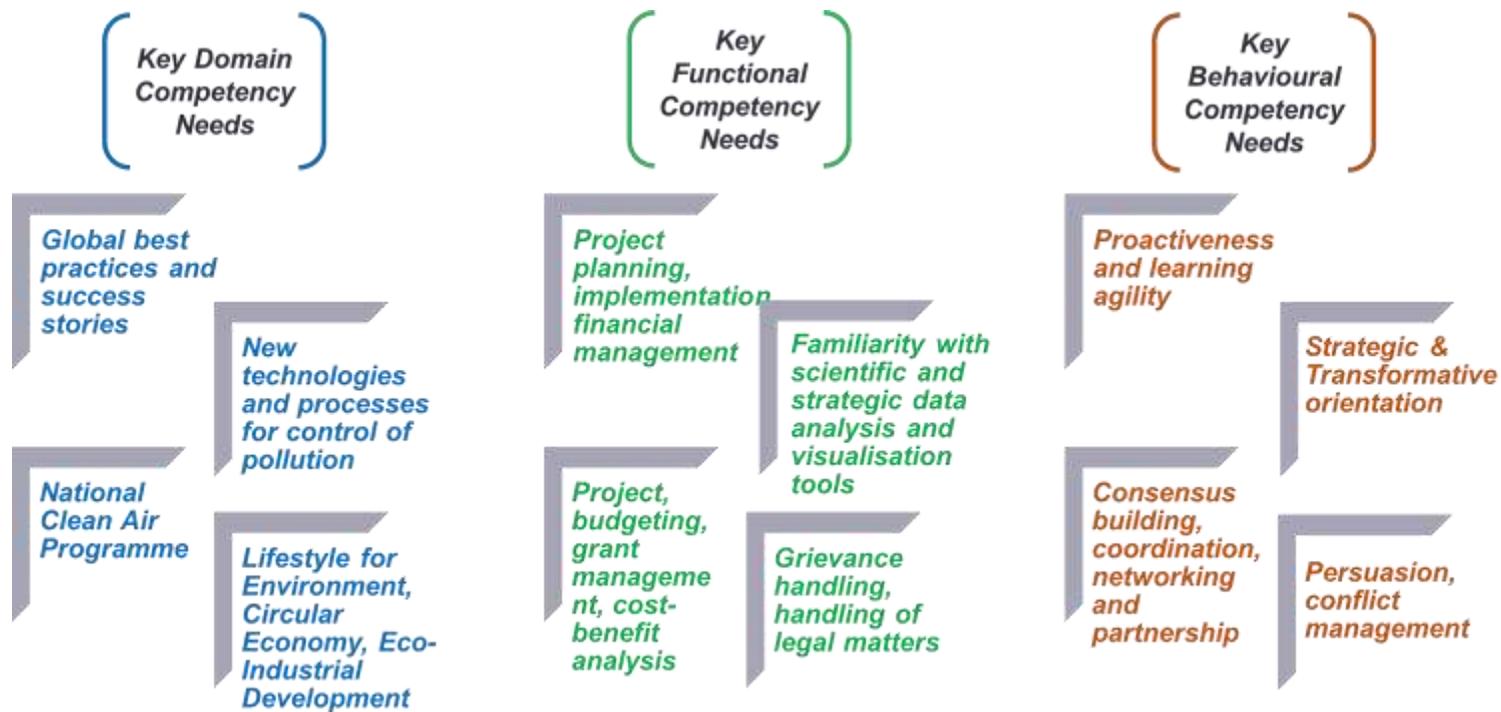


Figure 24: Key competency needs of CP Division

Table 56: Domain, functional & behavioural competency gaps identified for CP division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E	<ul style="list-style-type: none"> ▶ Knowledge of basic legal structures and functioning & duties of various government departments ▶ Information on best practices applied globally in relation to Emission and Discharge norms 	<ul style="list-style-type: none"> ▶ Experience in management and planning of assignments 	<ul style="list-style-type: none"> ▶ Work life balance, Communication skill, Leadership & Navigation skills
Scientist D	<ul style="list-style-type: none"> ▶ State-of-art technologies in the air pollution management ▶ Familiarization of the rules and guidelines from the acts 	<ul style="list-style-type: none"> ▶ Procedural knowledge in Engagement with International organizations 	<ul style="list-style-type: none"> ▶ Multi-tasking skills
Scientist B	<ul style="list-style-type: none"> ▶ Understanding of various issues related to TTZ and water pollution due to non-industrial sources 	<ul style="list-style-type: none"> ▶ Information on court cases on timely basis ▶ Information on RTI Matters 	<ul style="list-style-type: none"> ▶ Teamwork, Communication skills ▶ Stage fear
Under secretary	<ul style="list-style-type: none"> ▶ Legal expertise for drafting of rules ▶ Technical inputs for replying to parliamentary questions 	<ul style="list-style-type: none"> ▶ Data analysis ▶ Proactiveness and learning agility 	<ul style="list-style-type: none"> ▶ New initiatives due to routine work

ENV 4: Environment Education (EE) Division:

The Environment Education Division is headed by Dr. Sujit Kumar Bajpayee, Joint Secretary. This division is responsible for extension of financial support to Implementing Agencies (IAs) for implementation of Environment Education Programme (EEP), promotion and facilitation of environmental awareness activities through Eco-clubs and development of knowledge products/ reports/ compilation of resource materials for imparting Environment Education.

Parliamentary matters and VIP references under EE Division are prepared by Scientist and then submitted through Joint Secretary and Secretary for final approval by the Minister. Matters related to Parliament Standing Committee, Public Accounts Committee, PMO references, Guidelines of EEP sub-scheme, Sanction of grants-in-aid above Rs. 1 crore for implementation of EEP sub-scheme, policy decisions related to major matters such as portal developments/ technological interventions, inter-ministerial collaborations, collaborations with international organisations, organization for outreach activities/ campaigns development of knowledge products, providing comments/ inputs to various Ministries/Departments, Annual Action Plan, etc. are initiated by ASO and then submitted through Scientist and Joint Secretary for final approval by Secretary. Sanction of grants-in-aid upto Rs. 1 crore for implementation of EEP sub-scheme, finalization of indicators for Output-Outcome Monitoring Framework, budget estimation and related matters, Annual Report, appeals under RTI Act, 2005, Public Grievances and other references from public are initiated by ASO and submitted through Scientist for final approval by Joint Secretary. Routine matters related to implementation of EEP sub-scheme, co-ordination with Implementing Agencies and other stakeholders, Applications under RTI Act, 2005, etc. are handled by ASO under the guidance of Scientist.

Organogram:

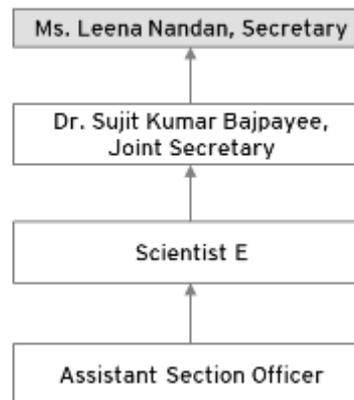


Figure 25: Organogram of EE division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 57: Domain, functional & behavioural competencies required for EE division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist E	<p>Implementation of scheme/ programme for environment education</p> <ul style="list-style-type: none"> ▶ Formulate or propose modifications to guidelines for implementation of environmental education scheme/ programme in line with various rules and procedures for sanctioning of grants and also considering ease of operations and for schemes/ programmes for non-formal environment education following the appraisal and approval process as defined by D/o Expenditure. ▶ Analyse financial requirement for the scheme/ programme for proposing budget estimates, supplementary funds, etc. following instructions from D/o Expenditure ▶ Scrutinize and appraise proposals received from implementing agencies put up by subordinates/ section for decision on release of grants following the extant financial rules and scheme/ programme guidelines ▶ Issue sanction orders for release of grant-in-aid to implementing agencies in accordance with financial concurrence and administrative approval and following procedure for release through the Public Finance Management System ▶ Monitor financial performance of the scheme/ programme for proposing revised budget estimates, surrender of savings, etc. and for prudent utilization of funds following instructions from D/o Expenditure ▶ Describe and propose targets for output and outcome indicators for monitoring of performance of scheme/ programme following instructions of NITI Aayog ▶ Assess and suggest ways to improve performance of implementing agencies for achieving desired output and outcome of scheme/ programme by examining financial and physical performance vis-à-vis targets 	<p>Implementation of scheme/ programme for environment education</p> <ul style="list-style-type: none"> ▶ Supervise coordination with the implementing agencies by subordinates/ section for timely submission of proposals, financial statements and reports, updating of portals, etc ▶ Assess and report on the performance of the scheme/ programme to determine progress in outcome achievement and to suggest mid-course/ end-of- term corrections <p>Collaborations with various Divisions, Ministries/ Departments, national and international organizations for educational programmes</p> <ul style="list-style-type: none"> ▶ Facilitate organization of environment educational programmes for children by various Divisions of this Ministry as well as other Ministries/ organizations through the Eco-club network. ▶ Devise action plans and reporting protocols for programmes implemented through Eco-clubs. ▶ Report on the outreach achieved through Eco-clubs as required for the various programmes. <p>Development of web-portals for environment education</p> <ul style="list-style-type: none"> ▶ Analyse and propose development of/ improvement in web-portals for ease of implementation of programmes and monitoring of performance following prescribed Guidelines for Indian Government Websites. ▶ Monitor progress in development/ improvement of web-portal to suggest modifications in input forms, performance evaluation protocols and report 	<ul style="list-style-type: none"> ▶ Scientist should have strategic thinking capabilities and organizational awareness ▶ Should provide attention to details while synthesizing information ▶ Excellent communication skills to manage various stakeholder involved

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Design and oversee maintenance of datasets for monitoring effective implementation of the scheme. ▶ Devise methods and arrange for scientific evaluation of outcome achievement <p>Resource development for environment education</p> <ul style="list-style-type: none"> ▶ Propose development of resource materials/ Teaching-Learning Material (TLM) for curriculum-based or non-formal environment education. ▶ Propose development of assessment tools for evaluating environment education activities <ul style="list-style-type: none"> ▶ Familiarization with Environment Education – definition, importance, historical development, methods and challenges ▶ Interpretation of the policies/acts such as National Education Policy, 2020, Right of children to free and compulsory education (RTE) Act, 2009. ▶ SOPs for processing of proposals from implementing agencies for release of grant-in-aid, outsourcing of services like publication, development of website, etc., engaging consultants ▶ Inclusion of Environment Education in the National Curriculum Framework 	<p>formats as per requirement of the scheme/ programme.</p> <p>Nodal point for matters related to National Education Policy, 2020</p> <ul style="list-style-type: none"> ▶ Compile and prepare comments and suggestions for implementation of National Education Policy with focus on imparting environment education. ▶ Co-ordinate with Ministry of Education in matters related to National Education Policy, curriculum development for school and higher education, etc. for achieving the aims and objectives of National Education Policy. <p>Record management of Environment Education Division</p> <ul style="list-style-type: none"> ▶ Oversee management of files and records by section, ▶ Review of physical files and records for weeding out, ▶ Review and propose closing of e-files <p>Other Work</p> <ul style="list-style-type: none"> ▶ Verify and improve replies to Parliament Questions, Parliament Assurances, matters raised under Rule 377, Special Mentions, matters raised for Zero Hour, Private Bill, RTI queries, court matters etc. ▶ Should have knowledge of office procedures and working with eOffice ▶ Understanding of financial rules and Public Finance Management System portal ▶ Should know data analysis tools and techniques 	
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Examine, analyse and put-up proposals received from implementing agencies for release of grants 	<ul style="list-style-type: none"> ▶ Coordination with all Implementing Agencies under the Scheme for organization of environment educational programmes for children by various Divisions of this Ministry as well as other 	<ul style="list-style-type: none"> ▶ Participate in team building exercise ▶ Have excellent communication skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Propose and create templates for development of/ improvement in web-portals for ease of implementation of programmes and monitoring of performance ▶ Understanding of Environment Education Programme guidelines ▶ Knowledge of procedures prescribed in Central Secretariat Manual of Office Procedures, Record Retention Schedules 	<p>Ministries/ organizations through the Eco-club network</p> <ul style="list-style-type: none"> ▶ Assess and monitor financial performance of the scheme/ programme for proposing revised budget estimates, surrender of savings, etc. and for prudent utilization of funds ▶ Compile and maintain all the data of section/division for proper monitoring of the scheme ▶ Coordination with Cash Section, Internal Finance Division and Pay and Account Office for release of grant in time ▶ Compile and prepare comments and suggestions for implementation of National Education Policy with focus on imparting environment education and co-ordinate with Ministry of Education for the same ▶ Prepare replies to various Parliament matters raised under Rule 377, Special Mentions, matters raised for Zero Hour, Private Bill, etc ▶ Prepare inputs/ background material/ replies/ action taken reports for various Parliamentary committees ▶ Examine and take action on public grievances ▶ Management of files and records for their categorization, retention, transfer, etc. ▶ SOPs for processing of proposals from implementing agencies for release of grant-in-aid ▶ Knowledge of office procedures and Public Finance Management System portal and budget matters ▶ Should frame replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Providing attention to details while synthesizing information

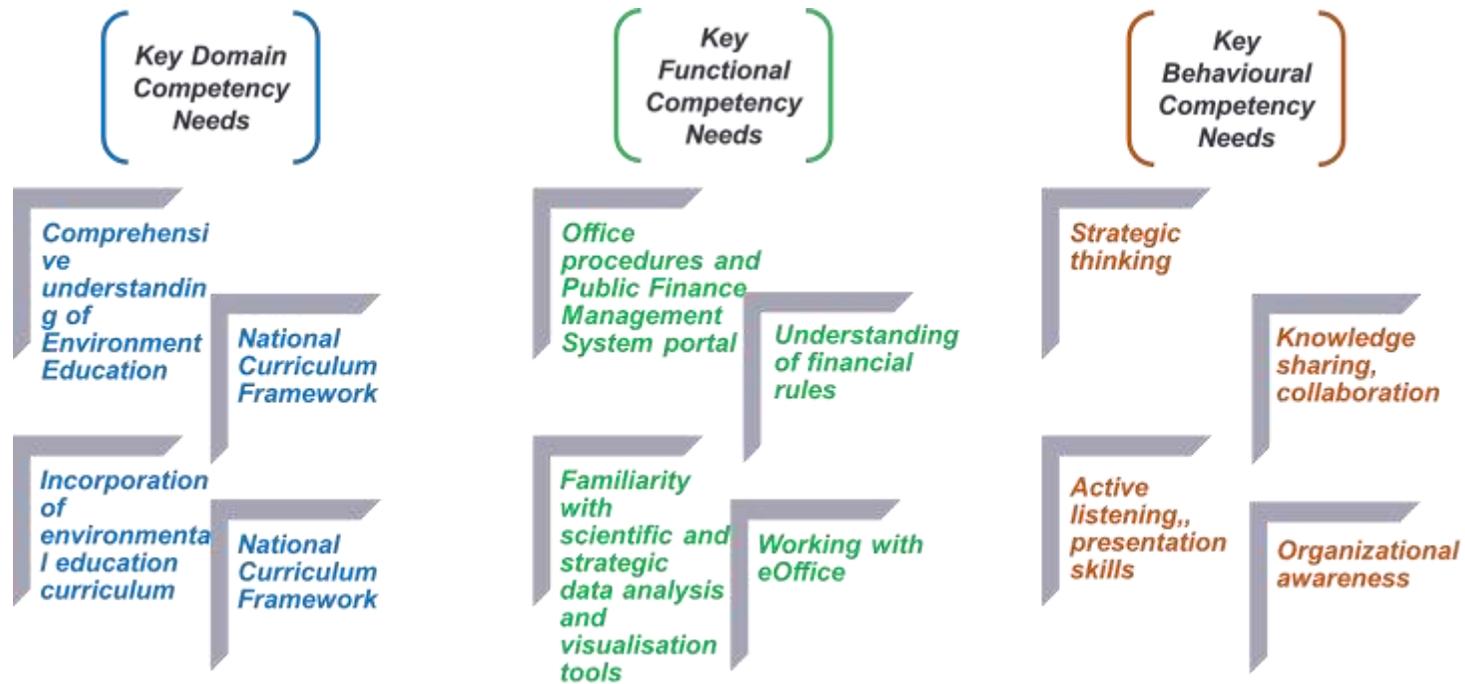


Figure 26: Key Competency Needs of EE Division

Table 58: Domain, functional & behavioural competency gaps identified for EE division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E	<ul style="list-style-type: none"> ▶ Comprehensive understanding of foundational domain knowledge on Environment Education ▶ Exposure to the SOPs being followed in the division ▶ Understanding of National Curriculum Framework ▶ Incorporation of environmental education curriculum for making the country's youth conscious about their environment, adopting green social behaviour and thus responding to the environment crises ▶ Providing inputs for National Education Policy to reorient the curriculum of environment education for making it more attractive and responsive to the local environmental issues 	<ul style="list-style-type: none"> ▶ Knowledge of office procedures ▶ Understanding of financial rules and Public Finance Management System portal ▶ Knowledge about working with eOffice ▶ Difficult to carry out data analysis 	<ul style="list-style-type: none"> ▶ Strategic thinking and organizational awareness, ▶ Data based decision making
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Exposure to the environment education theme viz. definition, importance, historical development to methods and challenges, best practices all around the world ▶ Understanding of office SOPs w.r.t. financial proposals 	<ul style="list-style-type: none"> ▶ Knowledge of office procedures and Public Finance Management System portal ▶ Exposure and expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Motivation and team building exercise

ENV 5: Environmental Health Division:

The Environment Health Division is headed by Ms. Richa Sharma, Additional Secretary. This division looks after National Environmental Health Profile Study and supports research for studying the health impacts of environmental pollution through sanctioning of grant-in-aid under the 'Control of Pollution' Scheme. Various matters from this division are initiated by Sc B/D and reviewed by AS/ Secretary/ Minister.

Organogram:

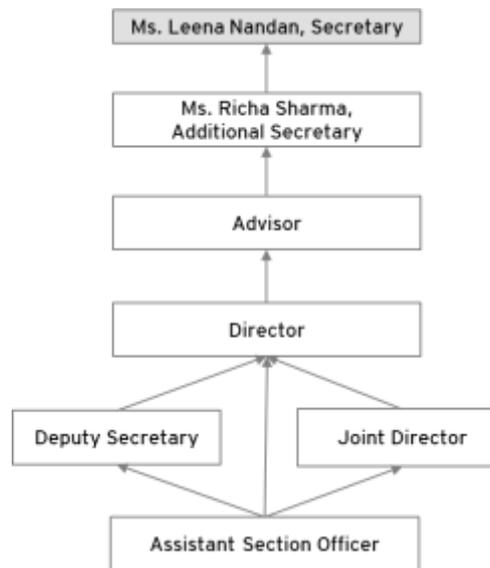


Figure 27: Organogram of EH division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 59: Domain, functional & behavioural competencies required for EH division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> Review of draft technical comments/ filing of Affidavit on various court cases in Hon'ble Supreme Courts/ High Court and National Green Tribunals. 	<ul style="list-style-type: none"> Review of VIP references, Rule 377, PMO reference, Parliament matters and public grievances 	<ul style="list-style-type: none"> Decision making Result orientation acumen Stakeholder management

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Review of Scientific/technical notes on various issues related to Eco-Sensitive Zone/Area and Environmental Health ▶ Knowledge of national and international environmental health issues such as mercury levels present near industrial area, air pollutants present in air ▶ Reviewing grant-in-aid for supporting research for studying the health impacts of environmental pollution 	<ul style="list-style-type: none"> ▶ Policy Monitoring & Impact Assessment ▶ Project management and evaluation of outcomes 	<ul style="list-style-type: none"> ▶ Problem solving
Deputy Secretary	<ul style="list-style-type: none"> ▶ Knowledge of national and international environmental health issues such as mercury levels present near industrial area, air pollutants present in air ▶ Overseeing projects/studies related to environmental health 	<ul style="list-style-type: none"> ▶ Project management and Evaluation of objectives, outcomes / outputs 	<ul style="list-style-type: none"> ▶ Possess multitasking skills to manage workload ▶ Result orientation acumen ▶ Stakeholder management
Joint Director	<ul style="list-style-type: none"> ▶ Preparation of draft technical comments/ filing of Affidavit on various court cases in Hon'ble Supreme Courts/ High Court and National Green Tribunals. ▶ Technical guidance to interns posted in the division and coordinating with other Divisions/ Ministries ▶ Preparation of Scientific/technical notes on various issues related to Eco-Sensitive Zone/Area and Environmental Health ▶ Publication of scientific papers ▶ Knowledge of national and international environmental health issues such as mercury levels present near industrial area, air pollutants present in air ▶ Understanding of Scientific Research methods pertaining to environmental health ▶ Sanctioning of grant-in-aid for supporting research for studying the health impacts of environmental pollution ▶ Scientific writing and Communication for publication of technical papers ▶ Interpretation of regulation/acts, Policies, Guidelines such as the Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005 	<ul style="list-style-type: none"> ▶ CPIO of Environmental Health Cell (EHC) and Eco-Sensitive Zone Division under the RTI Act, 2005. ▶ Assisting in conducting the Expert Committee/Review meetings held from time to time for appraisal of proposals/pending matters ▶ Coordinating with other stakeholders such as medical colleges, CPCB/SPCB/IMD etc for Environmental Health ▶ Disposal of VIP references, Rule 377, PMO reference, Parliament matters and public grievances etc. ▶ Coordinating with other Divisions/Ministries ▶ Attending inter-ministerial/Departmental meetings pertaining to subject matter of my division ▶ Familiar with SoP's for release of Grants ▶ Noting and drafting skills for preparing technical papers 	<ul style="list-style-type: none"> ▶ Possess multitasking skills to manage workload ▶ Result orientation acumen ▶ Attention to details while synthesizing information
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Familiarization with National Environmental Health Profile Study 	<ul style="list-style-type: none"> ▶ Handling PMO, VIP references and Grievances related to Environmental Health cell 	<ul style="list-style-type: none"> ▶ Communication skills ▶ Teamwork ▶ Time management

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Assessing proposal for grant-in-aid for supporting research for studying the health impacts of environmental pollution 	<ul style="list-style-type: none"> ▶ Disposal of VIP references, Rule 377, PMO reference, Parliament matters and public grievances etc. ▶ Coordinating with other Divisions/Ministries ▶ Preparation of replies and timely disposal of RTI's ▶ Familiar with SoP's for release of Grants 	<ul style="list-style-type: none"> ▶ Proactiveness

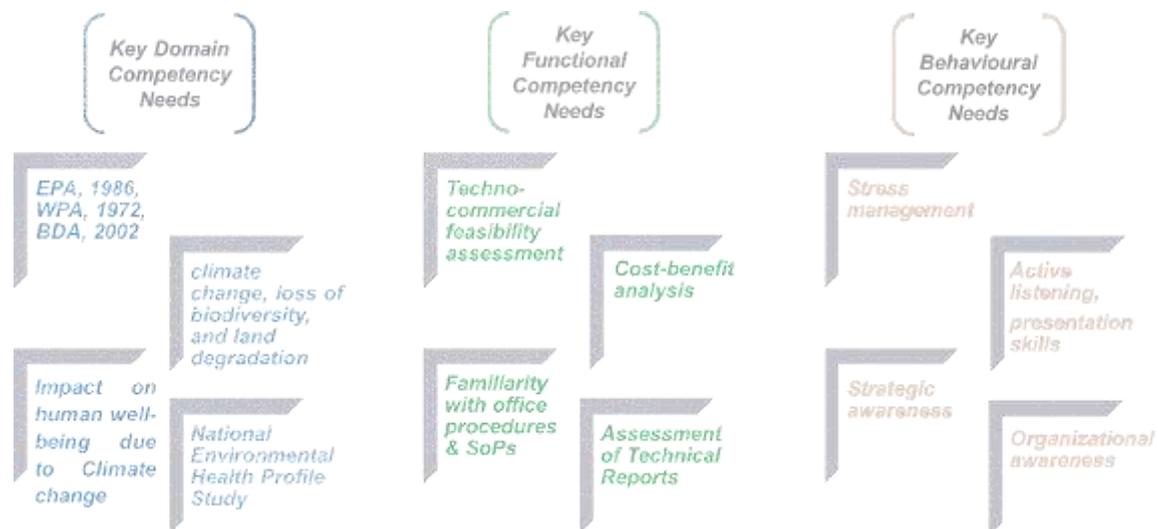


Figure 28: Key competence needs of EH Division

Table 60: Domain, functional & behavioural competency gaps identified for EH division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Review of draft technical comments/ filing of Affidavit on various court cases in Hon'ble Supreme Courts/ High Court and National Green Tribunals. ▶ Review of Scientific/technical notes on various issues related to Eco-Sensitive Zone/Area and Environmental Health ▶ Knowledge of national and international environmental health issues such as mercury levels present near industrial area, air pollutants present in air ▶ Reviewing grant-in-aid for supporting research for studying the health impacts of environmental pollution 	<ul style="list-style-type: none"> ▶ Evaluation of objectives, outcomes / outputs 	<ul style="list-style-type: none"> ▶ Stakeholder management ▶ Technological / Scientific orientation
Deputy Secretary	<ul style="list-style-type: none"> ▶ In depth understanding of Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005 	<ul style="list-style-type: none"> ▶ Evaluation of objectives, outcomes / outputs 	<ul style="list-style-type: none"> ▶ Stakeholder management
Joint Director	<ul style="list-style-type: none"> ▶ In depth understanding of Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005 ▶ Providing guidance for developing/ formulating Environment Health strategies and to review the activities on Environment Health ▶ Understanding of the impacts of broader aspects such as climate change, loss of biodiversity, and land degradation can also impact on human well-being by threatening the delivery of ecosystem services, such as access to freshwater and food production. 	<ul style="list-style-type: none"> ▶ Require knowledge about SoP's for release of Grants ▶ Information about handling of budget and disbursement of grants ▶ Awareness about office procedures and SoP's 	<ul style="list-style-type: none"> ▶ Stress management capabilities need to be developed
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Thorough understanding of National Environmental Health Profile Study 	<ul style="list-style-type: none"> ▶ Submission of information on court on timely basis 	<ul style="list-style-type: none"> ▶ Communication skills

ENV 6: Environmental Impact Assessment (EIA) Division:

Environmental Impact Assessment (EIA) Division is headed by Mr. Sujit Kumar Bajpayee, Joint Secretary and deals with policy matters relating to Environmental Impact Assessment and its implementation. It includes appraisal of projects, Research and Training in the area of Impact Assessment.

Constitution of State Level Environmental Impact Assessment Authority (SEIAA) and State Level Environmental Appraisal Committee (SEAC), Notification under the Environment (Protection) Act, 1986 and the amendments therein, OMs / Circulars on EIA matters, Approval / Rejection of Environmental Clearance under the EIA Notification, 2006 and subsequent amendments are handled by Sc C/D/Sc E/F and then by JS, AS and Secretary and then MEF. Amendment in environmental Clearance / CRZ Clearance, Transfer of Environmental Clearance, Monitoring of approved projects, Show-cause notice under section 5 of the Environment (Protection) Act, 1986 are initiated by Sc C/D, reviewed by Sc E, JS, AS, Secretary. Grant / rejection / Amendment / Corrigendum / Validity extension for ToR, De-listing of proposals from the pendency list, Transfer of proposals to SEIAA / SEAC, Monitoring of approved projects, Reply to Writ Petition / Original Application, hearing opportunity to the project proponent are finalised by JS.

Organogram:

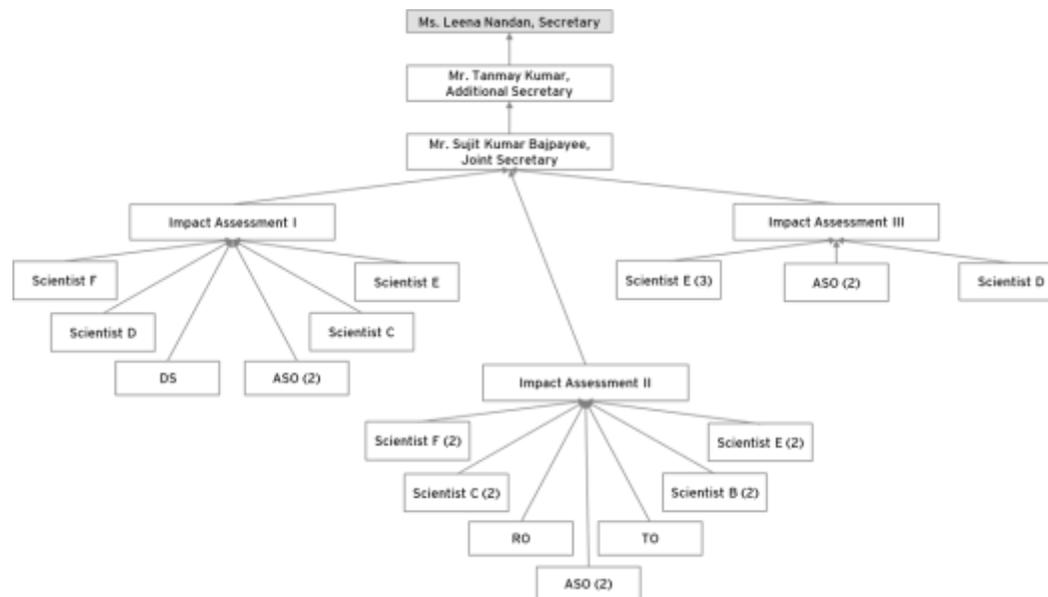


Figure 29: Organogram of EIA division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 61: Domain, functional & behavioural competencies required for EIA division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F IA (Coal Mining, IT and IWSU)	<ul style="list-style-type: none"> ▶ Examination of all projects as submitted by Project proponents for grant of EC and EC Amendments, ToR and its amendments on PARIVESH Portal ▶ Technical evaluation of Pre-Feasibility Reports for ToR, EIA/ EMP Reports for EC w.r.t. coal/Lignite mining, Coal Washeries projects. ▶ Facilitating conduct of Expert Appraisal Committee (EACs) and contributing constructively to enable EAC for making its decision by providing technical inputs to the EAC appraisal of the various project proposal ▶ Preparing technical notes/Drafting Minutes of Meeting for appraisal of various projects received for Environmental Clearance, Scoping Clearance (ToR) and connected amendments ▶ Processing project proposal with scientific examination and submitting to the senior officers for decision making based on Ministry's Environment Impact Assessment Notifications, 2006 and its amendments and OMs therein ▶ Thorough knowledge on EIA, 2006, various environment regulations, Industrial Waste Management, Air Act, Water Act, Environment Protection Act, Waste Management Rules 	<ul style="list-style-type: none"> ▶ Reducing the number of days taken for grant of EC or ToR for expediting the clearances process by using single window portal of PARIVESH. ▶ Management of MoEF&CC website ▶ Timely reply of RTI matters (Coal Mining Sector) ▶ Preparation of Scientific and technical comments of various court cases in Hon'ble Supreme Court, High Courts and Hon'ble NGT ▶ Preparation of replies for Parliaments Questions, Rule 377 and Special mention etc. ▶ Training on various environment tools and software may further enhance the scientifically assigned tasks ▶ Better Use of technological tools such as GIS tool and Satellite data may enhance the competency of scientific work and its analysis on the project 	<ul style="list-style-type: none"> ▶ Time management skill is required for overall work and life management ▶ Stay motivated in work
Scientist E (Non-coal Mining Sector)	<ul style="list-style-type: none"> ▶ Examine and process the files for environmental clearance for non-coal mining sector, mandated to consider the projects/ activities related to mining of minerals other than coal under the provisions of the EIA Notification, 2006 ▶ Understanding of Environment (Protection) Act, 1986, Mines and Minerals (Development and Regulation) Act, 1957 	<ul style="list-style-type: none"> ▶ Should be updated about evolving science and policy interface 	<ul style="list-style-type: none"> ▶ Excellent communication skills ▶ Provide attention to details while synthesizing information
Scientist E (2) (IA Policy)	<ul style="list-style-type: none"> ▶ Prepare Office Memorandums, Circulars and Notifications for streamlining the EC process under EIA, 2006 ▶ Carrying out the exercise to reduce compliance burdens in the MoEFCC as per the directions of DPIIT ▶ Prepare replies and forward the same to the concerned section after vetting from competent authority ▶ Re-constitution of SEIAA-SEAC vide publishing notification on e-gazette 	<ul style="list-style-type: none"> ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court ▶ Excellent Noting and drafting skills ▶ Ability to use Digital Tools and Platforms ▶ Evaluation and outcome assessment of the policies implemented 	<ul style="list-style-type: none"> ▶ Ability to Plan & Prioritize work ▶ Provide attention to details while synthesizing information

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Carrying out the exercises related to the Ease of Doing Business ▶ Decriminalization of EPA Act through EODB bill, 2022. ▶ Streamlining Environmental Laws (Air Act, Water Act and EPA) 		
<p>Scientist E, IA (MS-Industry 1 Sector)</p>	<ul style="list-style-type: none"> ▶ Member Secretary (Industry 1 Sector) under EIA, Notification, 2006 ▶ The projects stated in the schedule of the EIA Notification, 2006 require prior environmental clearance including Mineral based industries such as Mineral Beneficiation, Metallurgical Industries (Integrated Steel Plants, Primary & Secondary metallurgical industries, Ferro Alloy Plants), Coke Oven Plants, Cement Plants, Asbestos Industries, Skin/hide processing including tannery industries and Pulp & paper industries. ▶ Technical evaluation/examination of Form-I, Pre-feasibility Reports (PFR), EIA / EMP Reports and other studies. ▶ Examination of Proposals online on Parivesh Portal ▶ Preparation of technical record of discussion i.e., Minutes of EAC Meetings being conducted bi-monthly. ▶ Drafting various environmental mitigation safeguard measures viz. waste management, utilization of plastic waste & solid waste in incineration process in the Cement Industries, utilization of Treated STP/ETP water in process, ZLD, use of minimum water, mitigation of impacts, use of decision support system, protection of scheduled species, environment sensitivity etc., in the form of the specific conditions while deliberating the projects in EAC meetings. ▶ Documentation, study and analysis of the scientific and technical information/research publication used for various issues related to sector projects. ▶ Processing of various proposals related to grant of TOR, Modification in TOR, EC, Modification of EC, Transfer of TOR/EC as per the provisions of the EIA Notification, 2006. ▶ Optimization and Standardization of general and specific EC conditions of this sector in order to facilitate the processing of EC proposals. 	<ul style="list-style-type: none"> ▶ Preparation of Agenda for conducting the EAC meetings for appraisal of Industry projects for grant of Terms of Reference, Environmental clearance and Modifications in Environmental clearance etc ▶ Timely reply of RTI matters (FAA-Industry 1 sector) ▶ Follow-up with Central Ministries and State Governments on implementation of EIA Notification, 2006 ▶ Preparation of Scientific and technical comments of various court cases in Hon'ble Supreme Court, High Courts and Hon'ble NGT and facilitate Legal Assistance ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha ▶ Other Parliamentary matter such as Implementation of Assurances, Rule 377 and Special mention 	<ul style="list-style-type: none"> ▶ Excellent communication skills to manage stakeholders ▶ Initiate team building exercises ▶ Comprehensive Analysis for processing of projects

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Thorough knowledge on EIA, 2006, various environment regulations, Waste Management Rules, 2016 prescribed by the Ministry, HW Rules 2016, Plastic Waste Rules 2016 		
Scientist E IA (MS-Industry II Sector)	<ul style="list-style-type: none"> ▶ The projects stated in the schedule of the EIA Notification, 2006 require prior environmental clearance including Off-shore and onshore oil and gas exploration, development and production, Petroleum refining industry, Coal-tar processing units, Petro-chemical complexes (industries based on processing of petroleum fractions & natural gas and/or reforming to aromatics), Manmade fibres manufacturing, Petrochemical products and petrochemical based processing such as production of carbon black and electrode grade graphite (processes other than cracking & reformation and not covered under the complexes), Distilleries, Sugar industry, Oil & gas transportation pipeline (crude and refinery/ petrochemical products), passing through national parks/ sanctuaries/ coral reefs/ ecologically sensitive areas including LNG Terminal. ▶ Technical evaluation/examination of Form-I, Pre-feasibility Reports (PFR), EIA / EMP Reports and other studies. ▶ Examination of Proposals online on Parivesh Portal. ▶ Preparation of technical record of discussion i.e., Minutes of EAC Meetings being conducted bi-monthly. ▶ Drafting various environmental mitigation safeguard measures viz. waste management, utilization of plastic waste & solid waste in incineration process in the Cement Industries, utilization of Treated STP/ETP water in process, ZLD, use of minimum water, mitigation of impacts, use of decision support system, protection of scheduled species, environment sensitivity etc., in the form of the specific conditions while deliberating the projects in EAC meetings. ▶ Documentation, study and analysis of the scientific and technical information/ research publication used for various issues related to sector projects. ▶ Processing of various proposals related to grant of TOR, Modification in TOR, EC, Modification of EC, Transfer of TOR/EC as per the provisions of the EIA Notification, 2006. 	<ul style="list-style-type: none"> ▶ Preparation of Agenda for conducting the EAC meetings for appraisal of Industry projects for grant of Terms of Reference, Environmental clearance and Modifications in Environmental clearance etc ▶ Timely reply of RTI matters (FAA- Industry II sector) ▶ Follow-up with Central Ministries and State Governments on implementation of EIA Notification, 2006 etc. ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court. ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha, Other Parliamentary matter such as Implementation of Assurances, Rule 377 and Special mention etc. 	<ul style="list-style-type: none"> ▶ Excellent communication skills to manage stakeholders ▶ Initiate team building exercises ▶ Comprehensive Analysis for processing of projects

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Optimization and Standardization of general and specific EC conditions of this sector in order to facilitate the processing of EC proposals ▶ Thorough knowledge on EIA, 2006, various environment regulations, Waste Management Rules, 2016 prescribed by the Ministry, HW Rules 2016, Plastic Waste Rules 2016 		
Scientist E (IA-Infra-1)	Environmental and CRZ Clearance <ul style="list-style-type: none"> ▶ Scrutiny, appraisal and processing of files for grant of Environmental and CRZ clearance for various Infrastructure Development projects related to Ship breaking yards including ship breaking units; Industrial Estate/ Parks/ Complexes/ Areas, Export Processing Zones, Special Economic Zones, Biotech Parks, Leather Complexes; Ports, harbours, break waters, dredging and National Highways under Infra-1 sector ▶ Examination and disposal of applications received for EC/CRZ Clearance New / Expansion / Extension of Validity/ transfer etc. ▶ Processing of proposals through PARIVESH online portal for the approval of the Competent Authority under EIA Notification and CRZ Notification, 2011 and 2019, as applicable ▶ All relevant regulations on Environment, Forest and Climate Change, regulations related to Highways, Ports and harbours, Industrial areas, ship breaking 	<ul style="list-style-type: none"> ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court. ▶ Prepare replies and forward the same to the concerned section after vetting from competent authority 	<ul style="list-style-type: none"> ▶ Excellent communication skills to manage stakeholders ▶ Initiate team building exercises ▶ Comprehensive Analysis for processing of projects
Scientist E IA 2 -Industry 3 sector	<ul style="list-style-type: none"> ▶ Member Secretary, Expert Appraisal Committee (EAC) for Industry-3 Sector under EIA Notification, 2006 ▶ Implementation of EIA Notification, 2006 w.r.t Environmental Clearances (ECs) and related issues for project categories such as Chlor-alkali industry, Soda ash industry, Chemical fertilizers, Pesticides industry, Synthetic organic chemicals industry, Integrated paint industry and other allied industries ▶ Scrutiny of proposals received online on PARIVESH for Terms of Reference (ToR) for preparation of EIA Report/EMP and ECs including their amendments and transfers 	<ul style="list-style-type: none"> ▶ Preparation of Agenda for conducting the EAC meetings for appraisal of Industry-3 projects for grant of ToR and EC including their amendments and transfers ▶ Preparation of technical record of discussion i.e., Minutes of EAC Meetings being conducted bi-monthly ▶ Preparation of replies for Parliament Questions, handling court cases w.r.t Industry-3 sector. 	<ul style="list-style-type: none"> ▶ Should possess effective communication skill, Leadership & Navigation skills ▶ Should possess multitasking skills to manage workload ▶ Should inspire trust among other employees

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Technical evaluation/examination of Form-I, Pre-Feasibility Reports (PFR), EIA/EMP and other studies ▶ Drafting various environmental mitigation safeguard measures viz. waste management, utilization of treated STP/ETP water in process, ZLD, use of minimum water, mitigation of impacts, use of decision support system, protection of scheduled species, environment sensitivity etc., in the form of the specific conditions while deliberating the projects in EAC meetings ▶ Documentation, study and analysis of the scientific and technical information/research publications used for various issues related to sector projects ▶ Processing of various proposals related to grant of ToR and EC including their amendments and transfers as per the provisions of the EIA Notification, 2006. ▶ Optimization and Standardization of general and specific ToR & EC conditions of this sector ▶ Understanding of EIA Notification, 2006 and related policies, Emission and Effluent Standards, Wetlands (Conservation and Management) Rules, Waste Management Rules, etc., Water Act, Air Act, Forest Conservation Act, related subject matters of environment, forest and climate change 	<ul style="list-style-type: none"> ▶ Facilitate Legal Associate of the Ministry in Handling of court cases in NGT, High courts and Supreme Court ▶ Other Parliamentary matters such as Zero Hour, Rule 377, Special mention, Fulfilment of Assurances, various committees' meetings etc. 	
<p>Scientist E Infra II</p>	<ul style="list-style-type: none"> ▶ Member Secretary of Expert Appraisal Committee (EAC) for infrastructure projects seeking grant of environmental clearance from the Ministry ▶ Handle issues related to EAC (Infra-II) ▶ Scrutinize and accept the proposals for seeking grant of Terms of Reference (ToR) and Environmental Clearance (EC) to projects related to airport, Common hazardous waste treatment, storage and disposal facilities (TSDFs), Common Bio-Medical Waste Treatment Facility (CBWTF), Common Effluent Treatment Plants (CETPs) and Common Municipal Solid Waste Management Facility (CMSWMF). ▶ Place the above-mentioned proposal before EAC for environmental appraisal. 	<ul style="list-style-type: none"> ▶ Coordinator for environment (impact assessment) related matters dealt by the Project Monitoring Group (PMG), PRAGATI Committee of Secretariat and other important committees of the Central Government ▶ Provide inputs to improvise the PARIVESH through testing of various modules of PARIVESH 2.0 ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court ▶ Reviewing parliamentary matters 	<ul style="list-style-type: none"> ▶ Should possess effective communication skill, Leadership & Navigation skills ▶ Should possess multitasking skills to manage workload

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Process the file for approval of Competent Authority for grant of ToR or EC and resolve queries of the project proponent. ▶ Knowledge of Act, Rules and Notifications related to Environment and coastal zone, relevant regulations on Environment, regulations at the state level like forest regulations, regulations related to ground water, irrigation, power supply, waste management, CRZ issues, ESZ regulations, wildlife regulations etc 		
Scientist E (Coastal Regulation Zone)	<p>Member Secretary of the Expert Committee on CRZ</p> <ul style="list-style-type: none"> ▶ Grant CRZ clearance for permissible development activity in CRZ area ▶ Familiarity with international rule and regulation on CRZ and its implementation in the India's prospective ▶ All CRZ Notification from 1991 onward and international guidelines about coastal area 	<ul style="list-style-type: none"> ▶ Making Policy related to CRZ ▶ Coordination of CRZ related policy matters with all 13 States' / UTs Coastal Zone Management Authority. 	<ul style="list-style-type: none"> ▶ Excellent communication skills to manage stakeholders across states/UTs ▶ Stress management
Scientist E (River Valley and Thermal power projects)	<ul style="list-style-type: none"> ▶ Examine the proposals for grant of environmental Clearance to River Valley and Hydro-electric and Thermal power projects. ▶ Process the recommendations of the EAC for soliciting approval of the competent authority. ▶ Understanding of Environment Impact Assessment Notification 2006 and Environment (Protection) Act, 1986 	<ul style="list-style-type: none"> ▶ Act as a First Appellate Authority for RTI matters of River Valley and Thermal Sector proposals ▶ Examine and prepare reply for all the Parliamentary matters ▶ Correction and updating of database for Environmental clearance on PARIVESH ▶ Prepare reply for Court matters 	<ul style="list-style-type: none"> ▶ Should possess effective communication skill
Scientist E (Coastal Regulation Zone)	<ul style="list-style-type: none"> ▶ Member Secretary of the Expert Committee on (CRZ) ▶ Finalisation of draft Coastal Zone Management Plans (CZMPs) and Integrated Island Management Plans (IIMPs) submitted by coastal States/UTs in accordance with CRZ Notification, 2011/IPZ Notification, 2011. ▶ Assistance to Coastal Zone Management Authorities for formulation of new CZMPs and IIMPs in accordance with new ICRZ Notification, 2019/IPZ Notification, 2019. ▶ Drafting of amendments to CRZ Notification, 2011 based on representations received from State Governments / Ministries / Departments and in consultation with Ministry of Law & Justice for issuance of final notification in the official gazette. 	<ul style="list-style-type: none"> ▶ Preparation draft minutes and finalisation of the minutes of the meetings of Expert Appraisal Committee (CRZ). ▶ Preparation of counter affidavits / replies for filing on behalf of the MoEFCC in the Supreme Court / High Courts and the National Green Tribunal. ▶ Brief Ld. ASGs and or Central Government Counsels of the MoEFCC in matters of CRZ sector. 	<ul style="list-style-type: none"> ▶ Should possess effective communication skill, Leadership & Navigation skills ▶ Should possess multitasking skills to manage workload ▶ Should inspire trust among other employees

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Technical evaluation and examination of developmental projects attracting provisions of CRZ Notification, 2011 for consideration / appraisal by the Expert Appraisal Committee for CRZ clearances. ▶ As Member Secretary (CRZ), assist Expert Appraisal Committee (CRZ) in appraisal of developmental projects for CRZ clearances in accordance with the provisions of CRZ Notification, 2011. ▶ Technical examination of developmental projects recommended for CRZ Clearances by the Expert Appraisal Committee (CRZ) for consideration of CRZ clearance or otherwise, with reasons thereof, to enable the Competent Authority in taking a decision. ▶ Evaluation of developmental projects recommended for composite EC and CRZ Clearances by the Expert Appraisal Committee (Infra-I), Expert Appraisal Committee (Infra-II), Expert Appraisal Committee (Industry-I), Expert Appraisal Committee (Industry-II), Expert Appraisal Committee (Non Coal Mining), Expert Appraisal Committee (Defence & Strategic Projects) referred to CRZ Division for comments from CRZ regulations perspective, for consideration of CRZ clearance or otherwise, with reasons thereof, to enable the Competent Authority in taking a decision. ▶ Prepare answers for the Ministry on issues of CRZ matters for furnishing appropriate reply to other Departments /Ministries/Niti Aayog etc. ▶ Preparation of technical comments sought by the Cabinet Secretariat/Niti Aayog on matters referred to the division. 	<ul style="list-style-type: none"> ▶ Attend Supreme Court/High Court/NGT for assisting Ld. ASG/Counsels (as necessary). ▶ Prepare answers for reply to Parliament Questions, pending Assurances / Rule 377, Calling Attention Motion, Zero Hour debates, Parliamentary Forum, Parliament Standing Committee, VIP references, Calling Attention Motion, Zero Hour debates etc. for CRZ matters. ▶ As Appellate Authority (CRZ sector) furnishing of replies to 1st Appeal matters of RTI applications. ▶ Preparation of inputs for development of web portal for CRZ clearances. ▶ Assist in meeting(s) of the National Coastal Zone Management Authority. ▶ Flow of information with State Coastal Zone Management Authorities in matters related to CRZ and implementation thereof of the CRZ Notification, 2011. ▶ Miscellaneous Assignments (CRZ): ▶ Preparation and finalisation of comments of MoEF&CC on Draft Cabinet Notes received from various Ministries. ▶ Finalisation of PAC & CAG audit replies. ▶ Preparation of materials on thematic area contents of CRZ Division for Annual Report of MoEFCC. 	
Scientist E IA- Monitoring Cell	Nuclear & Defence (N&D) projects <ul style="list-style-type: none"> ▶ Scrutiny of projects and evaluation of detailed EMP and EIA of projects ▶ Streamlining clearance mechanism for Nuclear Power Plant and related projects based on extensive discussion with Department of Atomic Energy and Nuclear Power Corporation of India limited (NPCIL) 	Nuclear & Defence (N&D) projects <ul style="list-style-type: none"> ▶ Coordinating with Regional Offices of Ministry seeking monitoring report of projects against which the compliant has been raised Court Cases	<ul style="list-style-type: none"> ▶ Should possess effective communication skill, Leadership & Navigation skills ▶ Multi-tasking skills to manage stakeholders and tasks assigned

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Detailed examination of Nuclear Power projects for transfer of EC under EIA Notification, 2006 from MOEF&CC to Department of Atomic Energy ▶ Conducting EAC meeting for N&D related projects and noting Recommendations of Environmental Appraisal Committee ▶ Taking approvals from Higher rank officers as AS/JS of Ministry for issuance of EC to strategic projects related to N&D ▶ Evaluation of Monitoring/Site Inspection reports sent by Regional Offices of Ministry ▶ Examination of detailed monitoring report to identify non-compliances w.r.t EC issued to the project <p>Formalization of Certified Environment Auditor (CEA) Scheme</p> <ul style="list-style-type: none"> ▶ Formalized the CEA Scheme on the basis of evaluation existing international best practices, Energy auditor scheme, Central ground Water Authority notification, International best practices, CAG report, Chartered Accountant notification and other associated references ▶ The certification, empanelment and registration of auditors, procedures for engagement of CEA's, essential qualification have been identified and experience criteria for Recognition of Prior Learning scheme of CEA's has been drafted <p>Formalization of Draft Environment Audit Notification</p> <ul style="list-style-type: none"> ▶ Draft Environment Audit Notification has been formulated and re-evaluated on the basis of various deliberations within the Ministry ▶ The procedure of engagement of CEAs through Recognition of Prior Learning (RPL) Scheme and National Examination Certification (NEC) Scheme has been drafted. <p>ESZ</p> <ul style="list-style-type: none"> ▶ Examining and re-drafting ESZ notification for 8 protected Areas for publication of draft ESZ notification and Coordinating EAC meetings for ESZ proposals 	<ul style="list-style-type: none"> ▶ Formulating affidavits to be filed on the behalf of Ministry for court cases pertaining to IA (Monitoring Cell) based on technical evaluation of the projects and Inspection Reports ▶ Providing inputs w.r.t Monitoring of projects for court cases pertaining to different sectors in order to ease the mechanism of decision to be taken for units violating environmental norms <p>Implementation of Monitoring Action Plan (MAP)</p> <ul style="list-style-type: none"> ▶ Implementation efforts were initiated towards the MAP formulated in accordance with the directions of the Hon'ble NGT. The initiatives under the MAP include NPC, NEERI, QCI are hired as Knowledge partners to work towards strengthening the monitoring and compliance, GIZ has been roped in to help Ministry with international best practices, development of web-based system for end-to-end digitization of the whole monitoring mechanism utilizing the existing international best practices <p>Formalization of three-tier monitoring mechanism</p> <ul style="list-style-type: none"> ▶ Detailed out the concept for three-tier monitoring mechanism on the basis of all the deliberations and analysis ▶ Undertaken review for integration of all existing statutory inspection and data collection mechanisms as part of CTO, CTE, EC, Authorizations etc. under one system of inspection and data collection. 	

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Understanding of Biological Diversity Act, 2002, Biosafety Rules, 1989, Convention on Biological Diversity Protocol, National Biodiversity Action Plan of India, Biodiversity Rules, 2004, National Environment Policy, 2006 	<ul style="list-style-type: none"> ▶ Steered the formulation of Standard Operating Procedure (SOP) for inspection and monitoring <p>Other work</p> <ul style="list-style-type: none"> ▶ Issuance of appropriate directions for the concerned matter which may include Show-Cause Notice under EPA 1986 and EC suspension <p>Optimization of EC Conditions</p> <ul style="list-style-type: none"> ▶ Coordinating the sector-wise matrix of conditions stipulated in Environmental Clearance for reducing the redundant conditions ▶ Streamlining the EC conditions for thirty-nine sectors with the help of CSIR-NEERI <p>Development of online monitoring and compliance portal</p> <ul style="list-style-type: none"> ▶ Steered the development of online web-based portal integrated with existing PARIVESH portal of the Ministry for streamlining the environmental monitoring and compliance of projects ▶ Coordinating with NIC team and providing them technical guidance on framework of the portal. 	
<p>Scientist D (Coal Mining and Non-Coal Mining)</p>	<ul style="list-style-type: none"> ▶ Examination of all projects as submitted by Project proponents for grant of EC and EC Amendments, ToR and its amendments on PARIVESH Portal ▶ Technical evaluation of Pre-Feasibility Reports for ToR, EIA/EMP Reports for EC w.r.t. coal/ Lignite mining, Coal Washeries projects, HEPs&RV (includes Dams, Irrigation projects, Pumped Storage Plants) and Thermal Power Plants (includes coal, gas, biomass, waste to energy). 	<ul style="list-style-type: none"> ▶ Reducing the number of days taken for grant of EC or ToR for expediting the clearances process by using single window portal of PARIVESH ▶ Timely reply of RTI matters ▶ Preparation of replies for Parliament Questions, handling court cases 	<ul style="list-style-type: none"> ▶ Time management skill is required for overall work and life management ▶ Give attention to details while synthesizing information

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Facilitating conduct of EACs and contributing constructively to enable EAC for making its decision by providing technical inputs to the EAC appraisal of the various project proposal. ▶ Preparing technical notes/Drafting Minutes of Meeting for appraisal of various projects received for Environmental Clearance, Scoping Clearance (ToR) and connected amendments. ▶ Processing project proposal with scientific examination and submitting to the senior officers for decision making based on Ministry's Environment Impact Assessment Notifications, 2006 and its amendments and OMs therein. ▶ Familiarity with EIA, 2006, various environment regulations, Waste Management and Remediation of Contaminated sites, Waste Management Rules, 2016 prescribed by the Ministry, Air Act and Water Act 	<ul style="list-style-type: none"> ▶ Facilitate Legal Associate of the Ministry in Handling of court cases in NGT, High courts and Supreme Court ▶ Other Parliamentary matters such as Zero Hour, Rule 377, Special mention, Fulfilment of Assurances, various committees' meetings etc. ▶ Better Use of technological tools such as GIS tool and Satellite data ▶ Should be updated about evolving science and policy interface 	
<p>Scientist D (PARIVESH)</p>	<p>Expanding the scope of PARIVESH by leverage emerging technologies for providing faster Green Clearances and monitoring Compliances</p> <ul style="list-style-type: none"> ▶ Detailed As-Is process studies of EC, FC, WL, CRZ process ▶ Gap analysis in different clearance process for process transformation; technological transformation and business re-engineering. ▶ Identification of 16 modules and formulation of business rules for Know Your Approval (KYA) module for tentative list of the clearances for the proposed project or activity based on GIS and MIS data fields. ▶ Requirement study for GIS layers and source that would be required for KYA and DSS module. ▶ Function Requirement Specifications for 16 modules and 140+ functionalities envisaged for expanding the scope of PARIVESH. ▶ Based on the FRS, end to end online processing of clearance applications. ▶ Development of Know your Approval (KYA) module to support the project proponent in assessing the environmental sensitivity and planning of the project before its execution. ▶ Development of application Form Management module 	<p>Up gradation and maintenance of existing PARIVESH</p> <ul style="list-style-type: none"> ▶ Addition of various new features on existing PARIVESH to uninterrupted and prompt services to the industries ▶ Integration with of PARIVESH with line Ministries ▶ Stakeholder consultation <p>Other work</p> <ul style="list-style-type: none"> ▶ Acquaintance on Policies/specific SOPs/guidelines published by the Ministry through various OMs/Notification. ▶ Training on GIS; AI and Remote sensing 	<ul style="list-style-type: none"> ▶ Planning and prioritization of work ▶ Ability to manage stress ▶ Providing attention to details for synthesizing information ▶ Transformation orientated skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Development of Decision Support System (DSS) a spatial-based visualization and analytical platform that provides tools for exploration of the project proximity to regulatory authority. ▶ Development of combined CTE/CTO forms and its implementation on PAN India basis ▶ Knowledge on various Acts/Rules under which four major green clearances (EC, FC, WL and CRZ) are given by the Ministry/IRO/SEIAA ▶ International best practices for clearance management ▶ Exposure to various Modelling approaches, such as Dispersion/Receptor, to estimate the potential impacts of the proposed project. ▶ Hands on experience on various receptor modelling approaches required for source apportionment studies 		
Scientist C IA-II (Industry-I) Division	<ul style="list-style-type: none"> ▶ Environmental Appraisal of Industry-I sector projects. ▶ Examination of Online Application for TOR, EC and CRZ. ▶ Examination of receipts for scientific/technical matter. ▶ Action on various OMs/Receipts received from different divisions. 	<ul style="list-style-type: none"> ▶ Preparation of checklist, note for EC&CRZ proposals received under Industry sector. ▶ Coordination with other Ministries/Departments for matters pertaining to Industry sector ▶ Replies to various Court/NGT matters, Parliament Matters, Execution of Public grievances/ VIP references ▶ Monitoring and site visit ▶ Disposal of RTI matters as CPIO 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion ▶ Multi-tasking skills to manage stakeholders and tasks assigned
Scientist C IA-II (Industry-II) Division	<ul style="list-style-type: none"> ▶ Environmental Appraisal of Industry-II sector projects. ▶ Examination of Online Application for TOR, EC and EC+CRZ. ▶ Examination of receipts for scientific/technical matter. ▶ Action on various OMs/Receipts received from different divisions. 	<ul style="list-style-type: none"> ▶ Preparation of checklist, note for EC&CRZ proposals received under Industry sector. ▶ Coordination with other Ministries/Departments for matters pertaining to Industry sector ▶ Replies to various Court/NGT matters, Parliament Matters, Execution of Public grievances/ VIP references ▶ Monitoring and site visit ▶ Disposal of RTI matters as CPIO 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion ▶ Should have multi-tasking skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist C (Thermal Power and River Valley & Hydroelectric sector)	<ul style="list-style-type: none"> ▶ Screening and technical evaluation of Form-I, Pre-feasibility Reports, EIA / EMP Reports with respect to Thermal Power and River Valley & Hydroelectric sector. ▶ Assistance to the Expert Appraisal Committee for Environmental Appraisal of Thermal Power and River Valley & Hydroelectric sector projects. ▶ Preparation of technical record of discussion of EAC meetings. ▶ Assisted in quantification of environmental impacts and its mitigation measures for pollution control etc. 	<ul style="list-style-type: none"> ▶ File processing of recommendations of EAC of Thermal Power and River Valley & Hydroelectric sector for grant of environmental clearance, amendment in EC/ToR, Transfer of EC and other related works ▶ Handling the responsibility of CPIO to deal with Right to Information 	<ul style="list-style-type: none"> ▶ Stress management for work-life balance ▶ Decision making ability
Scientist C (Thermal Power Plants and Non-Coal mining sector)	<p>Thermal Power Sector</p> <ul style="list-style-type: none"> ▶ Technical evaluation of Environmental Impact Assessment Reports / Environment Management Plan of thermal power projects for consideration for environmental clearances. ▶ Technical evaluation / scoping for suggesting terms of reference for preparation of Environment Impact Assessment (EIA) Report and Environment Management Plan (EMP) for thermal power projects. ▶ Prepare answers for the Ministry on issues governing thermal power for furnishing appropriate reply to other Departments / Planning Commission / Ministries, Cabinet Committee on Investment, Cabinet Committee on Economic Affairs etc. ▶ Preparation of 'Guidelines on Citing of Thermal Power Plants'. ▶ Review of policy decisions taken by the Ministry on Thermal Power projects. <p>Regional Environment Impact Assessment Study of Goa Region</p> <ul style="list-style-type: none"> ▶ Co-ordinate study undertaken by Indian School of Mines, Dhanbad on 'Regional Environment Impact Assessment Study of Goa Region due to non- coal mining'. ▶ Finalisation /examination of Report submitted for the project 'Regional Environment Impact Assessment Study of Goa Region due to non- coal mining' by the Indian School of Mines, Dhanbad 	<ul style="list-style-type: none"> ▶ Coordinate and assist Expert Appraisal Committee (Thermal Power) while appraisal of thermal power projects for environmental clearances. ▶ Prepare counter affidavits / replies for filing on behalf of the Ministry of Environment & Forests in the High Court's / Supreme Court and the National Green Tribunal. ▶ Brief Legal Counsel of the Ministry in Court Cases for thermal power sector. ▶ Attend court cases (as necessary). ▶ Prepare answers to Parliament Questions and Assurances / Rule 377 etc. on thermal power sector. 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion ▶ Should have multi-tasking skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist B Industry 1 sector	<ul style="list-style-type: none"> ▶ Screening of application for ToR, EC, EC/ToR transfer received through Parivesh and technical evaluation Pre-Feasibility Reports, EIA/EMP Reports with respect to industry 1 sector ▶ Assistance to the Expert Appraisal Committee for Environmental Appraisal of Industry 1 sector projects. ▶ File processing of recommendations of EAC of Industry 1 sector for grant of environmental clearance, amendment in EC/ToR, Transfer of EC and other related works. ▶ Familiarity with Environmental Impact Assessment Methodologies, Policies and schemes related to Industry 1 sector, Technologies related to control the pollution from Steel, Cement plants and paper mills projects, Environment (Protection) Act, 1986, EIA Notification, 2006 	<ul style="list-style-type: none"> ▶ Preparation of minutes of EAC meetings ▶ Assistance to EAC Subcommittee for site visit as MoEF&CC representative ▶ Assistance in preparation of affidavit for handling court cases of Industry 1 Sector 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion ▶ Should have multi-tasking skills and communication skills ▶ Should have work life balance for stress management
Scientist B IA (Infra-2) and IA (Nuclear, Defence and other Strategic Projects)	<ul style="list-style-type: none"> ▶ Screening and technical evaluation of Form-I, Pre-feasibility Reports, EIA/ EMP Reports with respect to IA (Infra-2) and IA (N&D) Sector. ▶ Assistance to the Expert Appraisal Committee for Environmental Appraisal of IA-Infra-2 and Nuclear, Defence and Other Strategic project. ▶ Preparation of technical record of discussion of EAC meetings. ▶ Assisted in quantification of environmental impacts and its mitigation measures for pollution control etc. ▶ File processing of recommendations of EAC of IA (Infra-2) and IA (N&D) sector for grant of environmental clearance, amendment in EC/ToR, Transfer of EC and other related works. ▶ Familiarity with Airports, TSDF's, Common Biomedical Waste Management, Common Municipal Solid Waste Management, CETP, Building and Construction, Township and Area Development 	<ul style="list-style-type: none"> ▶ Preparation of Affidavits w.r.t. Court Cases Pertains to IA (Infra-2). ▶ Assisting the Member Secretary in RTI, Public grievances, VIP references, Parliament question in IA (Infra-2) Sector 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage variety of work
Scientist B IA 2 -Industry 3 sector	<ul style="list-style-type: none"> ▶ Implementation of EIA Notification, 2006 w.r.t Environmental Clearances (ECs) and related issues for project categories such as Chlor-alkali industry, Soda ash industry, Chemical fertilizers, Pesticides industry, Synthetic organic chemicals industry, Integrated paint industry and other allied industries 	<ul style="list-style-type: none"> ▶ Preparation of replies for Parliament Questions, handling court cases w.r.t Industry-3 sector. ▶ Facilitate Legal Associate of the Ministry in Handling of court cases in NGT, High courts and Supreme Court 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion ▶ Should have multi-tasking skills and communication skills ▶ Should have work life balance for stress management

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ State wise scrutiny of proposals received online on PARIVESH for Terms of Reference (ToR) for preparation of EIA Report/EMP and ECs including their amendments and transfers ▶ Preparation of Notes and DFA for issue of ToR and EC ▶ Processing of various proposals related to grant of ToR and EC including their amendments and transfers as per the provisions of the EIA Notification, 2006 	<ul style="list-style-type: none"> ▶ Other Parliamentary matters such as Zero Hour, Rule 377, Special mention, Fulfilment of Assurances, various committees' meetings 	
Scientist B (Coastal Regulation Zone)	<ul style="list-style-type: none"> ▶ Examine, Assist and Process grant of environmental and CRZ clearance (EC) ▶ Screening and technical evaluation of Form-I, Pre-feasibility Reports, Environmental Impact Assessment (EIA)/ Environmental Management Plan (EMP) Reports with respect to CRZ sector ▶ Assistance to the Expert Appraisal Committee for Environmental Appraisal of EC and CRZ projects ▶ Preparation of technical record of discussion of EAC meetings. ▶ Assisted in the quantification of environmental impacts and mitigation measures for pollution control etc. ▶ Understanding of Knowledge of Environmental Impact Assessment, Marine EIA, CRZ Methodologies, Coastal Zone Management Rules and Regulations, technologies and policies related to control the pollution control 	<ul style="list-style-type: none"> ▶ File processing of recommendations of EAC of environmental and CRZ clearance, Transfer of CRZ and other related works 	<ul style="list-style-type: none"> ▶ Stress management for work life balance ▶ Should show proactiveness in work completion
Deputy Secretary (Administrative)	<ul style="list-style-type: none"> ▶ Examine, process and seek approval on sitting fees/TA /DA etc of Members of EAC ▶ Examine, process the Bills relating to Lawyers/ Govt Counsel ▶ Process, seek approval and appoint Consultants in the IA Division ▶ Update the status of the Public Grievances relating to the Division in consultation with the Scientists ▶ Provide the information to the applicants' information under RTI Act, 2005 	<ul style="list-style-type: none"> ▶ Ability to draft notes ▶ Knowledge of SOPs pertaining to release of payments, appointment of consultants 	<ul style="list-style-type: none"> ▶ Multi-tasking skills to manage stakeholders and tasks assigned ▶ Excellent communication skills
Technical Officer	<ul style="list-style-type: none"> ▶ Implementation of EIA Notification, 2006 w.r.t Environmental Clearances (ECs) and related issues for project categories such as Chlor-alkali industry, Soda ash 	<ul style="list-style-type: none"> ▶ Preparation of replies for Parliament Questions, handling court cases w.r.t Industry-3 sector. 	<ul style="list-style-type: none"> ▶ Should show proactiveness in work completion

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
IA 2 -Industry 3 sector	<p>industry, Chemical fertilizers, Pesticides industry, Synthetic organic chemicals industry, Integrated paint industry and other allied industries</p> <ul style="list-style-type: none"> ▶ Assist in state wise scrutiny of proposals received online on PARIVESH for Terms of Reference (ToR) for preparation of EIA Report/EMP and ECs including their amendments and transfers ▶ Preparation of Notes and DFA for issue of ToR and EC ▶ Processing of various proposals related to grant of ToR and EC including their amendments and transfers as per the provisions of the EIA Notification, 2006 	<ul style="list-style-type: none"> ▶ Other Parliamentary matters such as Zero Hour, Rule 377, Special mention, Fulfilment of Assurances, various committees' meetings ▶ Capacity in drafting of notes and proposals 	<ul style="list-style-type: none"> ▶ Should have multi-tasking skills and communication skills
<p>Assistant Section Officer (IA-III Section)</p>	<ul style="list-style-type: none"> ▶ Compilation of data to assist for preparation of Office Memorandums, Circulars and Notifications for streamlining the CRZ Clearance process under the CRZ Notification, 2011, CRZ Notification, 2019, IPZ Notification,2011 and ICRZ Notification, 2019 ▶ Facilitate secretariat assistant relating to CRZ Sector and arranging meetings. Scrutinize the TA/DA bills of EAC members and put up for approval 	<ul style="list-style-type: none"> ▶ Compilation of data for replies of Parliament Question. Prepare draft Implementation Report (IR) of Parliament Assurance and put up for approval of competent authority. Upload IR, Extension of time request in OAMS portal. ▶ Process file for financial concurrence of proposal for official tour/training of officers of CRZ Sector in IA.III Section ▶ Coordinate with Ministry of Law & Justice for legal vetting of Notifications related to amendments CRZ Notification, 2019 and Coastal Zone Management Authority of Coastal States/Union Territory of 13 Coastal States/Union Territory from time to time when due for reconstitution ▶ Scrutinize and put-up Advocate bills for payment professional charges ▶ Scrutinize and put-up miscellaneous bills for approval of competent authority for payments ▶ Create Sanctions in PFMS portal ▶ Assist CPIO for disposal of RTI matters ▶ Examine public grievances and dispose with reply 	<ul style="list-style-type: none"> ▶ Excellent communication skills ▶ Multitasking skills for managing stakeholders and tasks assigned

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
		<ul style="list-style-type: none"> ▶ Assist to prepare replies of VIP References 	
Assistant Section Officer (IA-I Section)	<p>Secretariat Assistance Thermal and Hydro sector in all matters pertaining to administrative, Public Grievance, RTI and financial matters.</p> <ul style="list-style-type: none"> ▶ Examination of public grievances and putting it up to higher authorities for taking decisions and its disposal ▶ Examination and putting up Advocate bills for payment ▶ Processing approved bills through eBill (PFMS) portal ▶ Collection of information sought in RTI Application and assisting CPIO for its timely disposal 	<p>Facilitate various meetings of Expert Appraisal Committee (EAC) of Thermal and Hydro Sector (PARIVESH)</p> <ul style="list-style-type: none"> ▶ Coordination with all stakeholders and making necessary arrangements for smooth meetings ▶ Processing of bills related to catering and other related expenses. ▶ Processing TA/DA bills and sitting fees of members of EAC ▶ Processing files for filing of Implementation reports and seeking extension of time for fulfilment of Parliament Assurance to higher authorities for approval ▶ Uploading its details in OAMS portal <p>Routine office matters</p> <ul style="list-style-type: none"> ▶ Scrutiny of receipts and put up to concerned officer as per urgency ▶ Coordination with Ministry of Law & Justice for legal vetting of files related to Gazette Notifications ▶ Putting up of VIP references to higher officials, collection of information and assisting in preparation of its reply ▶ Use of various digital tools and applications for smooth functioning and ease of doing business in the office ▶ Scanning and Digitizing of files 	<ul style="list-style-type: none"> ▶ Promote team building and teamwork in the division especially with office staff to facilitate smooth and efficient working in the division

Table 62: Roles and responsibilities of consultants in EIA division

Position	Roles & Responsibilities
Consultant	<ul style="list-style-type: none"> ▶ Implementation of EIA Notification, 2006 w.r.t Environmental Clearances (ECs) and related issues for project categories such as Chlor-alkali industry, Soda ash industry, Chemical fertilizers, Pesticides industry, Synthetic organic chemicals industry, Integrated paint industry and other allied industries

Position	Roles & Responsibilities
IA 2 -Industry 3 sector	<ul style="list-style-type: none"> ▶ Assist MS, Scientist and TO in scrutiny of the proposals. ▶ Preparation of agenda, draft briefs & MoM, data compilation, regular updation of OMs & Notification on PARIVESH etc.

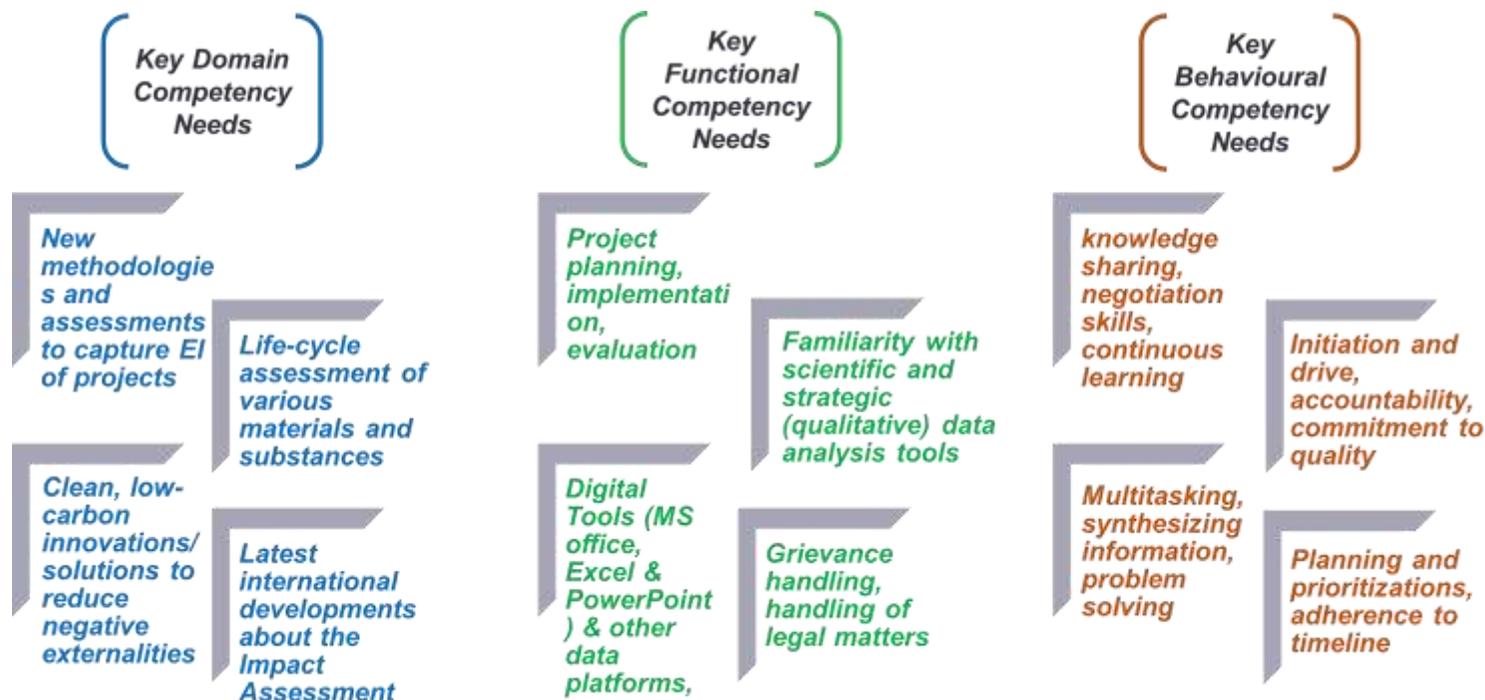


Figure 30: Key competency needs of EIA Division

Table 63: Domain, functional & behavioural competency gaps identified for EIA division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F IA (Coal Mining, IT and IWSU)	<ul style="list-style-type: none"> ▶ Familiarity with latest developments in the Coal Mining, IT and IWSU sectors ▶ Thorough understanding on EIA, 2006, various environment regulations, Industrial Waste Management, Air Act, Water Act, Environment Protection Act, Waste Management Rules ▶ Familiarization with upcoming technologies in mining such as paste fill or green mining to minimizing adverse environmental impact by leveraging a slew of eco-friendly technologies in both underground mining and opencast method. 	<ul style="list-style-type: none"> ▶ Capacity in drafting replies for Parliaments Questions ▶ Training on various environment tools and software may further enhance the scientifically assigned tasks such as GIS tool and Satellite data 	<ul style="list-style-type: none"> ▶ Time management skill needs improvement
Scientist E (Non-coal Mining Sector)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of Environment (Protection) Act, 1986, Mines and Minerals (Development and Regulation) Act, 1957 ▶ Exposure to the non-coal mining industry is required for better technical inputs while reviewing proposals along with knowledge about new innovative systems approach to mechanisation and automation, incorporation of IoT, Machine learning in mining 	<ul style="list-style-type: none"> ▶ Capacity in noting and drafting skills 	<ul style="list-style-type: none"> ▶ Communication skills needs improvement
Scientist E (IA Policy)	<ul style="list-style-type: none"> ▶ Intermittent knowledge update about International Environmental Laws ▶ In depth understanding of Air Act, Water Act and EPA for streamlining these acts 	<ul style="list-style-type: none"> ▶ Use of Digital Tools and Platforms such as GIS tool ▶ Training on Evaluation and outcome assessment of the policies implemented ▶ Capacity needs identification for training of scientists ▶ Capacity in noting and drafting skills for preparation of Office Memorandums, Circulars and Notifications 	<ul style="list-style-type: none"> ▶ Stakeholder management ▶ Multitasking skills to manage multiple assignments simultaneously
Scientist E, IA (MS-Industry 1 Sector)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of various subject matters such as waste management, utilization of plastic waste & solid waste in incineration process in the Cement Industries, utilization of Treated STP/ETP water in process, ZLD, use of minimum water, mitigation of impacts ▶ Availability of scientific and technical information/ research publication ▶ Broad understanding of constant modernization viz. upgradation of mills, separators, calciners, burners, 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting skills for drafting various environmental mitigation safeguard measures ▶ Use of latest technological tools like Remote sensing and GIS tool 	<ul style="list-style-type: none"> ▶ Communication skills and Multitasking skills need improvement

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
	coolers, fans and air pollution control equipment in cement sector		
Scientist E IA (MS-Industry II Sector)	<ul style="list-style-type: none"> ▶ In depth understanding of topics such as waste management, utilization of plastic waste & solid waste in incineration process in the Cement Industries, utilization of Treated STP/ETP water in process, ZLD, use of minimum water, mitigation of impacts, use of decision support system, protection of scheduled species, environment sensitivity for technical evaluation of projects ▶ Understanding impact of robotic process automation (RPA) on the production process and environment 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for replying to court cases and parliamentary queries ▶ Use of latest technological tools like Remote sensing and GIS tool 	<ul style="list-style-type: none"> ▶ Multitasking skills and Time management skills can be improved upon
Scientist E (IA-Infra-1)	<ul style="list-style-type: none"> ▶ In depth knowledge of sectors such as Ship breaking yards including ship breaking units; Industrial Estate/ Parks/ Complexes/ Areas, Export Processing Zones, Special Economic Zones, Biotech Parks, Leather Complexes; Ports, harbours, break waters, dredging and National Highways ▶ Familiarity with latest trends and technologies in construction sector ▶ Keeping abreast of best practices in national and International Environmental Laws 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for replying to court cases and parliamentary queries ▶ Use of latest technological tools like Remote sensing and GIS tool 	<ul style="list-style-type: none"> ▶ Communication skills need improvement for presenting on stage
Scientist E IA 2- Industry 3 sector	<ul style="list-style-type: none"> ▶ Knowledge about the best practices Emission and Effluent Standards ▶ Familiarization with new processes to manufacturing of Chemical fertilizers, Pesticides, Synthetic organic chemicals ▶ Training in best environmental mitigation safeguard measures applied globally 	<ul style="list-style-type: none"> ▶ Use of technological tools such as GIS tool & artificial intelligence may enhance the competency of scientific work and its analysis on the project 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously
Scientist E Infra II	<ul style="list-style-type: none"> ▶ Familiarity with national and international Environmental Laws and Regulations ▶ In depth understanding of various topics such as Act, Rules and Notifications related to Environment and coastal zone, relevant regulations on Environment, regulations at the state level like forest regulations, regulations related to ground water, irrigation, power supply, waste management, CRZ issues, ESZ regulations, wildlife regulations etc 	<ul style="list-style-type: none"> ▶ Use of latest technological tools like Remote Sensing and GIS ▶ Capacity in noting and drafting skills 	<ul style="list-style-type: none"> ▶ Communication skill especially soft skills like handling EA meeting, presentation ▶ Multitasking skills to manage multiple assignments simultaneously

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E (Coastal Regulation Zone)	<ul style="list-style-type: none"> ▶ Expertise in marine science and Coastal area ▶ Training required for international rules and regulations on CRZ 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of Policy document 	<ul style="list-style-type: none"> ▶ Communication skills need improvement ▶ Stress management for maintaining work-life balance
Scientist E (River Valley and Thermal power projects)	<ul style="list-style-type: none"> ▶ Exposure to best global environmental management practices ▶ Understanding of impact of digital technologies that help to optimize operations and asset management ▶ Familiarity with Environment Impact Assessment Notification 2006 and Environment (Protection) Act, 1986 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for replying to court cases, RTI and parliamentary queries ▶ Use of Digital Tools and Platforms 	<ul style="list-style-type: none"> ▶ Communication skills need improvement for presenting on stage
Scientist E (Coastal Regulation Zone)	<ul style="list-style-type: none"> ▶ Filed experience is needed to understand CRZ activities ▶ Technical evaluation and examination of developmental projects due to vast subject area 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting skills for preparation draft minutes and replies to parliamentary and other matters like RTI ▶ Ability to monitor and evaluate the output of the notifications published 	<ul style="list-style-type: none"> ▶ Communication skills need improvement for presenting on stage ▶ Multitasking skills to manage multiple assignments simultaneously
Scientist E IA- Monitoring Cell	<ul style="list-style-type: none"> ▶ On-sight training on Nuclear Technology ▶ Familiarization with rules and regulations w.r.t. Biodiversity Conservation and Biosafety 	<ul style="list-style-type: none"> ▶ Hands on training of GIS tool and Remote Sensing techniques 	<ul style="list-style-type: none"> ▶ Stress management for maintaining work-life balance
Scientist D (Coal Mining and Non-Coal Mining)	<ul style="list-style-type: none"> ▶ In depth understanding of various topics such as EIA, 2006, various environment regulations, Waste Management and Remediation of Contaminated sites, Waste Management Rules, 2016 prescribed by the Ministry, Air Act and Water Act ▶ Updates about evolving science and policy interface 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting capabilities for framing replies to parliamentary questions and RTI ▶ Use of technological tools such as GIS and Satellite data 	<ul style="list-style-type: none"> ▶ Time management skill ▶ Giving attention to details while synthesizing information ▶ Multitasking skills
Scientist D (PARIVESH)	<ul style="list-style-type: none"> ▶ Familiarity with various Acts/Rules under which four major green clearances (EC, FC, WL and CRZ) are given by the Ministry/IRO/SEIAA ▶ Training on Project Development Life Cycle 	<ul style="list-style-type: none"> ▶ Project Management Training ▶ Agile Methodologies Training ▶ Emerging Technology workshops like IoT/AI/ML ▶ Training on GIS and Remote sensing ▶ Capacity building on Data analytics using modern web tools ▶ Training on various Modelling approaches for Source apportionment and impact assessment 	<ul style="list-style-type: none"> ▶ Stress management for maintaining work-life balance ▶ Communication skills

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist C IA-II (Industry-I) Division	<ul style="list-style-type: none"> ▶ In depth understanding of Environmental Appraisal of Industry-I sector projects. 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting capabilities for framing replies to parliamentary questions and RTI ▶ Understanding of SOPs for replying to OMs/Receipts received from different divisions 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously ▶ Communication skills ▶ Proactiveness in work
Scientist C IA-II (Industry-II) Division	<ul style="list-style-type: none"> ▶ In depth understanding of Environmental Appraisal of Industry-II sector projects. 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting capabilities for framing replies to parliamentary questions and RTI ▶ Understanding of SOPs for replying to OMs/Receipts received from different divisions 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously ▶ Communication skills ▶ Proactiveness in work
Scientist C (Thermal Power and River Valley & Hydroelectric sector)	<ul style="list-style-type: none"> ▶ Intermittent technological updates related to Thermal Power and Hydroelectric and River Valley sector ▶ Knowledge related to Environmental Impact Assessment Methodologies ▶ Understanding of impact of digital technologies that help to optimize operations and asset management 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting capabilities for framing replies to parliamentary questions and RTI 	<ul style="list-style-type: none"> ▶ Stress management for maintaining work-life balance ▶ Decision making ability
Scientist C (Thermal Power Plants and Non-Coal mining sector)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of Thermal Power Sector ▶ Understanding of impact of digital technologies that help to optimize operations and asset management ▶ Field exposure, as most of the proposals/project activity are highly site specific and requires exclusive knowledge on each project activity 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of minutes of meetings and framing replies to parliamentary questions and RTI 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously
Scientist B Industry 1 sector	<ul style="list-style-type: none"> ▶ Intermittent technological updates related to Steel and Cement Plants and knowledge of best available technologies in this sector ▶ Knowledge related to Environmental Impact Assessment Methodologies 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of minutes of meetings ▶ Expertise on various online and digital tools for using domain knowledge 	<ul style="list-style-type: none"> ▶ Time management for completion of task during assigned time limit ▶ Stress management for maintaining work-life balance ▶ Prioritization of work
Scientist B IA (Infra-2) and IA (Nuclear, Defence and other Strategic Projects)	<ul style="list-style-type: none"> ▶ Field exposure, as most of the proposals/project activity are highly site specific and requires exclusive knowledge on each project activity ▶ Understanding the different technical aspects and its possible impact on environment w.r.t. to sectors such as Airports, TSDF's, Common Biomedical Waste Management, Common Municipal Solid Waste 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of minutes of meetings, affidavits of the court, RTI, Public grievances, VIP references, Parliament question 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
	Management, CETP, Building and Construction, Township and Area Development		
Scientist B IA 2- Industry 3 sector	<ul style="list-style-type: none"> ▶ In dept knowledge for processing of various proposals related to grant of ToR and EC including their amendments and transfers as per the provisions of the EIA Notification, 2006 ▶ Familiarization with new processes to manufacturing of Chemical fertilizers, Pesticides, Synthetic organic chemicals 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for drafting of responses to parliamentary questions 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously ▶ Communication skills need improvement
Scientist B (Coastal Regulation Zone)	<ul style="list-style-type: none"> ▶ Comprehensive understanding of CRZ, Coastal Zone management ▶ Knowledge related to Environmental Impact Assessment Methodologies 	<ul style="list-style-type: none"> ▶ Noting and drafting skills ▶ Office SOP related to daily work ▶ Data analysis techniques for quantification of environmental impacts 	<ul style="list-style-type: none"> ▶ Stress management for maintaining work-life balance
Deputy Secretary (Administrative)	<ul style="list-style-type: none"> ▶ Hands on experience in doing administrative tasks ▶ Familiarization with Financial Rules laid down by the Ministry 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for processing payments, appointment of consultants 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously
Technical Officer IA 2- Industry 3 sector	<ul style="list-style-type: none"> ▶ Familiarity with Environmental Impact Assessment Methodologies 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for drafting of responses to parliamentary questions 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage multiple assignments simultaneously ▶ Communication skills need improvement
Assistant Section Officer (IA-III Section)	<ul style="list-style-type: none"> ▶ Broad understanding of CRZ sector ▶ Knowledge of best practices of administration and financial management 	<ul style="list-style-type: none"> ▶ Drafting of project proposals skills ▶ Exposure to RTI act ▶ Drafting parliamentary questions ▶ Use of technological tools for best office management e.g., e-office 	<ul style="list-style-type: none"> ▶ Communication skills need improvement ▶ Multitasking skills to manage multiple assignments simultaneously
Assistant Section Officer (IA-I Section)	<ul style="list-style-type: none"> ▶ Exposure to EIA Process related to best practices environment impacts in the industries ▶ Exposures and training in the field of financial matters in top level institutes of Public Administration and Financial institutions of India ▶ Knowledge of best practices of administration and financial 	<ul style="list-style-type: none"> ▶ Drafting of project proposals skills ▶ Exposure to RTI act ▶ Drafting parliamentary questions ▶ Use of technological tools for best office management e.g., e-office 	<ul style="list-style-type: none"> ▶ Communication skills need improvement ▶ Multitasking skills to manage multiple assignments simultaneously

ENV 7: Environmental Information, Awareness, Capacity Building and Livelihood (EIACP) Division:

This division is responsible for administration of Environmental Information System (ENVIS), India State-Level Basic Environmental Information Database (ISBEID), Green Skill Development Program, Indira Gandhi Paryavaran Puraskar, Non-Governmental Organisations (NGO) Cell. Matters pertaining to this division are initiated by Section officer and reviewed by SEA/Secretary.

Organogram:

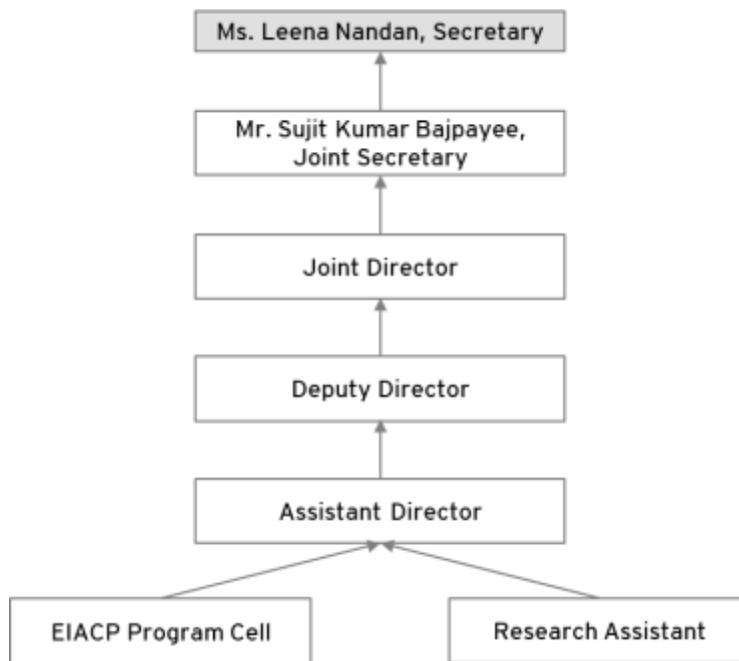


Figure 31: Organogram for EI division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 64: Domain, functional & behavioural competencies required for EI division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Director	<p>To facilitate handling of following matters:</p> <ul style="list-style-type: none"> ▶ Environmental Information System (ENVIS) - provide scientific & technical information on various environmental issues ▶ India State-Level Basic Environmental Information Database (ISBEID) - develop databases on environment through Management Information System (MIS) and Geographic Information System (GIS) ▶ Green Skill Development Programme (GSDP) – launched under ENVIS to skill youth in environment, forest and wildlife sectors and enabling them to be gainfully employed ▶ Indira Gandhi Paryavaran Puraskar - to give recognition to make measurable and major impact in the protection of environment ▶ Non-Governmental Organisations (NGO) Cells - constituted to strengthen the environmental movement in the country by supporting NGOs especially at the grass-root levels. It also functions as a single window reception counter at the Ministry for all NGO-related activities being coordinated by different Divisions of the Ministry. 	<ul style="list-style-type: none"> ▶ Project management ▶ Monitoring and evaluation of outcomes ▶ Digital Fluency 	<ul style="list-style-type: none"> ▶ Result orientation ▶ Communication ▶ Time management ▶ Stakeholder management
Assistant Director	<ul style="list-style-type: none"> ▶ Handing of matters related to ENVIS, GIS, ISBEID, GSDP, NGO cells etc. ▶ Understanding of the working of various programs under the division such as ENVIS, ISBEID, GSDP etc. ▶ Oversee collation of relevant data for submission to higher authorities ▶ Understanding of office procedures to be followed for day-to-day work 	<ul style="list-style-type: none"> ▶ Possess skills on drafting of notes ▶ Expertise in framing replies to parliamentary questions ▶ Digital Fluency 	<ul style="list-style-type: none"> ▶ Show proactiveness at work assigned ▶ Give attention to details while synthesizing information ▶ Time management ▶ Stakeholder management

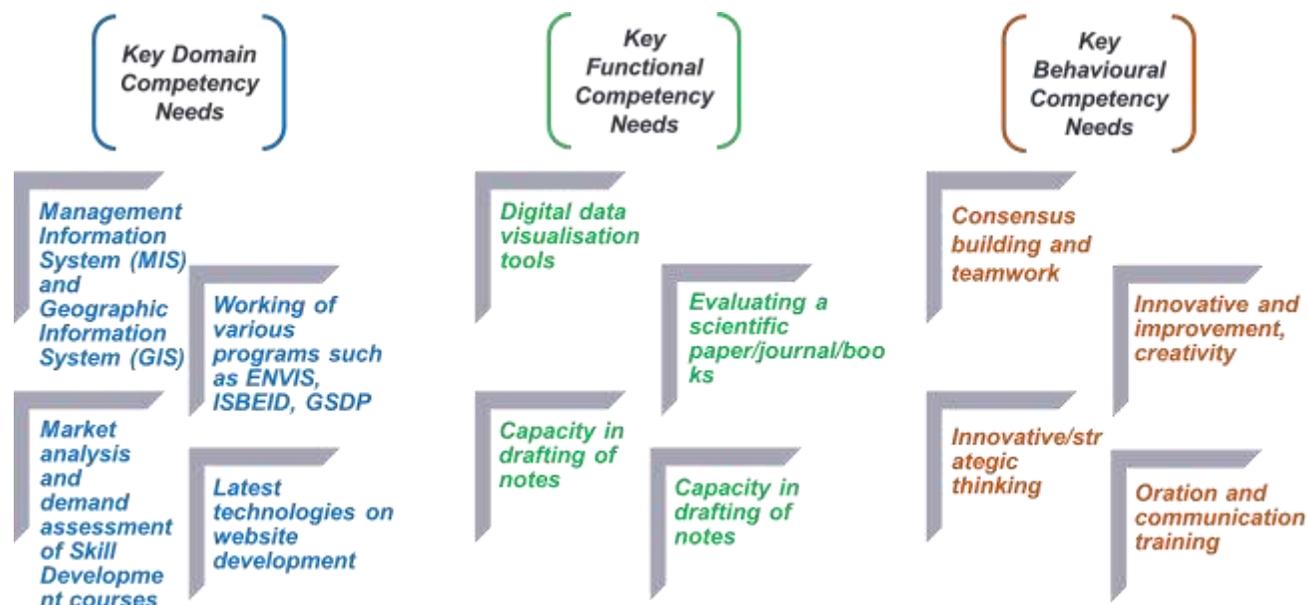


Figure 32: Key competency needs of EIACP Division

Table 65: Domain, functional & behavioural competency gaps identified for EI division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Director	<ul style="list-style-type: none"> ▶ Training required for working with Management Information System (MIS) and Geographic Information System (GIS) ▶ Comprehensive understanding of the working of various programs under the division such as ENVIS, ISBEID, GSDP etc 	<ul style="list-style-type: none"> ▶ Digital Fluency for management of databases 	<ul style="list-style-type: none"> ▶ Time management
Assistant Director	<ul style="list-style-type: none"> ▶ Training required for working with Management Information System (MIS) and Geographic Information System (GIS) ▶ Comprehensive understanding of the working of various programs under the division such as ENVIS, ISBEID, GSDP etc 	<ul style="list-style-type: none"> ▶ Digital Fluency for management of databases 	<ul style="list-style-type: none"> ▶ Time management ▶ Presentation skills

ENV 8: Hazardous Substances Management (HSM) Division:

The Hazardous Substances Management division is headed by Mr. Naresh Pal Gangwar, Additional Secretary. The activities of the division are carried out in main thrust areas, viz., Chemical Safety; Management of Hazardous Wastes, e-waste, Municipal Solid Waste, Plastic Waste, Bio-medical Waste, C&D waste and Fly Ash Utilization.

Parliamentary matters, framing rules/regulations, policies on matters of wastes and chemicals management, Major decisions/Country's position related various multi-lateral conventions/agreements (Basel, Stockholm, Rotterdam, Minamata/SAICM), Import/Export permissions of Hazardous Waste under Hazardous and Other Waste (Management and transboundary movement) Rules, 2016 are prepared by US/DD/JD/AD/Dir/Sc and reviewed by JS and Secretary before being finalised by MoS/MEF. Approval of projects recommended by Project Evaluation Committee under HSM Scheme is awarded by Secretary. Interpretation of waste management rules and issuing policy clarifications, Reporting and attending technical matters of multi-lateral lateral conventions (Basel, Stockholm, Rotterdam, Minamata), Prior Informed Consent/ consent on Form-A/Form-B for import/Export of mercury under Minamata convention, Review of GEF funded projects (UNDP/UNIDO/UNEP), Court cases, Monthly DO submissions, Providing information to other wings/divisions of the Ministry and other Ministries, are initiated by US/DD/JD/AD and routed through Dir/Sc before being finalised by JS. Appraisal of projects under HSM Scheme, Issues of sanctions with administrative approval and approval of IFD are initiated by US/DD/JD/AD and finalised by Dis/Sc.

Organogram:

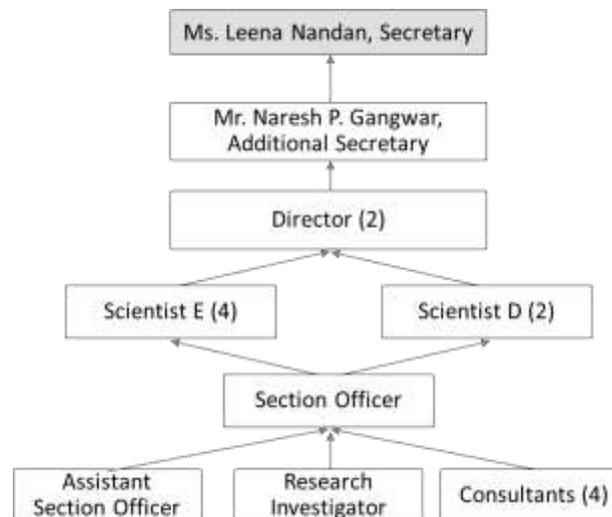


Figure 33: Organogram for HSM division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 66: Domain, functional & behavioural competencies required for HSM division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist E	<p>Extend technical support to the Competent Authority/ Senior Officials in coordination and implementation of the following rules and work areas:</p> <ul style="list-style-type: none"> ▶ Hazardous and Other Wastes (Management and Transboundary Movement) (HOWM) Rules, 2016 (as amended); E-Waste (Management) Rules, 2016 as amended); Public Liability Insurance Act (PLI) Act, 1991 (as amended); Environment Relief Fund (ERF) Scheme, 2008 (as amended); Issues related to implementation of Circular Economy Action Plan finalized by NITI Aayog w.r.t. Tyre Waste, E-Waste, Used Oil, Scrap Metals (Ferrous and Non-Ferrous) and Toxic Hazardous Material; Resource Efficiency and Circular Economy; Sustainable Consumption and Production; SDG 12; Eco-labelling; Carbon Market; Green Credit ▶ Appraisal of applications w.r.t. import and export of hazardous and other waste under HOWM Rules, 2016 including drafting of minutes of meetings ▶ Provide technical inputs and guidance to the Technical Review Committee (TRC) ▶ Monitoring the implementation of PLI Act, PLI Rules, 1991 and ERF Scheme, 2008 through regular communication with the industries ▶ Providing inputs to other Central/ State agencies on cross-cutting areas related to implementation of various rules ▶ Representing MoEFCC in technical Meetings at various inter-ministerial forums ▶ Guide Technical Consultants in handling of subjects, in line with Division's positioning ▶ Undertaking coordination with Central/ State Agencies in resolution of issues related to proper implementation of statutes in the country ▶ Facilitate handling of Court Matters through Legal Assistant, including attending Briefing meetings, filing of Affidavits and preparation of para-wise comments ▶ Undertaking stock-taking/ review meetings with relevant stakeholders towards assessing the implementation of rules ▶ Preparing Circulars, Corrigendum and Amendments to Rules ▶ Interpretation and monitoring/regulation of Acts, Policies, Guidelines such as Hazardous and Other Wastes (Management and Transboundary 	<ul style="list-style-type: none"> ▶ Manage data flow from stakeholder agencies. ▶ Understand communication skills on technical data requirements 	<ul style="list-style-type: none"> ▶ Maintain work life balance ▶ Possess effective communication skill, Leadership & Navigation skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<p>Movement) (HOWM) Rules, 2016 (as amended); E-Waste (Management) Rules, 2016 as amended); Public Liability Insurance Act (PLI) Act, 1991 (as amended); Environment Relief Fund (ERF) Scheme, 2008 (as amended); Issues related to implementation of Circular Economy Action Plan finalized by NITI Aayog w.r.t. Tyre Waste, E-Waste, Used Oil, Scrap Metals (Ferrous and Non-Ferrous) and Toxic Hazardous Material; Resource Efficiency and Circular Economy; Sustainable Consumption and Production; SDG 12; Eco-labelling; Carbon Market; Green Credit</p> <ul style="list-style-type: none"> ▶ Coordination with concerned Central Ministries/department, CPCB, SPCBs/PCCs and other agencies for handling chemical accident and oil spill matters 		
Director	<ul style="list-style-type: none"> ▶ Review of regulations and policies in the field of wastes and chemicals ▶ Overseeing formulation and implementation of Central Sector Schemes ▶ Review of budget proposal of the division ▶ Examination of annual action plans to see whether it is in line with national priorities ▶ Review of replies for Parliament Questions in Lok Sabha and Rajya Sabha and RTI matters (CPIO) ▶ Overseeing Court Cases (NGT, Supreme Court and High Court) ▶ Understanding of the rules and policies in the field of waste and chemicals and central sector schemes ▶ Know-how about budget process and the annual plan of the division ▶ Review and address any issues w.r.t to parliamentary questions and RTI 	<ul style="list-style-type: none"> ▶ Should have expertise about the evaluation and outcome assessment of the project ▶ Experience in management and planning of projects ▶ Financial acumen for review of budget proposal 	<ul style="list-style-type: none"> ▶ Should have networking skills ▶ Should have good communication skills and stakeholder management skills
Scientist D	<ul style="list-style-type: none"> ▶ Preparation of regulations and policies in the field of wastes and chemicals ▶ Formulation and implementation of Central Sector Schemes ▶ Preparation of budget proposal for the division in upcoming financial year based on the needs of the Division. ▶ Implementation of timely expenditure on all budget heads by end of financial year ▶ Implementation of multi-lateral environment agreements ▶ Strengthening and coordination of divisional activities through review of divisional work and availability of manpower, preparation of annual action plans and compilation of progress of activities ▶ Insight into Constitution of India, EP Act, PLI Act, Rules on various Wastes and chemicals (fly ash, bio-medical waste, C&D waste, plastic waste, solid waste) management rules, Chemical accident rules, National Environment Policy, National Forest 	<ul style="list-style-type: none"> ▶ Project Management skills ▶ Expertise on various online and digital tools for using domain knowledge ▶ Preparation of replies for Parliament Questions in Lok Sabha and Rajya Sabha and RTI matters (CPIO) and Court Cases (NGT, Supreme Court and High Court) 	<ul style="list-style-type: none"> ▶ Possess multi-tasking and stakeholder engagement skills ▶ Give attention to details while synthesizing information

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Environmentally sound management of wastes and chemicals, Waste management, recycling and refurbishment, hazardous waste treatment technologies, environment toxicology and contamination, environmental health, current research and innovation, resource efficiency and circular economy solutions 		
Section Officer	<ul style="list-style-type: none"> ▶ Preparing DO letters, Office Memorandums and Letter to coordinate with stakeholders ▶ Assisting in preparation of budget proposal for the division ▶ Facilitate handling of Court Matters through Legal Assistant, including Attending Briefing meetings, Filing of Affidavits and preparation of Para-wise comments ▶ Attending VIP References, RTI matters etc. ▶ Preparation of background notes, presentations for Parliamentary committees ▶ Familiarization with department mandate for preparation of DO letters and memos ▶ Know-how about financial matters for creation of budget for the department ▶ Procedure for attending RTI queries 	<ul style="list-style-type: none"> ▶ Knowledge of office procedures and Public Finance Management System portal ▶ Frame replies to parliamentary questions ▶ Excellent noting and drafting skills 	<ul style="list-style-type: none"> ▶ Participate in team building exercise ▶ Excellent communication skills

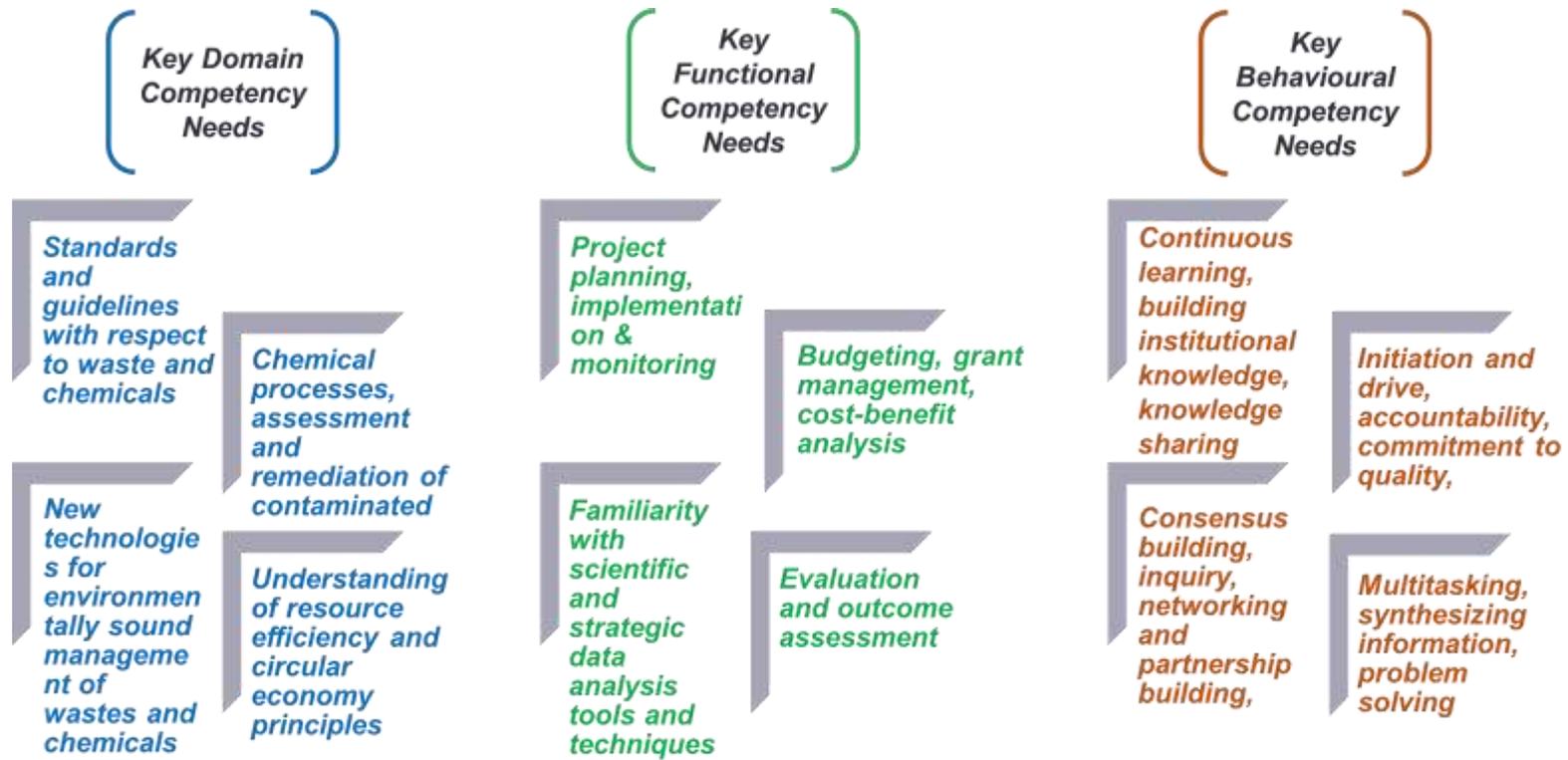


Figure 34: Key Competency Needs for HSM Division

Table 67: Domain, functional & behavioural competency gaps identified for HSM division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E	<ul style="list-style-type: none"> ▶ Access to information from various agencies dealing with same/ similar subjects. ▶ Knowledge on data handling through software. ▶ Absence of information sharing by industry stakeholders for effective subject engagement. ▶ Knowledge on software-based approaches on life cycle management of chemicals. 	<ul style="list-style-type: none"> ▶ Limited data flow from stakeholder agencies. ▶ Adoption of software tools ▶ Limited participation of private stakeholders in sharing their technical experiences/ achievement, as successful case studies 	<ul style="list-style-type: none"> ▶ Work related stress ▶ Communication skills on technical data requirements ▶ Stakeholder management
Director	<ul style="list-style-type: none"> ▶ Difficult to assess the viability of the programs/ policies developed by the scientists ▶ Intermittent knowledge update about the latest technologies. 	<ul style="list-style-type: none"> ▶ Expertise about the evaluation and outcome assessment of the project ▶ Hands-on experiences 	<ul style="list-style-type: none"> ▶ Need improvement in Negotiation and Networking skills
Scientist D	<ul style="list-style-type: none"> ▶ Latest waste treatment technologies and disposal methods, waste to energy technologies, waste characterization. ▶ Knowledge on improving Resource efficiency in industrial processes and raw materials, circular economy solutions waste management, Green labelling of products and processes. ▶ Use of sensor-based technology in environmental monitoring including air quality monitoring ▶ Eco-Industrial Park Development ▶ Latest air pollution control technologies. ▶ Emission trading schemes ▶ Environment toxicology and contamination; Remediation of hazardous and toxic waste ▶ Cap and Trade Mechanism ▶ Knowledge on use of alternatives to conventional chemicals ▶ Current technologies for recycling and recovery processes of wastes ▶ Technological and economic viability of implementation of standards ▶ Life Cycle assessment of products, processes and wastes. 	<ul style="list-style-type: none"> ▶ Project Management ▶ Training on various online and digital tools for using domain knowledge 	<ul style="list-style-type: none"> ▶ Stakeholder engagement skills ▶ Difficulty in synthesizing Information received from various sources.
Section Officer	<ul style="list-style-type: none"> ▶ Experience in preparing annual budget ▶ Understanding of legal language for facilitating handling of Court Matters, Filing of Affidavits and preparation of Para-wise comments 	<ul style="list-style-type: none"> ▶ Training for noting and drafting 	<ul style="list-style-type: none"> ▶ Communication skills needs improvement

ENV 9: Montreal Protocol & Ozone cell Division:

The Montreal Protocol & Ozone cell division is headed by Ms. Rajasree Ray, Economic Advisor. This division is responsible for implementation of the Montreal Protocol provisions, review of various policy and implementation options, project approvals and monitoring.

Policy and Compliance with Ozone Depleting Substance (ODS) Rules, Work relating to Meeting of the Parties, Reporting of Data under Article 7 of the Montreal Protocol are initiated by Director/Additional Director and finalised by Secretary. Approval of Ozone Depleting Substances Phase out Project, Fiscal Incentives, Work relating to Executive Committee and other meeting on Montreal Protocol, Follow up action on decision of the Executive Committee and Meeting of the Parties are initiated by Director/Additional Director and finalised by AS. Coordination between Implementing Agencies, Project Management Unit for the production sector phase out projects, Furnishing comments on policy documents project proposals and other documents related to Montreal Protocol, Awareness, Management of Institutional Strengthening Project, Coordination with CPCB, State Governments (SPCB) are initiated by Director/Additional Director and finalised by JS. Review of the progress of delayed projects, Information dissemination, Routines Matters are initiated by Joint Director and finalised by Director/Additional Director.

Organogram:

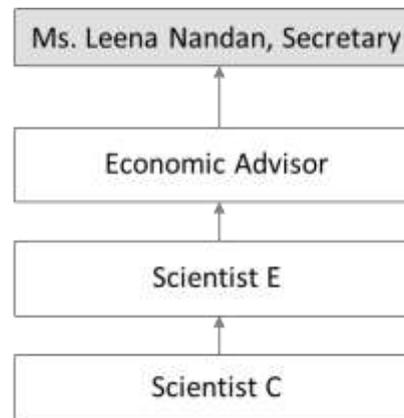


Figure 35: Organogram for MPOC division

The tables below outline key positions in the division, their required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 68: Domain, functional & behavioural competencies required for MPOC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist E / Scientist C	<ul style="list-style-type: none"> ▶ Implementation of the Montreal Protocol and its Ozone Depleting Substance (ODS) phase-out programme in India ▶ Familiarity with Montreal Protocol and key components of the protocol ▶ Understanding of ODS data inputs for submission to MLF ▶ Review of various policy and implementation options, project approvals and monitoring. ▶ Submission of data on production, consumption, export, import of ODSs, to the Ozone Secretariat. ▶ Organization of awareness activities at the national and state levels to sensitize the stakeholders to phase-out the ODS in various sectors 	<ul style="list-style-type: none"> ▶ Stakeholder management for awareness creation activities, especially MSMEs ▶ Understand monitoring & evaluation of the projects funded ▶ Knowledge of quantitative technical data assessment ▶ Scientist should know MLF proposal submission process 	<ul style="list-style-type: none"> ▶ Communication and negotiation skills ▶ Should be empathetic communicator esp. in the case of MSMEs

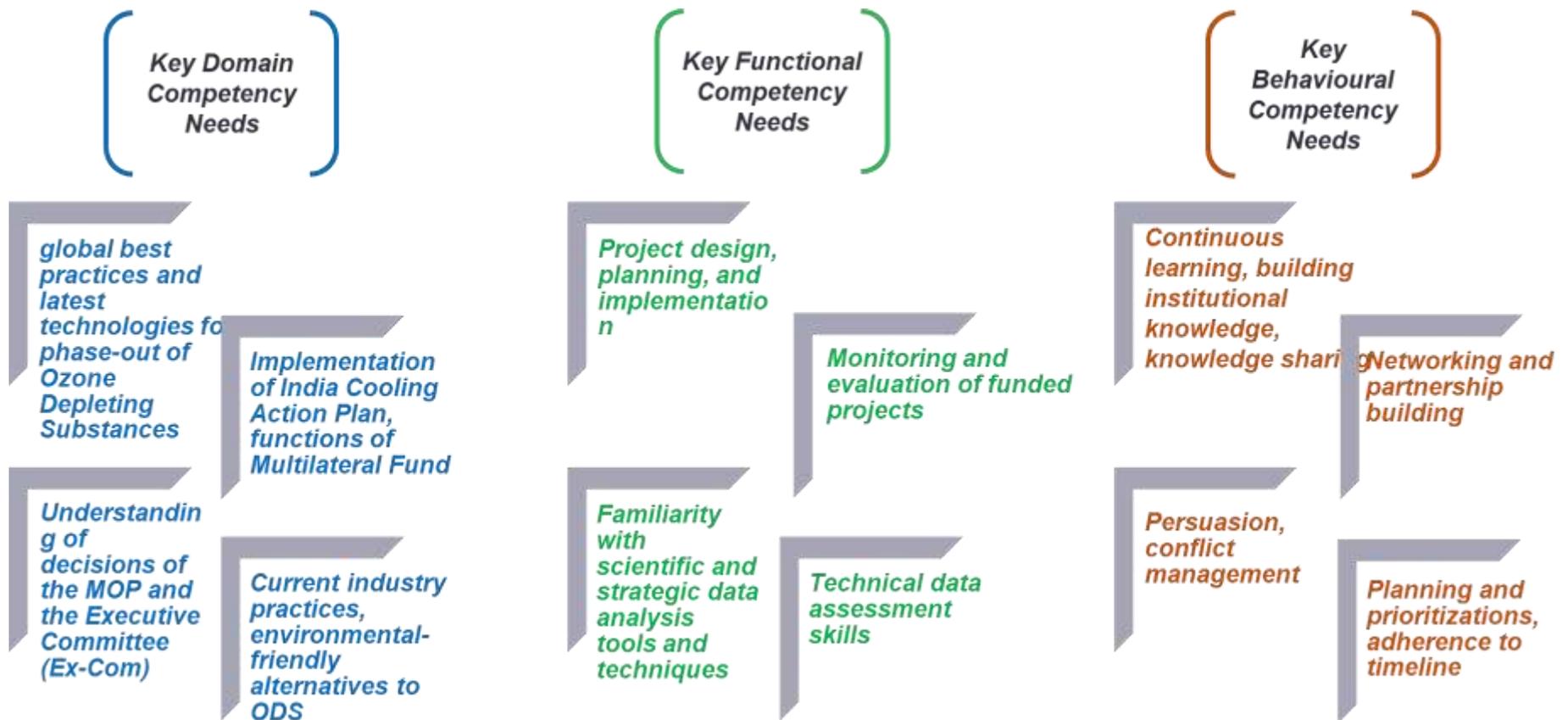


Figure 36: Key Competency Needs of Montreal Protocol & Ozone cell Division

Table 69: Domain, functional & behavioural competency gaps identified for MPOC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E / Scientist C	<ul style="list-style-type: none"> ▶ Knowledge of national and international best practices, market readiness for technology, for decreasing ODS (HCFCs, HFCs, etc.) ▶ Comprehensive knowledge of ODS alternatives, technological innovations, and successful international case studies (available with MLF) ▶ Understanding of Kigali Amendment and Montreal Protocol components, requirements ▶ Technical data assessment for submitting funding proposal requirements to MLF ▶ Understanding of reporting frameworks of MLF and implementing agencies 	<ul style="list-style-type: none"> ▶ Monitoring & evaluation structure for assessing outcomes of funded projects ▶ Quantitative technical data assessment ▶ End-to-end understanding of MLF proposal submission process ▶ Financial management processes 	<ul style="list-style-type: none"> ▶ Effective written and verbal communication ▶ Negotiation skills ▶ Empathetic communication especially in the case of MSMEs

ENV 10: Research & Development in Environment (R&D) Division:

The Research in Environment division is headed by Mr. Naresh Pal Gangwar, Additional Secretary. This department is responsible for biodiversity conservation, ecosystems conservation & management (mountain, forest, coastal, wetlands, pastoral, etc), socio-economic issues of environment and sustainable development, conservation and management of landscapes and ecologically sensitive areas including issues of sustainable livelihoods, Sustainable Management of Natural Resources, Climate Change: Vulnerability & Risk Assessment, Process, Mitigation and Adaptation, Pollution Prevention, Use of remote sensing technology for inventorisation, assessment and monitoring of country's natural resources such as land, water, forests, wetlands, glaciers etc. and for environmental conservation and protection on areas given above. The matters in the division are handled by Sc F and then reviewed and finalised by Advisor/ AS/ Secretary/ Minister.

Organogram:

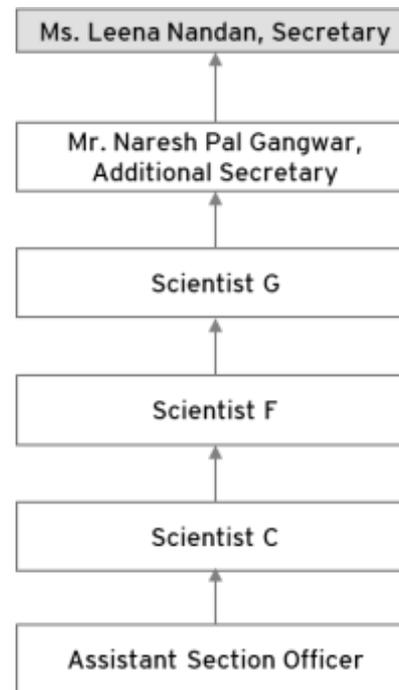


Figure 37: Organogram of R&D division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 70: Domain, functional & behavioural competencies required for R&D division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist G	<ul style="list-style-type: none"> ▶ Environmental Research and Development Programme ▶ Reviewing the effectiveness of R&D scheme ▶ Promoting knowledge sharing among the project investigators ▶ Technical inputs for the improvement of the programmes ▶ Assessing the implementation plans of the scheme ▶ Understanding of global best practices about Environmental Research and Development ▶ Insight into technical tools for smooth conduct of research activities. 	<ul style="list-style-type: none"> ▶ Catalysing partnerships with multiple stakeholders to strengthen the programmes of the scheme ▶ To deliver scheme's outputs as per timeframes ▶ Should be able to do data analysis tools and techniques ▶ Should be able to undertake data-led decision making 	<ul style="list-style-type: none"> ▶ Time management skills to provide regular and well-articulated outputs ▶ Scientist should have team building and leadership skills ▶ Decision making capabilities
Scientist F	<ul style="list-style-type: none"> ▶ Monitoring effectiveness of Research and Development scheme ▶ Supervising the timely output for the work undertaken ▶ Resolving the socio-economic issues relating to the environment ▶ Managing the natura resources of the country sustainably ▶ Ecosystems Conservation & Management and Evaluation of Ecosystem Services. ▶ Knowledge about socio-economic issues of environment and Sustainable Development ▶ Sustainable Management of natural resources ▶ Pollution prevention technologies ▶ Remote sensing technologies for inventorisation, assessment and monitoring of country's natural resources 	<ul style="list-style-type: none"> ▶ Understand evaluation and outcome assessment of the projects ▶ Assess the effectiveness of policy implementation 	<ul style="list-style-type: none"> ▶ Continuously build institutional knowledge ▶ Should possess team building and leadership skills
Scientist C	<ul style="list-style-type: none"> ▶ Examining proposals for funding research projects for specific areas related to environmental conservation and conservation of natural resources in the Country. 	<ul style="list-style-type: none"> ▶ Understand evaluation and outcome assessment of the projects ▶ Familiarity with SOP for release of funds issued by IFD 	<ul style="list-style-type: none"> ▶ Able to synthesize Information received from various sources
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Review of proposals for funding research projects ▶ Remote sensing technologies for inventorisation, assessment and monitoring of country's natural resources ▶ Understanding of Pollution prevention technologies 	<ul style="list-style-type: none"> ▶ Familiarity with SOP for release of funds issued by IFD ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Time Management ▶ Coordination

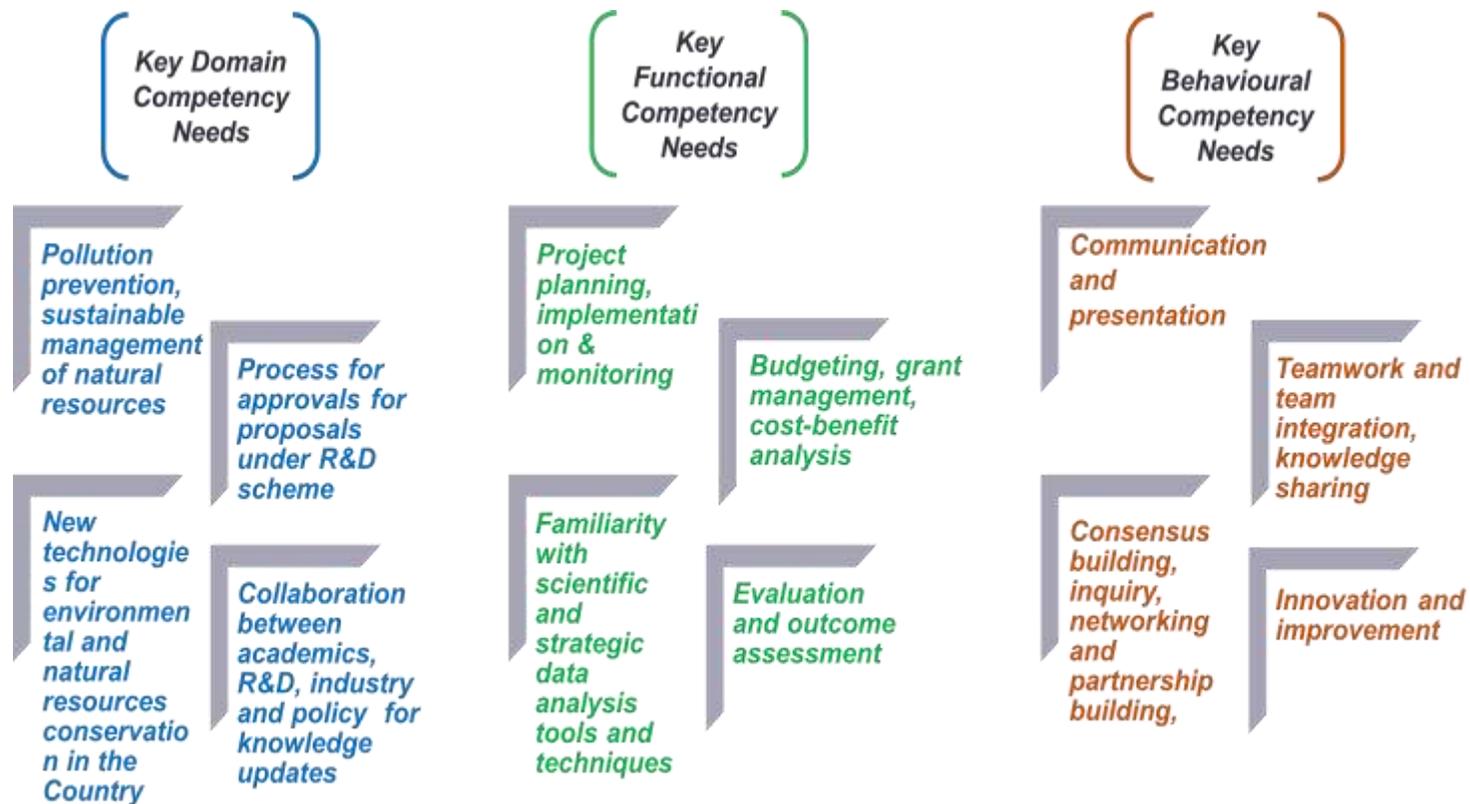


Figure 38: Key Competency Needs of R&D Division

Table 71: Domain, functional & behavioural competency gaps identified for R&D division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist G	<ul style="list-style-type: none"> ▶ Prior training in the domain knowledge, including latest tools and technologies for yielding better outcome. ▶ Collaboration between academics, R&D, industry and policy for familiarization with new and upcoming technologies for environmental conservation and conservation of natural resources in the Country 	<ul style="list-style-type: none"> ▶ Proficiency in data analysis tools and techniques ▶ Training on data-led decision making 	<ul style="list-style-type: none"> ▶ Time management skills to provide regular and well-articulated outputs
Scientist F	<ul style="list-style-type: none"> ▶ Information on new technologies which may be used in research activities ▶ Exposure to the global best practices regarding pollution prevention, sustainable management of natural resources 	<ul style="list-style-type: none"> ▶ Require training on Evaluation and outcome assessment ▶ Need to assess the effectiveness of policy implementation 	<ul style="list-style-type: none"> ▶ Time for building institutional knowledge
Scientist C	<ul style="list-style-type: none"> ▶ Process for approvals for proposals under R&D scheme and familiarization with brief background of the project being funded such as Biodiversity conservation, Ecosystem conservation & Management, Socio-economic issues of environment and sustainable development, climate change, Sustainable Management of Natural Resources 	<ul style="list-style-type: none"> ▶ Require training on Evaluation and outcome assessment 	<ul style="list-style-type: none"> ▶ Difficulty in synthesizing Information received from various sources
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Process for approvals for proposals under R&D scheme 	<ul style="list-style-type: none"> ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Time management

ENV 11: Wetlands Division:

The Wetlands Division is headed by Mr. Sujit Kumar Bajpayee, Joint Secretary and is responsible for interception, diversion and treatment of wastewater, shoreline protection, lake front development, in-situ cleaning i.e., de-silting & de-weeding, storm water management, bioremediation, catchment area treatment, lake beautification, survey & demarcation, bio-fencing, fisheries development, weed control, biodiversity conservation, education and awareness creation and community participation.

The matters related to SFC Memo of NPCA Scheme and any important/policy decisions, VIP References, Parliament Questions & Assurances, Court matters are initiated by scientist, and then routed through JS, AS, Secretary and finally Minister. Sanctioning of IMPs/Proposals under the NPCA received from State Govts/UTs, Universities/Govt Institutions for above Rs. 2 crore, Projects received from voluntary agencies / NGOs, Private Institutions costing Rs. 50 lakhs and above are handled by concerned scientist and reviewed by JS, AS and Secretary. Sanctioning of IMPs/Proposals under the NPCA received from State Govts/UTs up to Rs. 2 crore, received from Universities/Govt Institutions for Rs 50 lakh to up to Rs. 1 crore, volunteer agencies/ NGOs Private Institutions costing from Rs. 25 lakh to below Rs. 50 lakhs are initiated by concerned scientist, reviewed by JS and then AS. The rest of the proposals under NPCA are reviewed by JS.

Organogram:

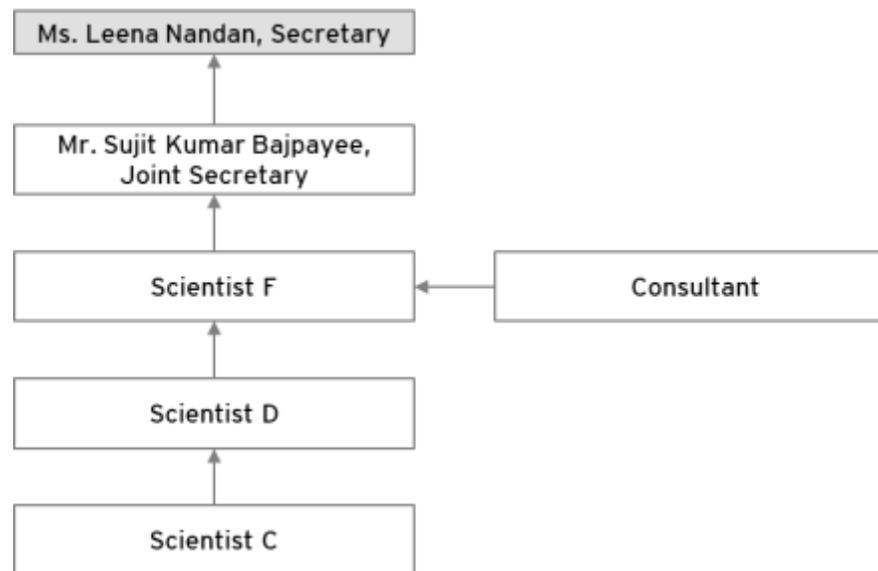


Figure 39: Organogram of Wetlands division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 72: Domain, functional & behavioural competencies required for Wetlands division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F	<ul style="list-style-type: none"> ▶ Implementation of centrally sponsored scheme National Plan for Conservation of Aquatic Eco-systems (NPCA) ▶ Implementation of Wetlands (Conservation and Management) Rules, 2017 ▶ Implementation of the Ramsar Convention in the Country ▶ Interpretation and monitoring/regulation of policies/acts/schemes like Wetlands (Conservation and Management) Rules, 2017 and Environment Protection Act, 1986, ▶ Insight into implementation of National Plan for Conservation of Aquatic Eco-systems (NPCA) scheme ▶ Broader understanding of the global and national climate change issues as they relate to ecosystem degradation leading to reduction in wetland area 	<ul style="list-style-type: none"> ▶ Capacity building initiatives like conducting of workshops (Regional /National level) ▶ Monitoring implementation of Rules ▶ Scheme monitoring ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha ▶ Proficiency with technological tools such as GIS tool ▶ Understanding /insight generation for conducting negotiations in international conventions ▶ Understand MIS and web portal for monitoring of schemes 	<ul style="list-style-type: none"> ▶ Multitasking skills and stress management skills ▶ Excellent communication skills for capacity building initiatives ▶ Commitment to Continuous Learning and building institutional knowledge
Scientist D	<ul style="list-style-type: none"> ▶ Coordination with States/UTs for notification of wetlands and Ramsar sites; Matters related to National Wetlands Committee (NWC) ▶ Scrutinizing proposals received from states/UTs in the form of Integrated Management Plan (IMP)s along with Brief Document (BD)s ▶ Reviewing the project proposals by Externally Aided Projects, UNEP GEF and GIZ ▶ Implementation of Wetlands (Conservation and Management) Rules 2017 and National Plan for Conservation of Aquatic Eco-systems (NPCA) ▶ Familiarity with Act, Rules and Notifications related to Environment and coastal zone, latest regulations related to Wetlands Conservation and Management, CRZ Rules, Forest and Wildlife Act, other regulations at the state level like forest regulations, regulations related to ground water, irrigation, waste management, CRZ issues, ESZ regulations, wildlife regulations etc, 	<ul style="list-style-type: none"> ▶ Monitoring of Externally Aided Projects, UNEP GEF and GIZ ▶ Processing proposals for releasing financial assistance to states/UTs as per guidelines of NPCA ▶ Project appraisal, output-outcome analysis ▶ First Appellate Authority (FAA) as per provisions of RTI Act 2005 ▶ Handling Public Grievances, Court cases, Parliament matters ▶ Familiarity with latest technological and scientific tools like Remote Sensing and GIS, Water Quality methodologies and Assessments ▶ Technical Report writing 	<ul style="list-style-type: none"> ▶ Motivation skills to ensure improved delivery from the staff ▶ Communication skills to manage multiple stakeholders ▶ Synthesis of information while providing attention to details

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Understanding of guidelines for Wetlands (Conservation and Management) Rules 2017 and guidelines for National Plan for Conservation of Aquatic Ecosystems (NPCA) 		
Scientist C	<ul style="list-style-type: none"> ▶ Processing Integrated Management Plan for wetlands conservation and management activities submitted by State Government under NPCA CSS scheme. ▶ Familiarity with National Plan for Conservation of Aquatic Ecosystem ▶ Exposure to best practices to understand and improve Indian standards in line with international standards ▶ Handling matters related to SACON (Salim Ali Centre for Ornithology and Natural History) 	<ul style="list-style-type: none"> ▶ Processing of GRIG, OOMF dashboard ▶ Handling Court Cases, RTI, Parliamentary queries ▶ Required to attend seminars, Conferences ▶ Collaboration with research institutes for updation of the domain knowledge ▶ Project implementation ▶ Technical Report writing ▶ Familiarity with latest technological and scientific tools like Remote Sensing and GIS, Water Quality methodologies and Assessments 	<ul style="list-style-type: none"> ▶ Initiate group discussions and build team spirit ▶ Express ideas & views to higher level officers ▶ Good communication skills ▶ Result orientation and problem solving ▶ Presentation skills

Table 73: Roles and responsibilities of Consultants in Wetlands division

Position	Roles & Responsibilities
Consultant	<ul style="list-style-type: none"> ▶ Implementation of centrally sponsored scheme National Plan for Conservation of Aquatic Eco-systems (NPCA), Wetlands (Conservation and Management) Rules, 2017, Ramsar Convention in the Country

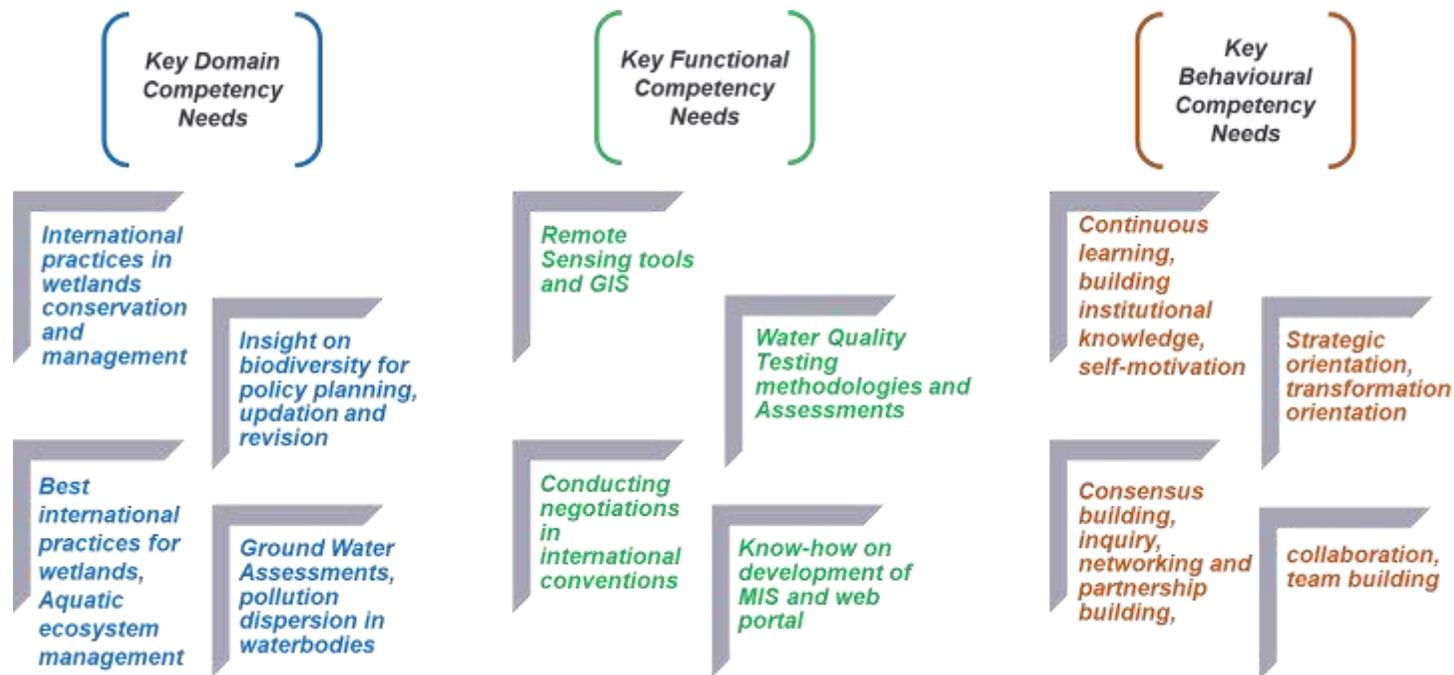


Figure 40: Key competency needs for Wetlands Division

Table 74: Domain, functional & behavioural competency gaps identified for Wetlands division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F	<ul style="list-style-type: none"> ▶ Knowledge on international practices in wetlands conservation and management ▶ Information availability on best international practices for wetlands, Aquatic ecosystem management ▶ Insight on biodiversity for policy planning, updation and revision ▶ How to create awareness among masses about the safeguarding of country's wetlands as the urbanisation is only likely to intensify 	<ul style="list-style-type: none"> ▶ Proficiency with technological tools such as GIS tool ▶ Understanding /insight generation for conducting negotiations in international conventions ▶ Know-how on development of MIS and web portal for wetlands 	<ul style="list-style-type: none"> ▶ Multitasking skills may enhance the competency in the assigned work. ▶ Development of time and stress management skills
Scientist D	<ul style="list-style-type: none"> ▶ Understanding aspects of national and international Environmental Laws and Regulations on wetlands conservation with scientific approach for integrated management with convergence of various activities ▶ Understand applicability of these laws and regulations in Indian context ▶ The Central Wetland Regulatory Authority only have advisory powers whereas strong enforcement of rules is needed ▶ Understanding of Ground Water Assessments, pollution dispersion in waterbodies 	<ul style="list-style-type: none"> ▶ Use of tools like Remote Sensing and GIS, Water Quality methodologies and Assessments, Software related to water quality, Ground Water Assessments, pollution dispersion in waterbodies 	<ul style="list-style-type: none"> ▶ Soft skills for dealing with international conventions, bilateral and multilateral dialogue
Scientist C	<ul style="list-style-type: none"> ▶ Daily updation of knowledge on the scientific field ▶ Annual meeting/ conference of scientists in the ministry to share their knowledge and experience 	<ul style="list-style-type: none"> ▶ Noting and drafting skills ▶ Access to more scientific data, imagery, maps and other relevant tools to provide knowledge on the status of wetlands 	<ul style="list-style-type: none"> ▶ Freedom to express ideas & views to higher level officers ▶ Communication skills for stakeholder coordination

ENV 12: Biodiversity Conservation Division:

This division, headed by Mr. Naresh Pal Gangwar, Additional Secretary, looks after biological diversity conservation in the country. It ensures regulatory, supervisory and operational activities undertaken by NBA are in accordance with the provisions of the Biological Diversity Act 2002.

Convention on Biological Diversity (CBD) - preparing country brief for negotiation in Conference of Parties (CoP) meetings to the CBD and CoP-Meeting of Parties to the Nagoya Protocol on Access and Benefit Sharing, preparing compliance reports and National Reports and submitting to CBD, identifying experts and nominate for participation in CoP/CoP-MoP meetings, Post 2020 Global Biodiversity Framework Consultations are handled by Director and routed through Advisor, AS, Secretary and then Minister. Intergovernmental Science - Policy Platform on Biodiversity and Ecosystem Services (IPBES) - Nomination of experts to IPBES for task force, workshops, assessments and Plenary Sessions are handled by Sc/Director and routed through Advisor, AS, Secretary and then Minister. Nomination of experts to attend technical annual meetings of SBSTTA and SBI and review the scientific output of these meetings are handled by Sc/Director and routed through Advisor, AS, Secretary and then Minister. Administrative and budgetary matters of NBA are handled by ASO, director and then Advisor. Matters related of effective implementation of Biological Diversity Act, 2002, its Rules 2004 and Guidelines, 2014 are handled by Sc/Director and routed through Advisor and AS. Release of Grants to NBA and Annual Contributions to the CBD and Nagoya Protocol Trust Funds are routed from ASO, Director, Adviser, AS and then Secretary.

Organogram:

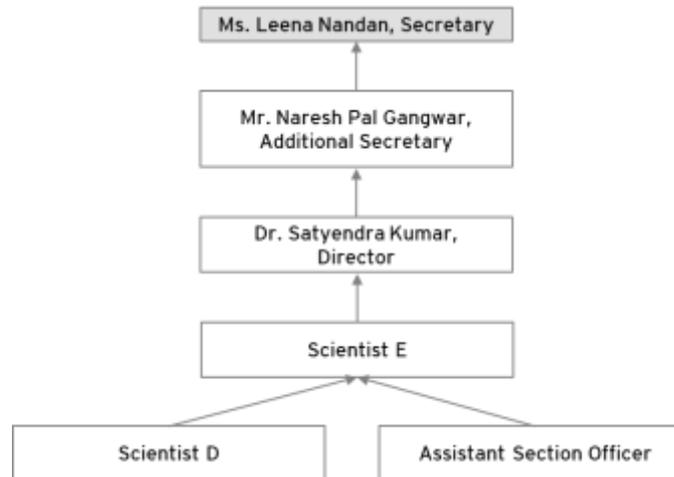


Figure 41: Organogram of BC division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 75: Domain, functional & behavioural competencies required for BC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director Biodiversity Conservation	<ul style="list-style-type: none"> ▶ Articulate the vision and strategy for biological diversity conservation in the country ▶ Ensure regulatory, supervisory and operational activities undertaken by NBA are in accordance with the provisions of the Biological Diversity Act 2002 ▶ Represent the country on various global and national platforms which promote conservation, protection and sustainable use of biological diversity ▶ Review and publication of Internationally Recognised Certificates of Compliance on Convention on Biological Diversity Portal ▶ Establish engagements at national and global level to develop deeper partnerships for global action ▶ Understanding of Biological Diversity Act, 2002 and its Rules 2004, Convention on Biological Diversity (CBD) and Nagoya & Cartagena protocols adopted under CBD 	<ul style="list-style-type: none"> ▶ Catalysing partnerships with multiple stakeholders to strengthen the work output ▶ Review of parliamentary queries 	<ul style="list-style-type: none"> ▶ Time management skills to provide regular and well-articulated outputs ▶ Team building and leadership skills ▶ Decision making capabilities
Scientist E (Biodiversity Conservation)	<ul style="list-style-type: none"> ▶ Articulate the vision and strategy for biological diversity conservation in the country ▶ Ensure regulatory, supervisory and operational activities undertaken by NBA are in accordance with the provisions of the Biological Diversity Act 2002 ▶ Represent the country on various global and national platforms which promote conservation, protection and sustainable use of biological diversity ▶ Review and publication of Internationally Recognised Certificates of Compliance on Convention on Biological Diversity Portal ▶ Understanding of Biological Diversity Act, 2002 and its Rules 2004, Convention on Biological Diversity (CBD) and protocols adopted under CBD 	<ul style="list-style-type: none"> ▶ Drafting of policy document ▶ Co-ordinate with stakeholders under NBA ▶ Understand impact assessment and evaluation of the policies implemented 	<ul style="list-style-type: none"> ▶ Should possess multi-tasking and stakeholder engagement skills ▶ Should give attention to details
Scientist D (Biosafety)	<p>Implementation of Rules 1989 (GEAC)</p> <ul style="list-style-type: none"> ▶ Scrutiny, review and appraisal of proposals of various categories ▶ Compilation of comments/ inputs by GEAC members, 	<p>Implementation of Rules 1989 (GEAC)</p> <ul style="list-style-type: none"> ▶ Organizing GEAC meetings ▶ Issuance of letters 	<ul style="list-style-type: none"> ▶ Maintain work-life balance ▶ Excellent communication skills to manage stakeholders

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<p>Cartagena Protocol on Biosafety (CPB)</p> <ul style="list-style-type: none"> ▶ Making country position in CPB ▶ Formulation of working group <p>Inter-ministerial matters</p> <ul style="list-style-type: none"> ▶ Scrutiny, review and appraisal of Inter-ministerial proposals related to agriculture and food sectors ▶ Managing comments from concerned divisions on the proposal ▶ Compile comments and inputs ▶ Familiarization with rules for the manufacture, use/import/export and storage of hazardous microorganisms/ genetically engineered organisms or cells (Rules 1989), Cartagena Protocols on Biosafety 	<ul style="list-style-type: none"> ▶ File/ record management Cartagena Protocol on Biosafety (CPB) ▶ Arranging meetings of working groups <p>Other work</p> <ul style="list-style-type: none"> ▶ Address Parliament starred/ unstarred questions, assurances ▶ Updation of various portals like RTIMIS, PFMS, CPGRAMS, etc. ▶ Prepare affidavit, response, defence for various types of court cases ▶ Co-ordination with states, other Govt. departments and private sector 	
<p>Assistant Section Officer (Biodiversity)</p>	<ul style="list-style-type: none"> ▶ Undertaking activities to amend Biological Diversity Act, 2002 ▶ Preparation for the Joint Committee on Biological Diversity (Amendment) Bill, 2021 such as preparing background notes and supporting documents for the meetings, preparing draft responses on the queries of Joint Committee, examination of the representations received on the bill and resolving them ▶ Review Expenditure Finance Committee Memorandums received from other Ministries and Departments and submit for approval ▶ Collect proposal from the National Biodiversity Authority and submit to competent authority after analyzing it for Budget Estimates ▶ Examine proposals received for designation of repository under section 39 of the Biological Diversity Act, 2002 for different categories of biological resources, seek inputs of NBA, consult senior officials on designation of repositories, seek approval of the competent authority and convey to the applicant ▶ Managing bilateral Working Groups- France, Germany, UK, Japan etc. ▶ Review of Biodiversity Chapter in proposed Foreign Trade Agreements, ▶ Undertaking process for creation of Posts in NBA 	<ul style="list-style-type: none"> ▶ Release of Grants-in-Aid to the National Biodiversity Authority ▶ Inputs for Annual Report of the Ministry ▶ Replies for parliamentary queries, Public Grievance, RTI, VIP/ PMO References ▶ Update the e-Samiksha portal periodically ▶ Prepare action taken report w.r.t. Biodiversity division 	<ul style="list-style-type: none"> ▶ Excellent communication and multitasking skills to manage various stakeholders ▶ Providing attention to details while synthesizing information

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Undertaking process for appointment of Chairperson and Secretary of National Biodiversity Authority ▶ Examine the request for nominations received from Other Divisions, Ministries and Departments ▶ Providing inputs for UN Conventions including UNCCD, UNFCCC, BRICS, IBSA, G20, SDG Implementation Report, TERI State of Environment Report, Trade and Environment at WTO 		

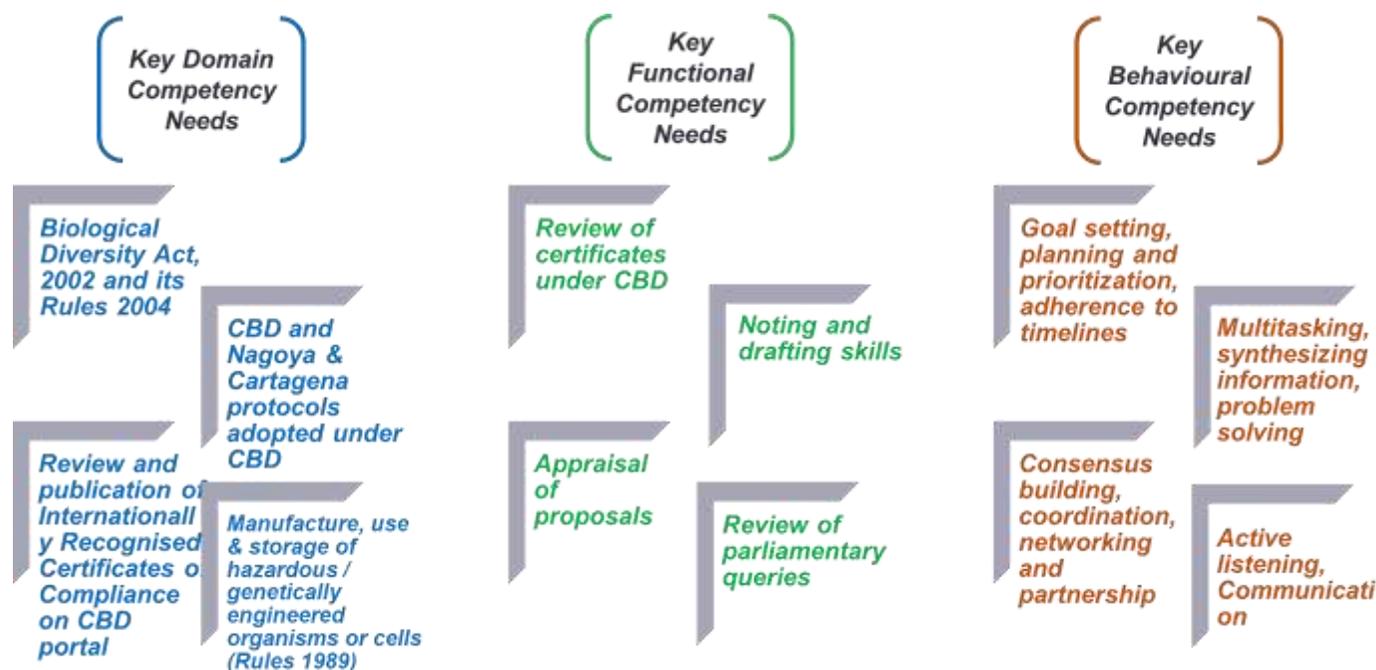


Figure 42: Key competency needs of BC Division

Table 76: Domain, functional & behavioural competency gaps identified for BC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director Biodiversity Conservation	<ul style="list-style-type: none"> ▶ In -depth understanding of Biological Diversity Act, 2002 and its Rules 2004, Convention on Biological Diversity (CBD) and Nagoya & Cartagena protocols adopted under CBD 	<ul style="list-style-type: none"> ▶ Drafting and noting capacity for review of parliamentary queries 	<ul style="list-style-type: none"> ▶ Networking and negotiation skills to develop partnerships
Scientist E (Biodiversity Conservation)	<ul style="list-style-type: none"> ▶ In depth understanding of Biological Diversity Act, 2002 and its Rules 2004, Convention on Biological Diversity (CBD) and protocols adopted under CBD 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for developing vision and strategy 	<ul style="list-style-type: none"> ▶ Multi-tasking skills to manage tasks assigned ▶ Stakeholder engagement skills
Scientist D (Biosafety)	<ul style="list-style-type: none"> ▶ In depth understanding of rules for the manufacture, use/import/export and storage of hazardous microorganisms/ genetically engineered organisms or cells (Rules 1989) 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for appraisal of proposals 	<ul style="list-style-type: none"> ▶ Time management skills for work-life balance
Assistant Section Officer (Biodiversity)	<ul style="list-style-type: none"> ▶ In depth understanding of Biological Diversity Act, 2002 ▶ Providing inputs for UN Conventions including UNCCD, UNFCCC, BRICS, IBSA, G20, SDG Implementation Report, TERI State of Environment Report, Trade and Environment at WTO 	<ul style="list-style-type: none"> ▶ SOPs to release of Grants-in-Aid to the National Biodiversity Authority ▶ Noting and drafting skills for Annual Report of the Ministry, Replies for parliamentary queries, Public Grievance, RTI, VIP/ PMO References 	<ul style="list-style-type: none"> ▶ Communication and multitasking skills

ENV 13: International Carbon Market & Green Credits Division:

International Carbon Market & Green Credits Division headed by Ms. Nameeta Prasad, JS is supporting the Government of India on climate negotiations and finance, focusing on the economics of carbon market mechanisms under the Paris Agreement. The matters relating this division are routed from consultants/scientists to Economic Advisor and AS/Secretary.

Organogram:

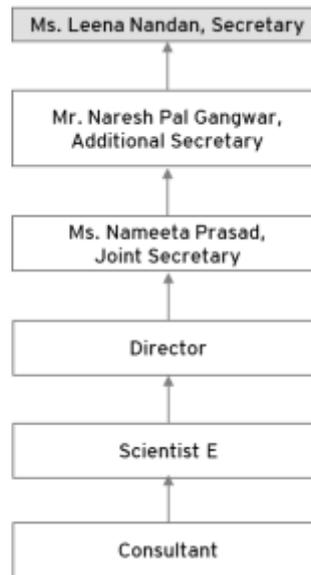


Figure 43: Organogram of CMGC division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 77: Domain, functional & behavioural competencies required for CMGC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	Implementation of Article 6 of Paris Agreement	▶ Attending international meetings, ERCST, WB, UNFCCC	▶ Manage multiple stakeholders through effective communication

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Create Nationally Designated Authority for Implementation of Article 6 of Paris Agreement (NDAIAPA) ▶ Supporting Ministry of Power for setting up of Carbon Market in India ▶ International negotiations relating to 6.2, 6.4, 6.8, CDM text, submissions w.r.t. to CDM text ▶ Initiating bilateral agreements for trading carbon credits under 6.2 – Initiated with Japan, Singapore ▶ Understanding best global practices 	<ul style="list-style-type: none"> ▶ Look after Technological issues such as website, registry ▶ Attend workshops, discussions with other countries 	<ul style="list-style-type: none"> ▶ Should have public engagement skills
Scientist E	<p>Matters related to Resource Efficiency and Circular Economy, Sustainable Consumption and Production, SDG 12, Ecomark Scheme, National Carbon Market, Green Credit</p> <ul style="list-style-type: none"> ▶ Getting work done by Division / Consultants ▶ Provide technical inputs w.r.t. topics of work areas ▶ Contribute to new policy developments ▶ Prepare technical contents for events related to work areas ▶ Concept note for creating Indian carbon trading market ▶ Authorise different sectors for undertaking activities under carbon trading 	<ul style="list-style-type: none"> ▶ Stakeholder coordination ▶ Handle matters of periodic/regular inputs ▶ Handle PMO references VIP references PG matters Parliament matters related to work areas ▶ Handle international cooperation matters related to work areas 	<ul style="list-style-type: none"> ▶ Should have Multitasking skills ▶ Manage Stakeholders through effective communication ▶ Time management skill for overall work and life balance

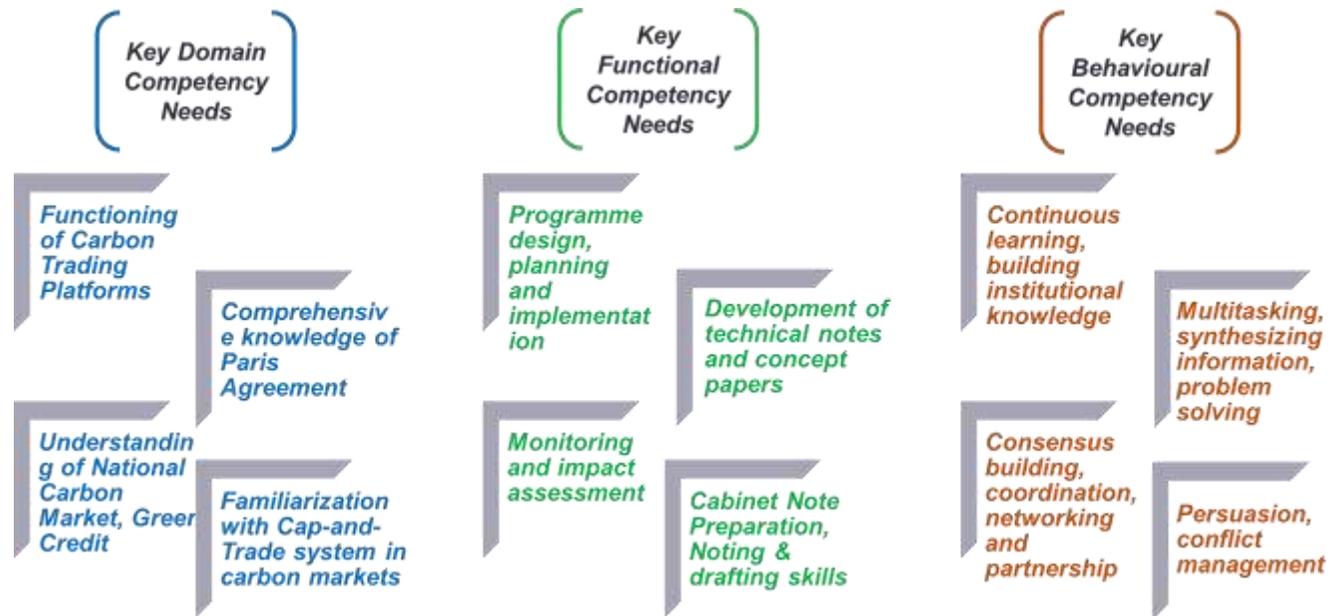


Figure 44: Key competency needs of International Carbon Market & Green Credits Division

Table 78: Domain, functional & behavioural competency gaps identified for CMGC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Comprehensive understanding of foundational domain knowledge on functioning of Carbon Trading Platforms ▶ Interaction with countries having functioning Carbon Trading Market ▶ Comprehensive knowledge Paris Agreement 	<ul style="list-style-type: none"> ▶ Data availability on feasibility and risk assessment for establishing carbon trading platform 	<ul style="list-style-type: none"> ▶ Time for building institutional knowledge
Scientist E	<ul style="list-style-type: none"> ▶ In depth understanding of topics such as National Carbon Market, Green Credit ▶ Familiarization with Cap-and-Trade system in carbon markets ▶ Comprehensive knowledge of Kyoto Protocol and Paris Agreement 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for replying to parliamentary queries 	<ul style="list-style-type: none"> ▶ Stakeholder management skills to deal with international stakeholders

Table 79: Roles and responsibilities of Consultants in CMGC division

Position	Roles & Responsibilities
Consultants (2)	<p>Assisting in implementation of Article 6 of Paris Agreement</p> <ul style="list-style-type: none"> ▶ Creating Nationally Designated Authority for Implementation of Article 6 of Paris Agreement (NDAIAPA) ▶ Supporting Ministry of Power for setting up of Carbon Market in India ▶ Assisting in international negotiations relating to 6.2, 6.4, 6.8, CDM text, submissions w.r.t. to CDM text ▶ Initiating bilateral agreements for trading carbon credits under 6.2 – Initiated with Japan, Singapore ▶ Understanding best global practices

ENV 14: Eco-sensitive Zone (ESZ) Division:

The purpose of declaring Eco-sensitive Zone (ESZ) is to create some kind of “Shock Absorber” for specialized Ecosystems such as Protected Areas (PAs) which include National Parks and Wildlife Sanctuaries. The ESZs act as transition zones for areas requiring high protection to areas where development may be permitted. Area around each PA (National Park, Biosphere Reserve, Wildlife Sanctuary, Tiger Reserve, etc.), requires to be notified as Eco-Sensitive Zone for creating a buffer as further protection around PAs.

Declaration of Eco-Sensitive Zone (ESZ) and Eco-Sensitive Area (ESA) proposals for Draft, Amendment and Final Notifications, Parliament Questions and Parliament related matters, VIP/PMO References are handled by JD/AD/Dir, Advisor, AS, Secretary and then by Minister. Court Cases, Monthly DO to Cabinet, Follow-up relating to Eco-Sensitive Area/Zone (ESA/ESZ) are managed by JD/AD/Dir, Advisor, AS and then Secretary. ESZ Meetings, examination of ESZ proposals, Legal vetting and Hindi Translation, Publication in Gazette of India is finalised by Advisor. Updating of ESZ status on Ministry website and Preparation of weekly status of Proposal is handled by ASO/Consultant, JD/AD and approved by Director.

Organogram:

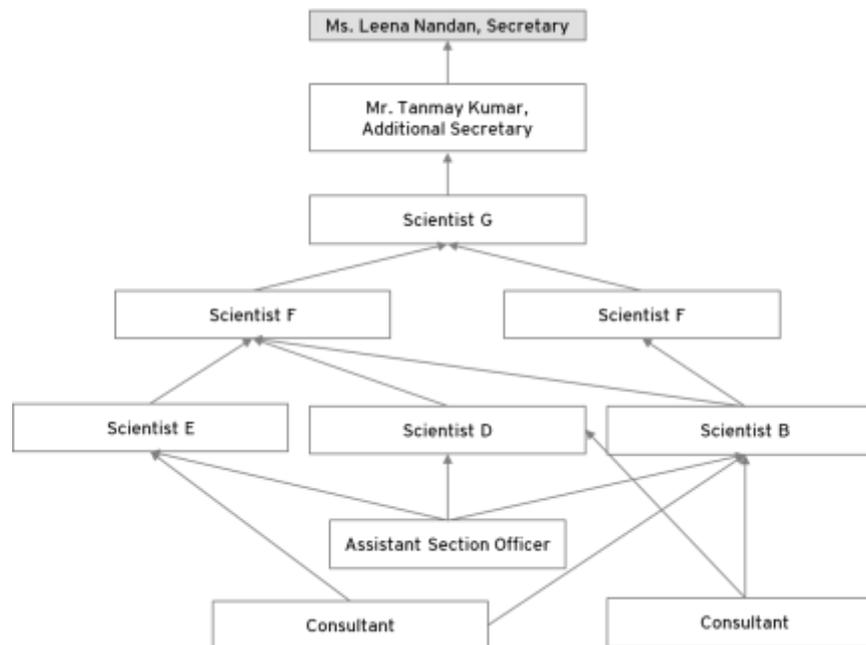


Figure 45: Organogram of ESZ division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 80: Domain, functional & behavioural competencies required for ESZ division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F/ Director	<ul style="list-style-type: none"> ▶ Examination of proposals for declaration of Eco-sensitive Zone around Protected areas submitted by the State Governments / UT administrations for consideration by the Expert Committee on ESZ for appropriate recommendation. ▶ Processing of proposals for declaration of Eco-sensitive Zone around Protected areas submitted by the State Governments / UT administrations for approval of Competent Authority for notification in the official gazette under the provisions of Environment (Protection) Act, 1986. ▶ Preparation and finalisation of comments of MoEF&CC on Draft Cabinet Notes received from various Ministries/Departments in the ESZ Division ▶ Preparation of materials on thematic area contents of ESZ Division for Annual Report, Induction Material of MoEFCC. 	<ul style="list-style-type: none"> ▶ Preparation of counter affidavits / replies for filing on behalf of the MoEFCC and attend legal matters in the Supreme Court / High Courts and the National Green Tribunal on legal matters of ESZ Division. ▶ Prepare answers for reply to Parliament Questions, pending Assurances / Rule 377 etc. for ESZ subject matters, Calling Attention Motion, Zero Hour debates etc. ▶ As Appellate Authority (ESZ sector) furnishing of replies to 1st Appeal in matters of RTI applications. ▶ Preparation of inputs for development of Digital Support System for ESZ. ▶ Drafting replies to VIP references etc. 	<ul style="list-style-type: none"> ▶ Manage multiple stakeholders through effective communication ▶ Develop skills for multi-tasking ▶ Management of time for dealing with various stakeholders ▶ Should have communication skills, assertiveness and ability to delegate
Scientist E	<ul style="list-style-type: none"> ▶ Review of proposals to declare Eco-Sensitive Zones around Protected Areas under the Environment (Protection) Act, 1986 ▶ Communicate comments and facilitate to address the issues in proposal ▶ Finalize the proposals with Expert Committee and State Governments ▶ Familiarization with Guidelines on Eco-Sensitive Zones, Biodiversity Management & Conservation, Biosphere Reserve Scheme/Programme, Guidelines on Integrated Management Plan for Biosphere Reserves, Environment Education Programme, Integrated Development of Wildlife Habitats, Protected Area Management 	<ul style="list-style-type: none"> ▶ Organize meetings with State Governments and technical institutions to finalize the draft notification as assistance to the Expert Committee on Western Ghats Eco-Sensitive Area ▶ Manage Parliament Questions and related matters ▶ Examine the VIP related matter and prepare reply 	<ul style="list-style-type: none"> ▶ Manage multiple stakeholders through effective communication ▶ Develop skills for multi-tasking ▶ Management of time for dealing with various stakeholders
Scientist D	<ul style="list-style-type: none"> ▶ Screening and technical evaluation of proposals received from the concerned State Governments and/or Wildlife division regarding declaration of Eco-Sensitive Zone around protected areas 	<ul style="list-style-type: none"> ▶ Preparation of Draft and Final Eco-Sensitive Zone Notifications around National Parks, Wildlife Sanctuaries and Tiger Reserves 	<ul style="list-style-type: none"> ▶ Ensuring proactiveness towards providing timely deliverable ▶ Multi-tasking skills to manage diverse activities ▶ Excellent communication skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Providing scientific and technical comments/filing of Affidavit on various court cases in Hon'ble Supreme Courts/High Court and National Green Tribunals ▶ Preparation of draft technical comments/filing of Affidavit on various court cases in Hon'ble Supreme Courts/High Court and National Green Tribunals ▶ Preparation of scientific and technical records for discussion in the Expert Committee/Review meetings held from time to time for appraisal of proposals/pending issues and preparation of draft minutes of the meeting ▶ Technical guidance to interns posted in my division ▶ Study and analysis of the scientific and technical information/research publications on various issues related to work ▶ Publication of scientific papers e.g., designated areas of ecologically significance 	<ul style="list-style-type: none"> ▶ CPIO of Eco-Sensitive Zone Division and Environmental Health Cell (EHC) under the RTI Act, 2005 ▶ Assisting in conducting the Expert Committee/Review meetings held from time to time for appraisal of proposals/pending matters ▶ Disposal of VIP references, Rule 377, PMO reference, Parliament matters and public grievances etc. ▶ Coordinating with Wildlife Division, National Tiger Conservation Authority, Ministry of Law and Justice and Government of India Press for publication of ESZ Notifications ▶ Attending inter-ministerial/ Departmental meetings pertaining to subject matter of division ▶ Writing manuscripts and coordinating with the publishers 	<ul style="list-style-type: none"> ▶ Adherence to timelines while delivering output
Scientist B	<ul style="list-style-type: none"> ▶ Analyse proposals to declare Eco-Sensitive Zones around Protected Areas under the Environment (Protection) Act, 1986 ▶ Communicate comments and facilitate to address the issues in proposal ▶ Finalize the proposals with Expert Committee and State Governments ▶ Familiarization with Guidelines on Eco-Sensitive Zones, Biodiversity Management & Conservation, Biosphere Reserve Scheme/Programme, Guidelines on Integrated Management Plan for Biosphere Reserves, Environment Education Programme, Integrated Development of Wildlife Habitats, Protected Area Management 	<ul style="list-style-type: none"> ▶ Manage Parliament Questions and related matters ▶ Examine the VIP related matter and prepare reply ▶ Coordination with various Divisions (Forest Conservation, Wildlife, Impact Assessment, etc) for updation OF PMG Portal/ PRAGATI ▶ Coordination with various Divisions of the Ministry updation of the portal ▶ Facilitate Centre- State Coordination meetings for Empowered Coordination Committee ▶ Use of Geographic Information System (GIS) tool 	<ul style="list-style-type: none"> ▶ Multitasking skills to manage parallel work on varied topics ▶ Excellent communication skills to manage various stakeholders across divisions
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Secretarial services for consideration of ESZ proposals submitted by the State Governments for declaration of ESZ around Protected Areas such as National Parks, Wildlife 	<ul style="list-style-type: none"> ▶ Secretarial services for filing reply to affidavits on behalf of the Ministry in the Supreme Court / High Courts / NGTs. 	<ul style="list-style-type: none"> ▶ Proactiveness in getting work done ▶ Multitasking skills to manage work assigned

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	Sanctuaries, Tiger Reserves etc. in respective States/Union territory administrations. ► Suggest proposed course of action on issues arising during implementation of ESZ regulations across the country	► Parliamentary matters including observations made by Committee on Subordinate Legislations	

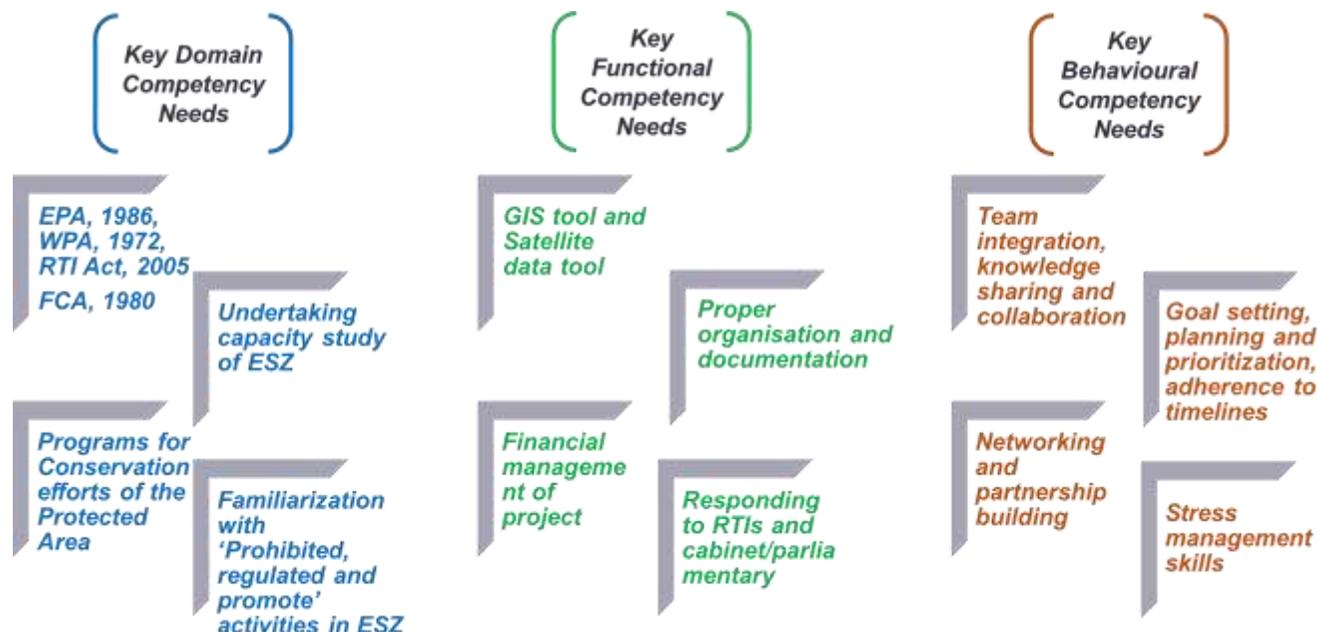


Figure 46: Key competency needs for ESZ division

Table 81: Domain, functional & behavioural competency gaps identified for ESZ division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F	<ul style="list-style-type: none"> ▶ Review of proposals for declaration of Eco-sensitive Zone around Protected areas considering various guidelines ▶ Training on how to get local communities involved for protection of Eco-sensitive Zones 	<ul style="list-style-type: none"> ▶ Proper organisation and documentation of documents for their easy access and retrieval ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries 	<ul style="list-style-type: none"> ▶ Development of multi-tasking skills ▶ Time management skills for work life balance
Scientist E	<ul style="list-style-type: none"> ▶ Field exposure is needed as most of the programmes (relating to subject knowledge) are of field oriented in nature and implemented across States tasks ▶ Training on creating awareness among masses for activities which may generate land, water and ecological stress on the ESZs 	<ul style="list-style-type: none"> ▶ Use of GIS tool ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries 	<ul style="list-style-type: none"> ▶ Development of multi-tasking skills ▶ Time management skills for work life balance
Scientist D	<ul style="list-style-type: none"> ▶ In depth understanding of Environment (Protection) Act) 1986, Wildlife (Protection) Act, 1972, RTI Act, 2005 ▶ Training on creating awareness among masses for activities which may generate land, water and ecological stress on the ESZs ▶ Analysing effects of eco-tourism as land around parks and sanctuaries gets cleared through deforestation, displacement of local people etc. 	<ul style="list-style-type: none"> ▶ Require knowledge about SoP's for release of Grants ▶ Information about handling of budget and disbursement of grants ▶ Awareness about office procedures and SoP's 	<ul style="list-style-type: none"> ▶ Stress management skills for improved productivity
Scientist B	<ul style="list-style-type: none"> ▶ Field exposure is needed as most of the programmes (relating to subject knowledge) are of field oriented in nature and implemented across States tasks ▶ In depth understanding of vast subject matter such as Guidelines on Eco-Sensitive Zones, Biodiversity Management & Conservation, Biosphere Reserve Scheme/Programme, Guidelines on Integrated Management Plan for Biosphere Reserves, Environment Education Programme, Integrated Development of Wildlife Habitats, Protected Area Management 	<ul style="list-style-type: none"> ▶ Use of technological tools such as GIS tool and Satellite data to enhance the competency of scientific work and its analysis on the project ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Multitasking skills and time management skills may enhance the competency in the assigned work. ▶ Stress management skills for improved productivity
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Understanding of implementation of ESZ regulations across the country and their impact 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of replies to Supreme Court / High Courts / NGTs, Parliamentary matters 	<ul style="list-style-type: none"> ▶ Multitasking skills may enhance the competency in the assigned work.

ENV 15: Policy and Law:

This division is headed by Dr. Sujit Kumar Bajpayee, Joint Secretary and it is responsible for National Green Tribunal (NGT) related matters. The matters pertaining to this division are initiated by ASO/ Sc E and are flowed through JS, AS, Secretary and Minister.

Organogram:

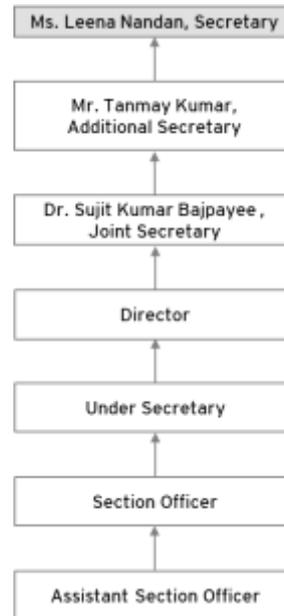


Figure 47: Organogram of P&L division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 82: Domain, functional & behavioural competencies required for P&L division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	National Green Tribunal: ► Matters Administration/ establishment matters of NGT at Principal Bench and its four Zonal Benches	► Possess skills on drafting of notes for publishing office memorandums, circulars and notifications	► Time management and multitasking Skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Appointment/ Selection Process of the Chairperson, Judicial and Expert Members in the National Green Tribunal (NGT) as per minimum sanctioned strength ▶ Amendments in the NGT Act and NGT Recruitment Rules etc ▶ Creation of posts in the NGT, update Vacancy Status of Judicial and Expert Members of NGT in the AVMS Portal <p>Budget Matters:</p> <ul style="list-style-type: none"> ▶ Provide information related to expenditure of NGT, Loss of Ecology Authority (LoEA), Chennai and Dahanu Taluka Environment Protection Authority (DTEPA) and P&L Division to Budget Division ▶ Payment of Contractual Staff engaged in P&L Division and Associate (Legal) engaged in the Ministry <p>Legal Monitoring Cell:</p> <ul style="list-style-type: none"> ▶ Monitor the court cases in the Ministry ▶ Selection of Counsels for empanelment as NGT Panel Counsels ▶ Issuance of the Brief Transmission Form (BTF) to empanelled counsels ▶ Monitor the updation of LIMBS Portal by all Associates (Legal) ▶ Resolving issues related to LIMBS Portal ▶ Understanding of all Environment, Forest & Wildlife Acts and rules made thereunder, understanding of Officer Procedures, PFMS, GFR 2017, NGT Act & Rules, LIMBS Portal 	<ul style="list-style-type: none"> ▶ Have expertise in framing replies to parliamentary questions ▶ Understand Legal Drafting for taking care of court cases and legal monitoring cell work 	<ul style="list-style-type: none"> ▶ Communication Skills to interact with various external stakeholders ▶ Decision making capabilities ▶ Give attention to details
Under Secretary	<p>National Green Tribunal:</p> <ul style="list-style-type: none"> ▶ Creation of posts in the NGT, update Vacancy Status of Judicial and Expert Members of NGT in the AVMS Portal ▶ Process request for Foreign Visits of the Chairperson and Members of the Tribunal ▶ Payment of rent to M.K. Trust for Faridkot House, Copernicus Marg, New Delhi ▶ Processing the matters related to International Conference(s)/ Workshop(s) being organised by the Tribunal from time to time ▶ Overseeing the process of engagement of contractual staff such as Legal Consultants, Office Assistants and Office Attendants by advertising the vacancy in the Newspapers <p>Office Memorandums, Circulars and Notifications:</p>	<ul style="list-style-type: none"> ▶ Possess skills on drafting of notes for publishing office memorandums, circulars and notifications ▶ Have expertise in framing replies to parliamentary questions ▶ Understand Legal Drafting for taking care of court cases and legal monitoring cell work ▶ Dissemination of Information 	<ul style="list-style-type: none"> ▶ Time management and multitasking Skills ▶ Communication Skills to interact with various external stakeholders ▶ Decision making capabilities ▶ Give attention to details for synthesizing information

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Prepare Office Memorandums for handling of the court cases in the Ministry ▶ Prepare/Amend guidelines for engagement of the Associate (Legal) in MoEF&CC ▶ Prepare and publish the Notifications of the Chairperson, Judicial and Expert Members of NGT in the Gazette of India <p>Court Cases:</p> <ul style="list-style-type: none"> ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court. <p>Parliamentary Matters:</p> <ul style="list-style-type: none"> ▶ Prepare replies for parliamentary queries and forward the same to the concerned section after vetting from competent authority <p>Matter related to Ministry of Law & Justice:</p> <ul style="list-style-type: none"> ▶ Collect reply from all division and compile the same for submission to MoLJ 		
Section Officer	<ul style="list-style-type: none"> ▶ Reviewing the process of engagement of contractual staff such as Legal Consultants, Office Assistants and Office Attendants by advertising the vacancy in the Newspapers ▶ Review of database of applications received against the advertisement for scrutiny and shortlisting purpose ▶ Management and coordination during conducting of the interviews/ interactions of shortlisted candidates before the Selection Committee for the specific engagement process ▶ Collect reply from all division and compile the same for submission to MoLJ ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court. 	<ul style="list-style-type: none"> ▶ Preparing replies to RTI and PGs on the basis of input/ data available ▶ Submission of drafted replies to RTI and PGs ▶ Preparation of Notes and Drafts on various proposals 	<ul style="list-style-type: none"> ▶ Provide attention to details while synthesizing information ▶ Showing proactiveness in getting work done ▶ Planning and prioritization ▶ Stress management
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Initiating the process of engagement of contractual staff such as Legal Consultants, Office Assistants and Office Attendants by advertising the vacancy in the Newspapers ▶ Preparation of database of applications received against the advertisement for scrutiny and shortlisting purpose ▶ Management and coordination during conducting of the interviews/ interactions of shortlisted candidates before the Selection Committee for the specific engagement process ▶ Collection and compilation of data on demands of funds and expenditure incurred from various Departments/ Organizations 	<ul style="list-style-type: none"> ▶ Keeping record of expenditure incurred and sanctions issued ▶ Collection of data from various Divisions for drafting of replies to parliament questions and assurances ▶ Preparing replies to RTI and PGs on the basis of input/ data available ▶ Submission of drafted replies to RTI and PGs 	<ul style="list-style-type: none"> ▶ Provide attention to details while synthesizing information ▶ Showing proactiveness in getting work done

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	▶ Preparation of Induction Material, Annual Report etc. specific to the Policy & Law Division	▶ Preparation of Notes and Drafts on various proposals	



Figure 48: Key competency needs for Policy and Law division

Table 83: Domain, functional & behavioural competency gaps identified for Policy and Law division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Keeping up with best practices w.r.t. environment related legal matters ▶ Access to information from various national and international agencies dealing with same/ similar subjects. ▶ Familiarity with Environmental laws, financial laws, Wildlife, Biodiversity, NGT Act, Public Liability Insurance Act ▶ Information sharing by industry stakeholders for effective subject engagement 	<ul style="list-style-type: none"> ▶ Exposure to drafting of legal documents/ replies ▶ Expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Leadership skills need improvement

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Under Secretary	<ul style="list-style-type: none"> ▶ Familiarity with Environmental laws, financial laws, Wildlife, Biodiversity, NGT Act, Public Liability Insurance Act ▶ Review of budgeting and payment to contractual staff. 	<ul style="list-style-type: none"> ▶ Drafting of notes for publishing office memorandums, circulars and notifications 	<ul style="list-style-type: none"> ▶ Multitasking skills may enhance the competency in the assigned work.
Section Officer	<ul style="list-style-type: none"> ▶ Familiarity with Environmental laws, financial laws, Wildlife, Biodiversity, NGT Act, Public Liability Insurance Act 	<ul style="list-style-type: none"> ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Development of time and stress management skills
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Familiarity with Environmental laws, financial laws, Wildlife, Biodiversity, NGT Act, Public Liability Insurance Act 	<ul style="list-style-type: none"> ▶ Understanding of SOPs related to expenditure ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Multitasking skills ▶ Working proactively

ENV 16: Mountain Division:

The Mountain Division is headed by Ms Nameeta Prasad, Joint Secretary wherein she looks after the National Mission on Himalayan Studies (NMHS) scheme, G.B. Pant National Institute of Himalayan Environment, and International Centre for Integrated Mountain Development.

Matter related to GBPNIHE's Society, Appoint of Director, GBPNIHE, Framing of Recruitment Rules for „A” and „B” Posts (GBPNIHE), Reply of Starred/unstarred Parliament Questions/Assurances, MP/VIP cases received from MoEFCC, Foreign deputation of officers of MoEF&CC JS & above for the Conference/Workshop etc., Laying Annual Report/Audited Report of GBPNIHE Approval of Plan Scheme (NMHS) is routed from Scientist to JS to AS to Secretary and to Minister for final review. Matters related to Governing Body of GBPNIHE, Matters related to Steering Committee of National Mission on Himalayan Studies (NMHS), Matters related to Board of Governors of ICIMOD, Annual Action Plan, Foreign deputation of Scientist of GBPNIHE for training/workshop/conference etc., PMO references, Court Cases (GBPNIHE) are handled by consultants and then reviewed by Scientist, JS, AS for final approval by Secretary. Matter related to STAG of NMHS, Release of Fund/grants to GBPNIHE and NMHS, Matters/ Programmes related to ICIMOD, Annual Contribution to ICIMOD are managed by project assistant/ consultant and reviewed by Scientist, JS and then AS. Approval of Budget estimates for GBPNIHE and NMHS, Release of funds/grant under approved scheme (NMHS/GBPNIHE), Submission of information to GC and other Divisions of the Ministry, Material for Annual Report, RTI/PG/ Monthly DO to GC and Monthly DO (including GeM) to IFD etc. are managed by project assistant/ consultant and reviewed by Scientist and then JS.

Organogram:

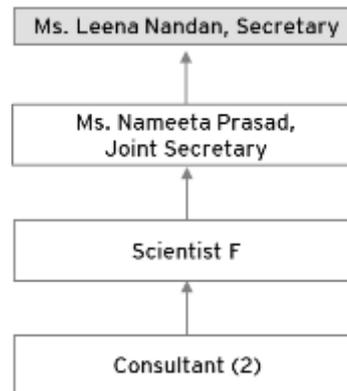


Figure 49: Organogram of Mountain division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 84: Domain, functional & behavioural competencies required for Mountain division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F	<ul style="list-style-type: none"> ▶ Thorough knowledge on various issues related to Himalayas ▶ Understanding of National Mission on Himalayan Studies (NMHS) scheme and Procedure for implementation of NMHS scheme ▶ Familiarity with best international practices in spring shed management and Glacier outburst management ▶ Understanding of international Climate change issues 	<p>G.B. Pant National Institute of Himalayan Environment (GBPNIHE)</p> <ul style="list-style-type: none"> ▶ Planning, implementation and coordination of activities. ▶ Grant-in- Aids for GBPNIHE. ▶ MoUs between GBPNIHE and other organizations ▶ Proposals to fill vacant positions. ▶ Review and promotion of technical and scientific posts. ▶ Meetings of Institute Finance Committee, Governing Body and G.B. Pant Society ▶ Finalization of Annual Action Plan. ▶ Constitution and re-constitution of various committees for Selection and Promotion. ▶ AVMS Meetings as well as updating data on AVMS portal ▶ Other technical matters (meetings, conferences, MOUs) <p>National Mission on Himalayan Studies (NMHS)</p> <ul style="list-style-type: none"> ▶ Release of grant-in- Aids for NMHS. ▶ NMHS Scientific & Technical Advisory Group (STAG) and Steering Committee Meetings. ▶ Finalization of Annual Action Plan. ▶ Updating of Output-Outcome Monitoring Framework (OOMF) of Niti Aayog Dashboard. <p>International Centre for Integrated Mountain Development (ICIMOD)</p> <ul style="list-style-type: none"> ▶ Release of annual grant for ICIMOD. ▶ Overseeing regional programmes of ICIMOD with India ▶ Preparation for Annual Board of Governor (BoG) Meeting. ▶ Any other matters/ engagements. <p>Other work</p> <ul style="list-style-type: none"> ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha; Other Parliamentary matter such as 	<ul style="list-style-type: none"> ▶ Should have Multitasking skills and stress management skills ▶ Should have skills to manage reporting to multiple superiors ▶ Should have good communication skills to manage stakeholders

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
		Implementation of Assurances, Rule 377 and Special mention, etc. ▶ Preparation of Scientific and technical comments of various court cases in Hon'ble Supreme Court, High Courts and Hon'ble NGT ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court ▶ Timely submission of RTI reply ▶ Should have proficiency with tools such as GIS tool ▶ Should be able to evaluate and assess outcomes of the projects undertaken under various schemes	

Table 85: Roles and responsibilities of Consultants in Mountain division

Position	Roles & Responsibilities
Consultant 1	National Mission on Himalayan Studies (NMHS) ▶ Process release of grant-in- Aids for NMHS. ▶ Organization of NMHS Scientific & Technical Advisory Group (STAG) and Steering Committee Meetings. ▶ Preparation of Annual Action Plan. ▶ Updating of Output-Outcome Monitoring Framework (OOMF) of Niti Aayog Dashboard. ▶ Collation of documents from various stakeholders
Consultant 2	Managing finance and budget related matters of G.B. Pant National Institute of Himalayan Environment (GBPNIHE) and other work assigned



Figure 50: Key competency needs of Mountain division

Table 86: Domain, functional & behavioural competency gaps identified for Mountain division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F	<ul style="list-style-type: none"> ▶ Knowledge on basics of ecological functioning of mountains ▶ Information availability on best international practices for integrated mountain development ▶ Insight on biodiversity for policy planning, updation, revision ▶ As continued climate change is predicted to lead to major changes in freshwater flows, with dramatic impacts on biodiversity, people and their livelihoods in Himalayan region, the tools and technologies to make masses aware about the changes and their impacts 	<ul style="list-style-type: none"> ▶ Proficiency with technological tools such as GIS tool ▶ Excellent skills for noting and drafting for communication with various stakeholders involved 	<ul style="list-style-type: none"> ▶ Multitasking skills may enhance the competency in the assigned work. ▶ Development of time and stress management skills

ENV 17: National Museum of National History (NMNH):

The NMNH Division is headed by Ms. Nameeta Prasad, Joint Secretary. The National Museum of Natural History (NMNH) was established to promote non-formal environmental education and to create conservation among the people. The vision of the NMNH is to develop scientific temper in society on environment and natural heritage of the country for education, training and creating awareness by a network of Natural History Museums.

Setting up of Regional Museums of Natural History (RMNHs), Constitution of Advisory Committee, MoU with International Museums/ Institutions/ Organisations are finalised by Minister. Creation of Posts and outsourcing of manpower are finalised by Secretary. Administrative approval for works, Record Management weeding out of files in NMNH Cell, Promotion of Scientist is handled by JS.

Organogram:

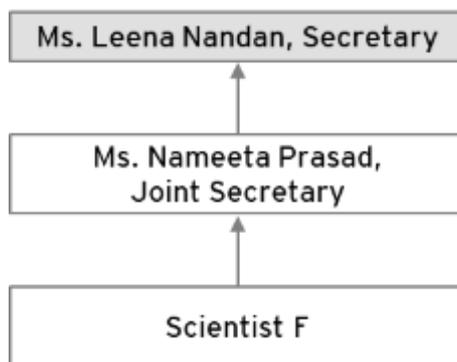


Figure 51: Organogram of NMNH division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 87: Domain, functional & behavioural competencies required for NMNH division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist F	<ul style="list-style-type: none"> ▶ Overseeing educational programmes/ competitions run on environment related days all the year round by NMNH ▶ Overseeing organization of temporary exhibitions on themes related to Environment, Ecology and Conservation 	<ul style="list-style-type: none"> ▶ Should be updated about evolving environment and other policy interface ▶ Should be able to evaluate and assess outcomes of the projects undertaken 	<ul style="list-style-type: none"> ▶ Should have Multitasking skills ▶ Should manage Stakeholders through effective communication ▶ Should have time management skill for overall work and life management ▶ Should motivate staff

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Developing the NMNH in the country's Capital and regional museums to achieve the highest level of quality to promote environmental education on a national level. ▶ Extending professional help to other agencies/organizations regarding natural history collections/museums. ▶ Develop national and international cooperation/collaboration with other organizations/professional bodies/museums related to natural history/EE. 		

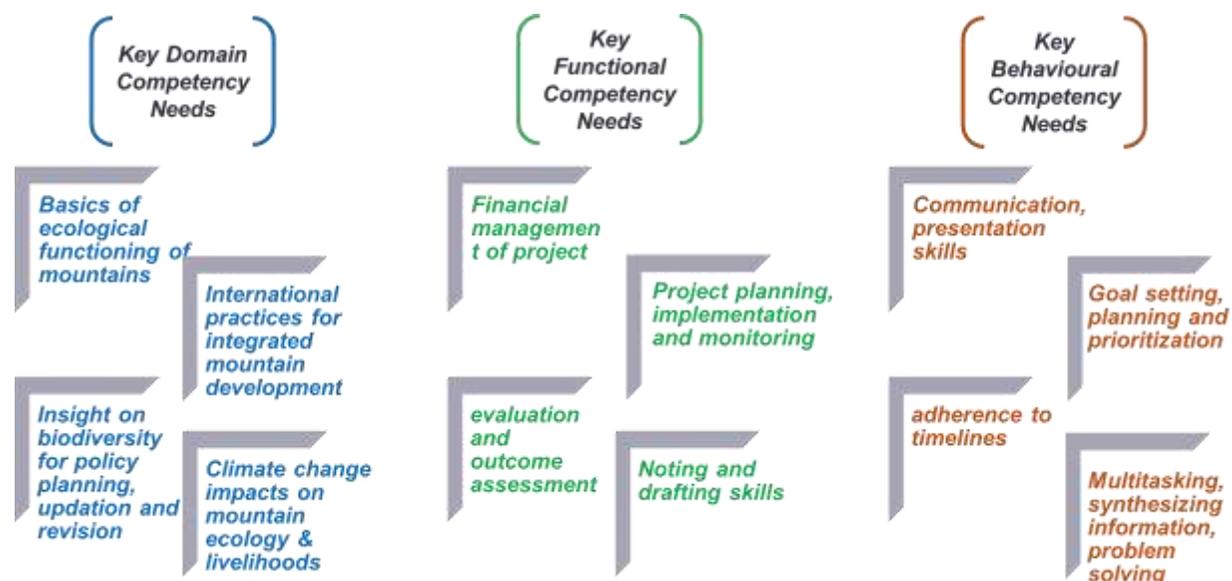


Figure 52: Key competency needs of NMNH division

Table 88: Domain, functional & behavioural competency gaps identified for NMNH division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F	<ul style="list-style-type: none"> ▶ Knowledge about latest developments in the Environment, Ecology and Conservation sector ▶ Extending professional help to other agencies/organizations due to lack of manpower ▶ Collaboration between academics, industry and policy for improving collections at museums 	<ul style="list-style-type: none"> ▶ Training on projects evaluation and outcomes assessment 	<ul style="list-style-type: none"> ▶ Multitasking skills may enhance the competency in the assigned work. ▶ Development of time and stress management skills

ENV 18: Sustainable Coastal Management Division (SCM):

Sustainable Coastal Management Division is responsible for preparing scheme for National Coastal Mission with objective to promote blue economy activities without compromising ecological integrity and environment sustainability of coastal system and marine environment. The matters pertaining to this division are initiated by Sc F and reviewed by EA/AS before finalization by Secretary/ Minister.

Organogram:

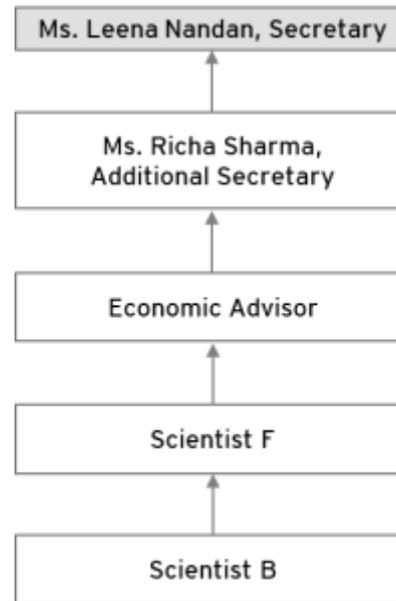


Figure 53: Organogram for SCM division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 89: Domain, functional & behavioural competencies required for SCM division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
<p>Scientist F</p>	<p>Sustainable Coastal Management including National Coastal Mission, Marine Litter</p> <ul style="list-style-type: none"> ▶ Prepare scheme for National Coastal Mission with objective to promote blue economy activities without compromising ecological integrity and environment sustainability of coastal system and marine environment ▶ Adoption and synergies the provisions/conditions of external aided projects with GFR ▶ Develop projects and activities in consultation with States and Line Ministries to meet the objectives of National Coastal Mission ▶ Preparation of technical notes and review document for bi-lateral and multi-lateral engagements on matters related to coastal environment and ecology ▶ Development of environmental policy of upcoming and new blue economy activities in territorial zone ▶ Evaluation, assessment and sanction of research projects under National Coastal Mission and their progress monitoring with an objective to achieve the time bound targets <p>Implementation of Conservation and Management of Mangroves and Coral Reefs</p> <ul style="list-style-type: none"> ▶ Evaluate the Management Action Plan submitted by State Government/UTs for conservation and management of Coral reefs and mangroves ▶ Collate the achievements, limitations and deficiencies against the targets and improvise the process for better outcome <p>Development of Environmentally sound beach infrastructure to meet the criteria for Blue Flag Certification</p> <ul style="list-style-type: none"> ▶ Co-ordinate, plan and prepare projects for development of environmentally sound beach infrastructures in association with State government ▶ Development of project requirements, tender documents and project management tools 	<p>Sustainable Coastal Management including National Coastal Mission, Marine Litter</p> <ul style="list-style-type: none"> ▶ Preparation of Expenditure Finance Committee and Cabinet note on the schemes ▶ Co-ordinate with line ministries on the matters related to coastal environment ▶ Develop methodology and tools for preparation of coastal marine spatial planning and Integrated Coastal Zone Management Plan ▶ Co-ordinate, plan and implement beach cleaning activities in association with State government ▶ Organise workshops, conferences and meeting with stakeholders on matters related to sustainable coastal ecosystem and marine environment management ▶ Create awareness on climate resilient diversified livelihood options to coastal community <p>Implementation of Conservation and Management of Mangroves and Coral Reefs</p> <ul style="list-style-type: none"> ▶ Approve and monitor the action plan for Conservation and management of identified 38 mangroves and 4 coral reefs sensitive areas across 9 coastal States and 4 Union territories ▶ Release fund and monitor the progress under the scheme <p>Development of Environmentally sound beach infrastructure to meet the criteria for Blue Flag Certification</p> <ul style="list-style-type: none"> ▶ Application for certification of Blue Flag and associated follow up with National and International Jury of FEE ▶ Organising awareness among the stakeholders and ensuring water quality monitoring and compliances ▶ Regular monitoring of asset utilisation and maintenance 	<ul style="list-style-type: none"> ▶ Manage multiple stakeholders through effective communication ▶ Develop skills for multi-tasking ▶ Should have public engagement skills ▶ Management of time for dealing with various stakeholders ▶ Should have communication skills, assertiveness and ability to delegate

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Selection of bidders and award of work with monitoring mechanism ▶ Regular review of work progress through field visits and other measures ▶ Development of solid waste management & disposal mechanism in compliance to SWM rules ▶ Development of Beach Management Committee for management and operation of beach facility on sustainable basis ▶ Extending help in development of policy of revenue generation options at Blue flag beaches <p>Administration of National Centre for Sustainable Coastal Management (NCSCM) & Society of Integrated Coastal Management (SICOM)</p> <ul style="list-style-type: none"> ▶ Co-ordinate and facilitate the requirements of NCSCM as per the provision of Memorandum of Association of NCSCM <p>Other Work</p> <ul style="list-style-type: none"> ▶ Review and assess the technical and EFC notes including CCEA notes and provide necessary inputs ▶ Provide technical, policy related issues pertaining to conservation of coastal ecosystem and marine environment. <p>Scientist should have</p> <ul style="list-style-type: none"> ▶ Knowledge and understanding of various National and State Acts and Regulations on coastal environment and marine environment including National and International obligation arising out of Bi-lateral, multi-lateral and global agreements, conventions and treaties ▶ Understanding of Coastal Ecosystem and marine environment including the externalities influencing their sustenance ▶ Climate change associated vulnerability, risk to coastal ecosystem including livelihood aspects ▶ Climate resilience approach for adaptation and mitigation to address the climate change challenges to coastal community and infrastructures ▶ Knowledge on various technologies and options for dealing with climate change challenges including adaptation and mitigation measures 	<ul style="list-style-type: none"> ▶ Target setting and updating the progress for Output Outcome Monitoring Framework of NITI Aayog <p>Administration of National Centre for Sustainable Coastal Management (NCSCM) & Society of Integrated Coastal Management (SICOM)</p> <ul style="list-style-type: none"> ▶ Appointment of Director, organising meeting of General Body, Governing Council, Management Committee and High-Power Steering Committee of NCSCM ▶ All work related to dissolution of SICOM and related follow up activities including closure of books of accounts and settlement of contracts <p>Other Work</p> <ul style="list-style-type: none"> ▶ Coordinate with all line ministries regarding coastal related activities including marine litter ▶ Timely reply of RTI matters (FAA-SCMD) ▶ Facilitate Legal Assistant in Handling of court cases in NGT, High courts and Supreme Court ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha ▶ Other Parliamentary matter such as Implementation of Assurances, Rule 377 and Special mention etc ▶ Ensure timely disposal of public grievances and VIP references in time ▶ Project Preparation, Management, Monitoring, Evaluation & Reporting ▶ Government fund management, releases, monitoring and reporting including PFMS/CNA/SNA ▶ Scheme formulation and its approval including External Aided projects ▶ RTI Rules, mechanism for disposing and appeal mechanism ▶ Organise & Conduct workshops, conferences (National, regional and International), public 	

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Technical and scientific knowledge and expertise on Mangroves, Coral reefs, Mudflats, Sand dunes, Coastal Wetlands, Sea grass and other Eco sensitive components and their interdependences ▶ Blue Flag certification process, criteria, technical and scientific knowledge for compliances 	<p>meetings & interactions, awareness camps and multi-organizational co-ordination (NGOs/Govt/CSOs/IA etc)</p>	
Scientist B	<ul style="list-style-type: none"> ▶ Examination of all projects received from States / UTs for wildlife clearance (WLC). ▶ Examination of all project proposals for grant of Environment Clearance (EC), Terms of Reference. ▶ Technical evaluation of Pre-Feasibility Reports, Environmental Impact Assessment / Environmental Management Plan, Reports for WLC / EC for the projects of non-coal. ▶ Preparing technical notes / drafting minutes of meeting for appraisal of various projects received for WLC/EC. ▶ Reducing the number of days taken for grant of WLC / EC / ToR for expediting the clearances process by using single window portal of PARIVESH. ▶ Preparation of scientific and technical comments of various court cases ▶ Wildlife, Climate Change, Non-coal mines, Coastal Management ▶ Familiarity with Wildlife Protection Act, 1978, Environmental Protection Act 1976 	<ul style="list-style-type: none"> ▶ Facilitating meetings of Standing Committee of NBWL and Expert Appraisal Committee for appraisal of the various project proposals. ▶ Timely disposal of RTI matters ▶ Facilitate Legal Assistant in handling of court cases in NGT, High courts and Supreme Court. ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha and other Parliamentary matter such as Implementation of Assurances, Rule 377 and Special mention etc. ▶ Excellent Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Should have Multitasking skills ▶ Manage Stakeholders through effective communication ▶ Time management skill for overall work and life balance

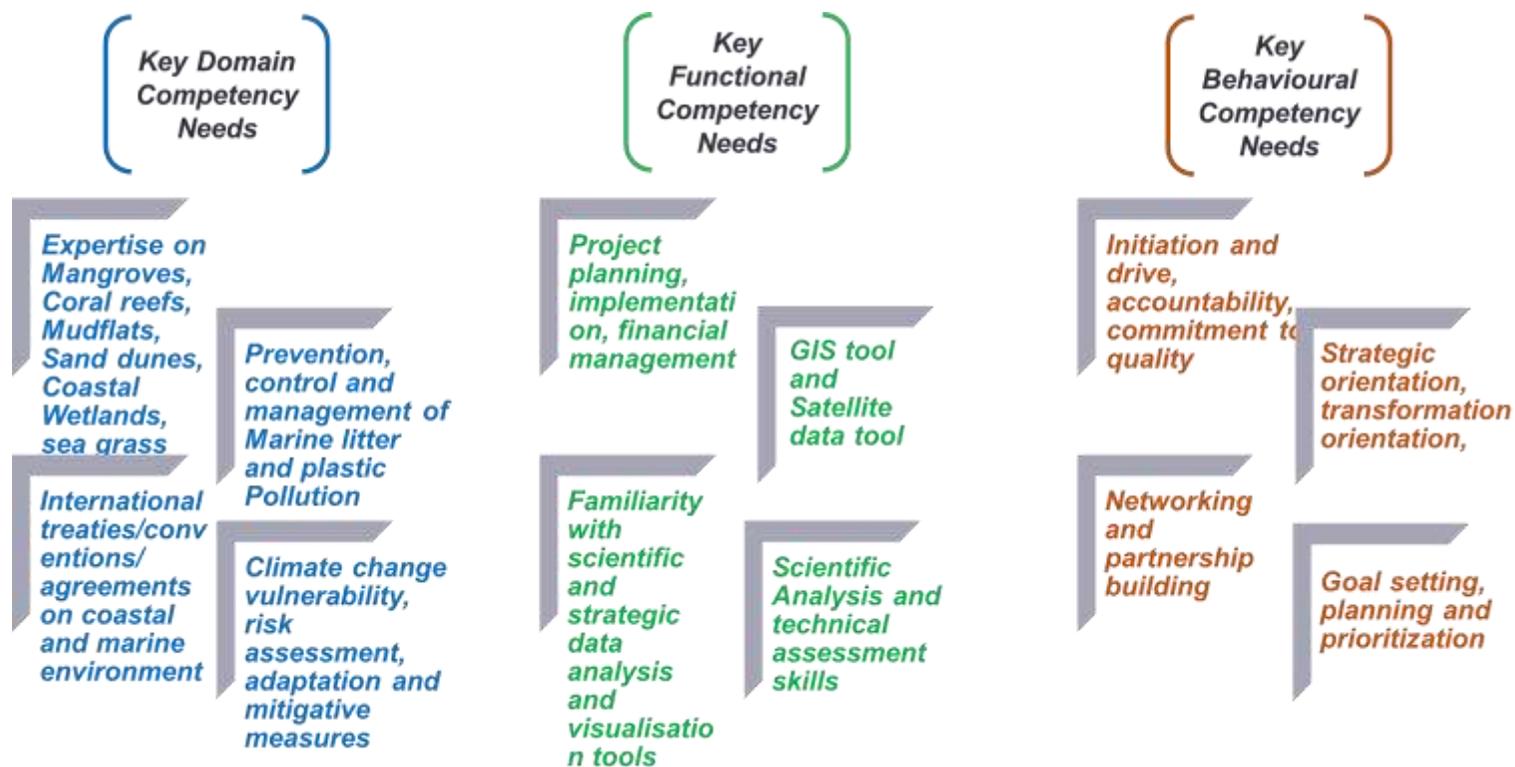


Figure 54: Key competency needs of SCM division

Table 90: Domain, functional & behavioural competency gaps identified for SCM division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist F	<ul style="list-style-type: none"> ▶ Technical and scientific knowledge and expertise on Mangroves, Coral reefs, Mudflats, Sand dunes, Coastal Wetlands, Sea grass and other Eco sensitive components and their interdependences ▶ International treaties/conventions/ agreements on coastal and marine environment ▶ Developments in climate change vulnerability, risk assessment, adaptation and mitigative measures ▶ Policy impact assessment ▶ Research work in collaboration with scientific and technical institutes ▶ Exposure to contemporary developments in research and knowledge products 	<ul style="list-style-type: none"> ▶ Government fund management, releases, monitoring and reporting including PFMS/CNA/SNA ▶ Tools for Project management evaluation and reporting ▶ Standard Operating procedures of various activities and responsibilities ▶ Capacity building programs on changes in policy/procedures/guidelines and regulations ▶ Assessment techniques of technical and policy documents and its reporting (specially matters related to international engagements) ▶ Technical report writing ▶ Data literacy and analysis 	<ul style="list-style-type: none"> ▶ Skill development for multi-tasking ▶ Public engagement skill ▶ Time management for work-life balance ▶ Communication skills, assertiveness and ability to delegate
Scientist B	<ul style="list-style-type: none"> ▶ Technical and scientific knowledge and expertise on Mangroves, Coral reefs, Mudflats, Sand dunes, Coastal Wetlands, Sea grass and other Eco sensitive components and their interdependences ▶ International treaties/conventions/ agreements on coastal and marine environment ▶ Developments in climate change vulnerability, risk assessment, adaptation and mitigative measures ▶ Policy impact assessment 	<ul style="list-style-type: none"> ▶ Use of technological tools such as GIS tool and Satellite data to enhance the competency of scientific work and its analysis on the project 	<ul style="list-style-type: none"> ▶ Multitasking skills and time management skills may enhance the competency in the assigned work.

A3.3 Forest and Wildlife Wing:

FOR 1: Externally Aided Projects (EAP) Division:

The Externally Aided Projects Division is headed by Mr. Raghu Prasad, Inspector General of Forest. This division is responsible for coordinate with State Governments and donor agencies JICA, French Development Agency, GIZ, KfW, World Bank etc, scrutinize the projects submitted by State government for external assistance etc. The EAP division provides technical inputs on the projects submitted by the State Government for financial assistance from the donor agencies. Submission of new proposals to DEA for posing it to Bilateral and Multilateral Agencies are handled by TO//SO, AIGF, ADG and then Secretary. Routine matters, General Correspondence with DEA/JICA is handled by TO/SO, reviewed by AIGF for final submission to IGF.

Organogram:

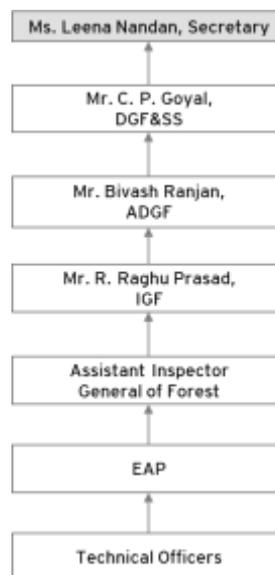


Figure 55: Organogram for EAP division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 91: Domain, functional & behavioural competencies required for EAP division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Reviewing and providing technical inputs on the proposals and projects submitted by state government for assistance from external international agencies ▶ Overseeing planning of project through timely discussions with the donor agencies ▶ Review of notes, project proposals etc. prepared by TO ▶ To examine and review the financial proposals submitted by the donor agencies ▶ Review of clearances for foreign visiting missions, volunteers/ consultants of donor agencies ▶ Review and provide technical inputs to the draft parliamentary replies developed by the subordinate staff ▶ Understating of the financial modelling to review the cost-benefit analysis of the funding being considered 	<ul style="list-style-type: none"> ▶ Understanding of the evaluation and outcome assessment parameters of the projects ▶ Technical skills for drafting of project proposals ▶ Formulate responses to court and parliamentary questions pertaining ▶ Coordination with donor agencies for funding requirements ▶ Review / preparation of cabinet Notes 	<ul style="list-style-type: none"> ▶ Negotiation skills to manage the funding to be received from the donor agencies ▶ Team building and leadership skills to motivate the staff to ensure timely deliverables ▶ Effective communication skills to reflect the technical understanding ▶ Stakeholder management for dealing with Project Directors, Team Leaders from Donor Agencies etc.
Technical Officer	<ul style="list-style-type: none"> ▶ Analysis and management of proposals submitted by state government for assistance from external agencies ▶ Facilitate in planning and design of project in coordination with the donor agencies ▶ Drafting of notes, project proposals (at ministry level), cabinet notes etc. to facilitate formulation of various schemes and projects ▶ Processing requests for clearances to foreign visiting missions, volunteers/consultants of donor ▶ Scrutiny and analysis of data for taking informed decisions by higher authorities ▶ Understanding of building financial models to evaluate proposal submitted by state governments or donor agencies ▶ Knowledge regarding policies related to funding agencies of different countries related 	<ul style="list-style-type: none"> ▶ Capacity in drafting of project proposals ▶ Drafting of replies to parliament questions and putting to higher authorities for approval ▶ Facilitation in use of various digital tools and applications in the office for smooth functioning of office and ease of doing business ▶ Understanding of SoPs for processing foreign visits requests ▶ Preparation of Cabinet Notes 	<ul style="list-style-type: none"> ▶ Effective communication skills to deliver the data to higher authorities ▶ Proactiveness at work assigned and giving attention to the proposal and financial details ▶ Collaboration with team members for knowledge sharing

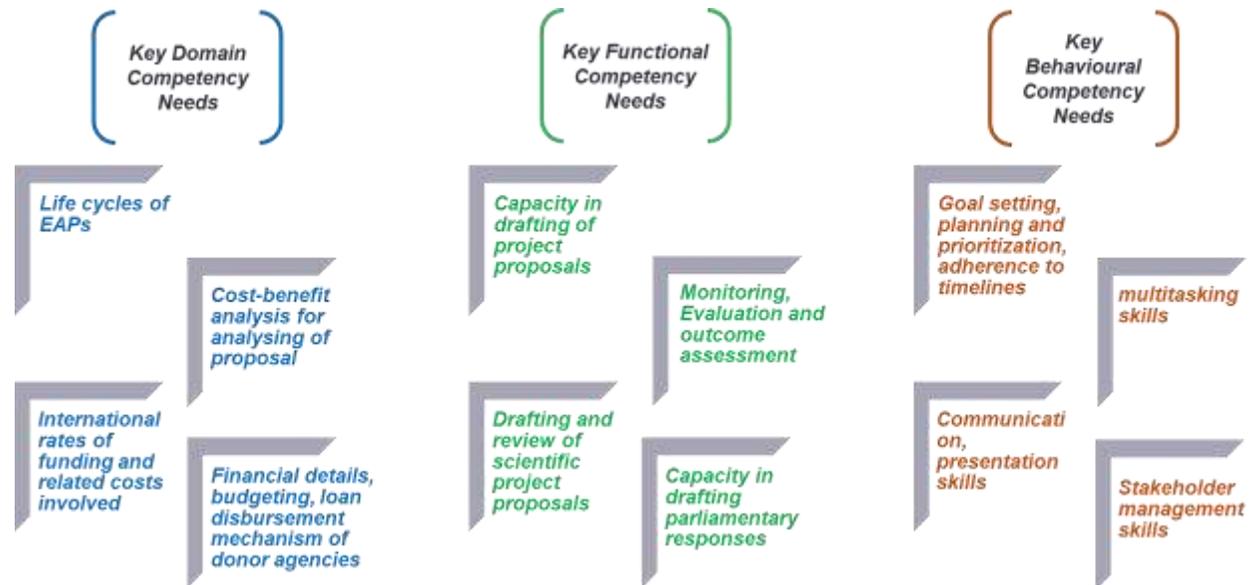


Figure 56: Key competency needs for EAP division

Table 92: Domain, functional & behavioural competency gaps identified for EAP division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Thorough knowledge on the various techniques of cost-benefit analysis to interpret and negotiate a financial proposal ▶ International rates of funding and related costs involved e.g., hedging cost ▶ Project lifecycle for Externally Aided Projects ▶ Process for budgeting, funding / disbursement of loan, procedures involving Ministry of Finance, CAAA ▶ Key issues and developments in the forestry sector ▶ Result framework document 	<ul style="list-style-type: none"> ▶ Monitoring, Evaluation and outcome assessment of the projects ▶ Drafting and review of scientific project proposals ▶ Logical Framework Analysis (LFA) 	<ul style="list-style-type: none"> ▶ Communication skills to effectively negotiate with the donor stakeholders ▶ Seeing big picture and strategic thinking before implementation of projects
Technical Officer	<ul style="list-style-type: none"> ▶ Understanding of financial details in the proposals by donor agencies ▶ Understanding project lifecycle of foreign aided projects, reporting requirements, audit of projects ▶ Result framework document 	<ul style="list-style-type: none"> ▶ Capacity in drafting of project proposals ▶ Capacity in drafting parliamentary responses to technical questions ▶ Preparation of excel based reports ▶ Understanding MIS 	<ul style="list-style-type: none"> ▶ Writing and communication skills to deliver the data to the senior officer

FOR 2: Forest Conservation (FC) Division:

The Forest Conservation Division is headed by Mr. Ramesh Kumar Pandey, Inspector General of Forest. This division is responsible for all matters, including policy and legal matters, connected to the Forest (Conservation) Act, 1980, formulation and implementation of Forest Conservation rules and policies, constitution of Regional Empowered Committee (REC) at each Regional Office to finally dispose of proposals involving up to 40 hectares of forest land.

All matters related to Forest Conservation are initiated by SO/TO level. Policy matters, Approvals of Stage-I under FC Act (except in cases requiring attention of DGF), Approvals of Stage-I under FC Act (cases requiring attention of DGF) are reviewed by IGF, ADG, DG and then by Minister. Inputs/information to other Divisions (requiring attention of higher authorities), Approvals of Stage-II under FC Act (cases requiring attention of higher authorities), Placing of diversion proposals under FC Act before FAC (cases where attention of higher authorities is required) are reviewed by Dir/AIG, IGF and then by ADG/DGF. Inputs/information to other Divisions, placing of diversion proposals under FC Act before FAC, Approvals of Stage-II under FC Act (except in cases where attention of higher authorities is required), Approval of draft letters of Stage-I & Stage-II approvals are reviewed by Dir/AIG and then IGF.

Organogram:

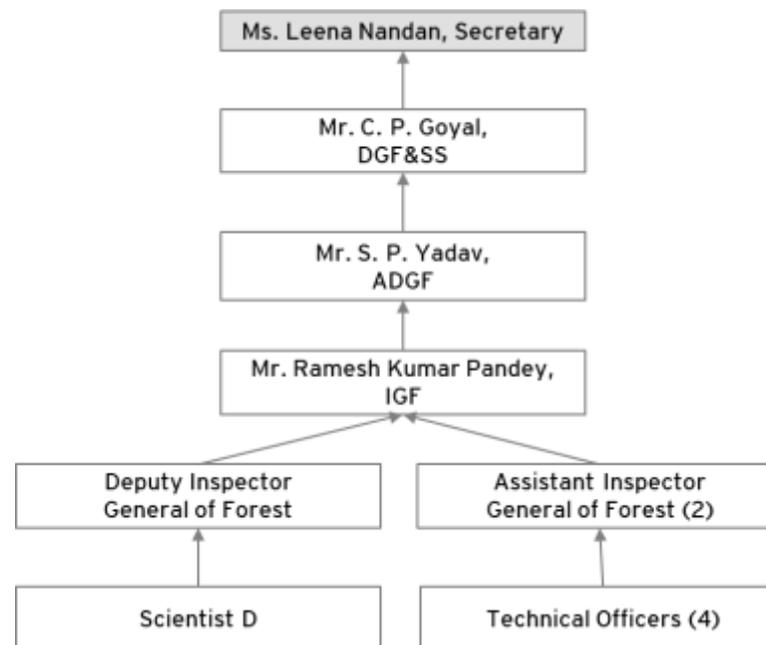


Figure 57: Organogram of FC division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 93: Domain, functional & behavioural competencies required for FC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Scrutiny of proposals submitted by State Governments for Diversion of forest land ▶ Provide technical inputs and suggestions on matters related diversion of forest land and other issues related to the Forest conservation activities ▶ Familiarity with best practices and success stories on forest conservation in India ▶ Valuation of forest resources 	<ul style="list-style-type: none"> ▶ Review of parliamentary replies, and responses to RTI requests prepared by subordinate staff on forest diversion matters ▶ Formulate responses to court questions pertaining to various cases addressed to the Forest Conservation Division; responses are based on prior judgements/ outcomes of cases ▶ Use of GIS tool ▶ Drafting of rules and guidelines 	<ul style="list-style-type: none"> ▶ Team management and leadership skills dovetailing into effective communication and delegation of work ▶ Decision making and analytical thinking ▶ Planning and prioritization of tasks ▶ Whole of government thinking ▶ Convincing project proponents or State Governments regarding any particular decision of the Ministry ▶ Active listening and constructive feedback
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Assist IGF in examination of proposals submitted by State Governments for Diversion of Forest land under the provisions of Forest (Conservation) Act, 1980 and checking compliance to SOP and completeness ▶ Examination of legal proceedings addressed to FC division preparation of replies for review by DIG ▶ Familiarity with best practices in the field of forest conservation and natural resources, sustainable mining, infrastructure development and reclamation of mined out and other degraded areas ▶ Knowledge related to calculations of Net Present Value and valuation of ecosystem services provided by forests ▶ Valuation of forest resources 	<ul style="list-style-type: none"> ▶ Preparation of agenda notes for Forest Advisory Committee meetings ▶ Analyse issues in policy planning and design related to implementation of Forest (Conservation) Act, 1980 and connected matters ▶ Inter-ministerial coordination and with States for information/data collection regarding parliamentary questions and analyse the data to prepare replies for Parliamentary matters ▶ Attend Inter State Zonal Council meetings, inter-ministerial meetings and other meetings within and outside the Ministry ▶ Conduct awareness Trainings/workshops for stakeholders on various issues pertaining to FCA,1980 ▶ Use of GIS tool ▶ Analyse and prepare replies to Cabinet Notes and other matters received from different ministries and departments. ▶ Oversee the compliance of office staff to SOPs, Acts, Rules 	<ul style="list-style-type: none"> ▶ Team building and leadership skills: promote team building and teamwork in the division especially with office staff to facilitate smooth and efficient working ▶ Conducting activities and team meetings for office staff motivation on regular basis for improved efficiency and result-oriented implementation ▶ Stakeholder management through effective communication and negotiation skills ▶ Decision making and analytical thinking ▶ Proactiveness ▶ Active listening and constructive feedback

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist D	<ul style="list-style-type: none"> ▶ Liaising with the Forest Survey of India (FSI) to carry out necessary upgradation and smooth functioning of Decision Support System ▶ To ensure uploading of correct polygon of afforestation sites on the E-Green Watch Portal in Consultation with the Forest Survey of India and analyse the correctness of the same ▶ Overview of upgradation of PARIVESH 1.0 to PARIVESH 2.0 ▶ Analysis of forest land diversion proposals received from IROs ▶ Scientific analysis of the various facts of the proposal related to its completeness, deficiencies ▶ Updated knowledge related to Acts, Rules, guidelines and policies related to Forest (Conservation) Act, 1980, Wildlife (Protection) Act, 1972, Environment (Protection) Act, 1986 	<ul style="list-style-type: none"> ▶ Review of parliamentary replies, and responses to RTI requests prepared by subordinate staff on forest diversion matters ▶ Use of latest technologies related to GIS tool and its applications related functionalities ▶ Tracking and maintaining data repository w.r.t. FC cases 	<ul style="list-style-type: none"> ▶ Ensuring proactiveness towards providing timely deliverable ▶ Multi-tasking skills to manage diverse activities ▶ Excellent communication skills ▶ Adherence to timelines while delivering output ▶ Data analytics ▶ Technology orientation
Technical Officer	<ul style="list-style-type: none"> ▶ Scrutinizing proposal received from State Govts/UT Administration on forest diversion ▶ Analysing and examining the proposals in view of rules, guidelines and provisions framed under Forest (Conservation) Act 1980 ▶ Monitoring of various Govt. Portals to take timely action for the appropriate disposal. ▶ Scrutinise issues and help in policy planning and design for policies related to Forest Conservation in the division ▶ Preparation of drafts based on the decision of Ministry (EDS/ Stage-I/ Stage-II letters). 	<ul style="list-style-type: none"> ▶ Creation of E-files in E-Office to be forwarded to senior officers for review and comments. ▶ Preparation of Minutes of Meeting of FAC meeting conducted every month. ▶ Compilation of required information and preparation of draft replies for matters related to RTI and other grievances ▶ Providing information regarding to the proposals challenged in the various courts. ▶ Analyse and draft replies to parliament questions for approvals of the higher authorities ▶ Noting and drafting skills for preparation of technical summaries 	<ul style="list-style-type: none"> ▶ Working in team with other FC division and wildlife division officers ▶ Providing attention to detail while synthesizing information ▶ Proactiveness in getting work done ▶ Multitasking skills for managing tasks assigned

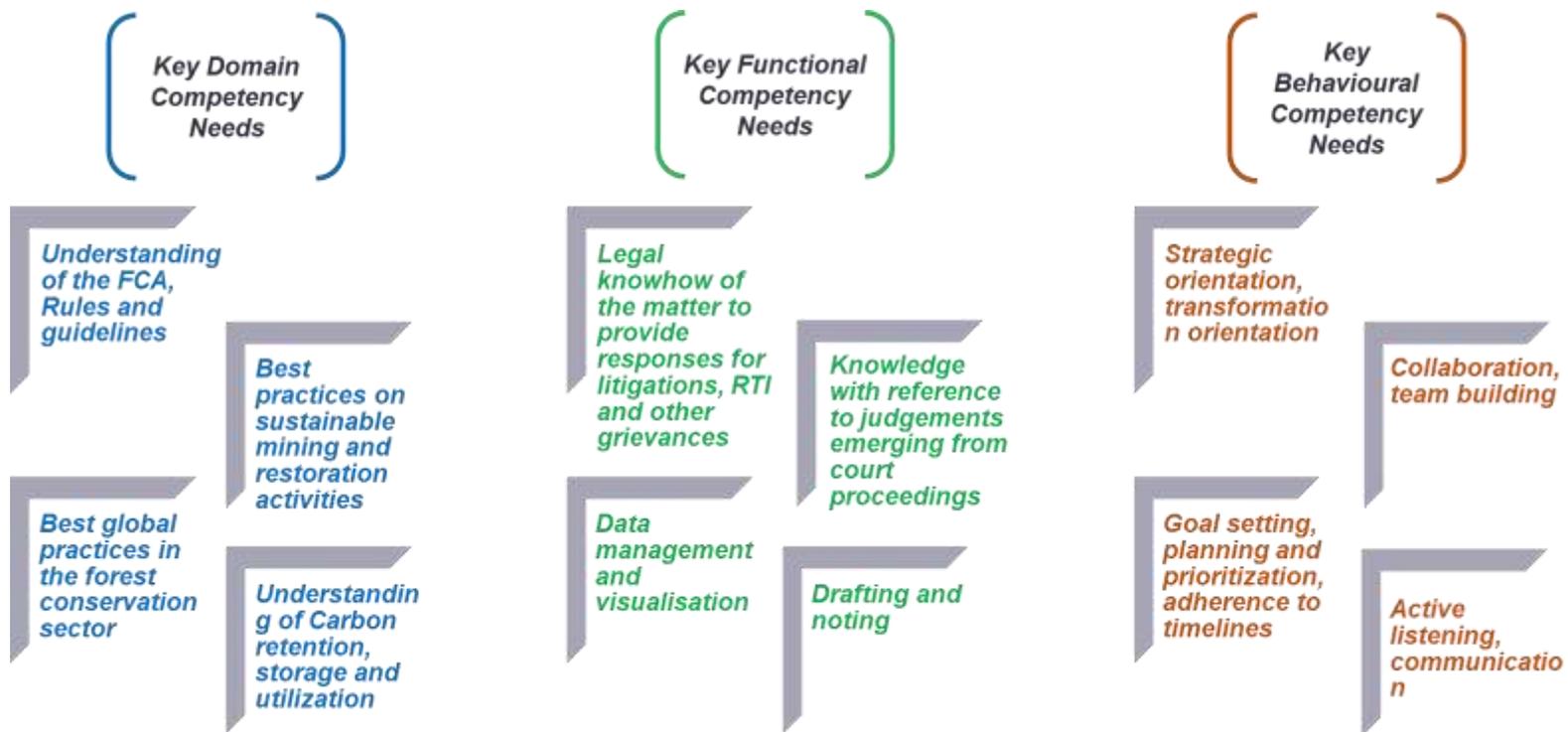


Figure 58: Key competency needs of FC division

Table 94: Domain, functional & behavioural competency gaps identified for FC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Updated guidelines on FCA ▶ Knowledge with reference to the judgements emerging from court proceedings related to Forest conservation matters for e.g., judgement in Lafarge Case ▶ Updated knowledge on the best practices on sustainable mining and restoration activities to ensure forest conservation and restrict diversion of forest land. ▶ Valuation of forest resources ▶ Global best practices in mitigating adverse effects of forest land diversion 	<ul style="list-style-type: none"> ▶ Management of the data to ensure easy access and retrieval ▶ Data management and visualisation to draw needed inferences for decision making purpose ▶ Legal knowhow of the matter to provide responses for litigations, RTI and other grievances ▶ Understanding of Parliamentary procedures 	<ul style="list-style-type: none"> ▶ Team management and deployment to ensure timely delivery of the matter ▶ Stakeholder engagement skills to keep the subordinate staff motivated ▶ Communication and convincing skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Exposure to best practices of sustainable mining, infrastructure development etc. in different parts of the world ▶ Periodic update of best global practices in the forest conservation sector ▶ Knowledge of Environmental Laws and rules ▶ Understanding of concepts of Carbon retention, storage and utilization to maintain a point of view during processing of the proposals ▶ Understanding of cost benefit analysis, feasibility analysis, impact assessment vis a vis Biodiversity, Wildlife, Hydrology, Tourism, Socioeconomics etc. 	<ul style="list-style-type: none"> ▶ Proper organisation and documentation of documents for their easy access and retrieval ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries ▶ Advanced Data analytics/ Science knowledge ▶ Review of notes/ technical documents 	<ul style="list-style-type: none"> ▶ Team building and leadership skills to keep the team motivated ▶ Improvement in communication skills to better manage delegate tasks ▶ Convincing and negotiation skills ▶ Planning & Prioritization due to working on multiple issues
Scientist D	<ul style="list-style-type: none"> ▶ Knowledge on Forest policy and Forest Environmental Laws and rules 	<ul style="list-style-type: none"> ▶ Use of latest technologies related to GIS and Remote sensing tool 	<ul style="list-style-type: none"> ▶ Work & time management and prioritisation skills ▶ Collaboration with team
Technical Officer	<ul style="list-style-type: none"> ▶ Exposure to field functionaries like mining, hydel projects, road and railway construction etc ▶ Updated knowledge about Indian Forest Act 1927, Wildlife Protection Act 1972, RTI 2006, GFR, Parliamentary procedures, Environment Protection Act 1986 and act related to forestry, environment and Climate Change. 	<ul style="list-style-type: none"> ▶ Capacity in drafting noting and computer Skills ▶ Knowledge of Office procedures, file management, CSS Conduct rules ▶ Knowledge of handling Govt. e-portals ▶ Data management and archiving 	<ul style="list-style-type: none"> ▶ Team building and leadership skills ▶ Staff motivation and productivity training ▶ Communication skills Physical fitness and Stress management

FOR 3: Forest Establishment (FE) Division:

The Forest Establishment Division is headed by Mr. Neelesh Kumar Sah, Joint Secretary. This division deals with matters like forestry establishment matters relating to Forest Departments, recruitment rules, creations/revival of posts and other related staff matters etc.

Appointment/confirmation/promotion of Gr. A officers, Framing/important amendment of Recruitment Rules for the post of Head of Department, VIP/MP References, Parliament Questions & Assurances are prepared by SO/US/DS/Dir, reviewed by JS, DGF, Secretary and finalised by MEF. Referring of cases to (Admin. Division i.e., P-III) for filling of Grade A posts on promotion under the flexible complementary scheme, Framing/amendment of Recruitment rules for Gr C & D posts for final approval, Personnel matters relating to ICFRE, FSI, IGNFA, DFE , WCCB & NZP not involving discretion and relaxation of rules i.e., where they are based on clear cut precedents are prepared by SO/US, reviewed by DS/Dir and finalised by JS.

Organogram:

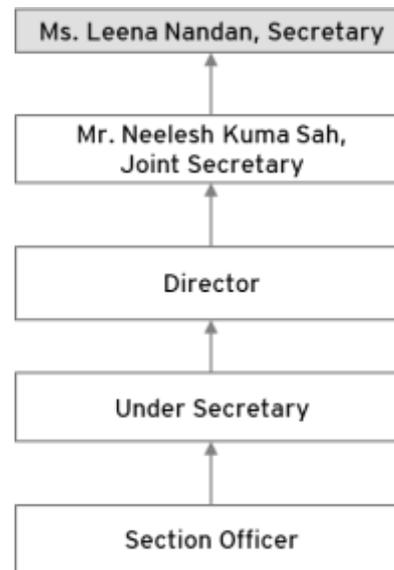


Figure 59: Organogram of FE division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 95: Domain, functional & behavioural competencies required for FE division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> ▶ Oversee appointment/ recruitment to Group 'A' posts under the Flexible Complementing Scheme and through the UPSC ▶ Examination of Agenda items pertaining to the establishment matters of ICFRE in respect of Board of Governors' Meetings ▶ Oversee policy implementation for framing and amendment of Recruitment Rules ▶ Examine various administrative/ establishment issues pertaining to service matter of the staff ▶ Scrutinize issues and help in policy planning and design for recruitment rules ▶ To supervise and give comments on the proposals of disciplinary proceedings/ Appeals/ Memos against IFS Officers ▶ Knowledge about matters pertaining to absorption of Officers/Staff in the service of Indian Council of Forestry Research and Education Society ▶ Review of requests for recruitment, deputation, promotion, sending requisitions to Staff Selection Committee for filling of posts, received from the employees of State Forest Departments ▶ Human Resource planning ▶ Constitution of screening committee for appointment of JS and above level posts in ICFRE 	<ul style="list-style-type: none"> ▶ Attending to issues related to service matters ▶ Legal know-how in understanding penalty appeals in court cases ▶ Consideration of proposals regarding up-gradation of pay scales, creation of posts, merger of posts, cadre restructuring and other establishment matters, in consultation with nodal Ministries/ Departments ▶ Disciplinary proceedings, review and address appeal against penalties in disciplinary cases 	<ul style="list-style-type: none"> ▶ Leadership & team management skills ▶ Possess problem solving skills ▶ Decision making and analytical capabilities ▶ Planning and prioritization of tasks ▶ Conflict resolution skills ▶ Inspiring trust among subordinates
Under Secretary	<ul style="list-style-type: none"> ▶ Handling of matters of 6 organization i.e., ICFRE, DFE, IGNSA, WCCB, FSI, NZP ▶ Analysis of the data shared and scrutinization in accordance with relevant rules. ▶ Examine various RTI/VIP references and forward them /or reply to them as per data available ▶ Consulting in various Departmental Promotion Committee (DPC) of these 6 organizations ▶ Examining Disciplinary proceedings as per rules ▶ Human Resource planning ▶ Discussing/guiding ICFRE through process of Appointments Committee of the Cabinet (ACC) approval for appointment of DG, ICFRE ▶ Scrutiny and analysis of data for taking informed decisions by higher authorities 	<ul style="list-style-type: none"> ▶ Scrutinizing the representations received from various employees and addressing the grievances with the State Forest Departments ▶ Knowledge on record and data management for easy access ▶ Data analysis skills for accurate interpretation of the data received ▶ Noting and drafting of file notes, screening committee proposals, minutes etc. ▶ Preparation of drafts of rules and guidelines ▶ Drafting disciplinary orders 	<ul style="list-style-type: none"> ▶ Communication skills and conflict management skills ▶ Motivation skills to ensure improved delivery from the staff ▶ Proactiveness ▶ Result orientation

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Understanding the rules and their implications related to RRs, Disciplinary proceedings, RTI matters, promotion rules ▶ Insight into the working of ICFRE, DFE, IGNSA, WCCB, FSI, NZP ▶ Knowledge about disciplinary proceedings rules ▶ Understanding of SOP for grievance redressal of employees 		
Section Officer	<ul style="list-style-type: none"> ▶ Preparation of notes for creation/ revival of posts in Forest wing ▶ Collation of data on vacancies for reporting to Staff Selection Commission ▶ Preparing notes and drafts along with comments on the new proposals as provided by the stakeholders ▶ Know-how related to creation/ revival of posts in Forest wing ▶ Preparation of Memorandum of Office Procedure, CCS (CCA) Rules and Conduct Rules ▶ Understanding of various DoPT orders and guidelines, CSMOP and CCS (CCA) Rules for the purpose of establishment matters 	<ul style="list-style-type: none"> ▶ Expertise in framing replies to parliamentary questions ▶ Collect and collate relevant data for preparing replies for parliamentary questions ▶ Understanding of the office procedure followed for day-to-day work 	<ul style="list-style-type: none"> ▶ Show proactiveness at work assigned and give attention to details ▶ Effective communication skills to deliver the data to higher authorities ▶ Understanding of issues / case in totality

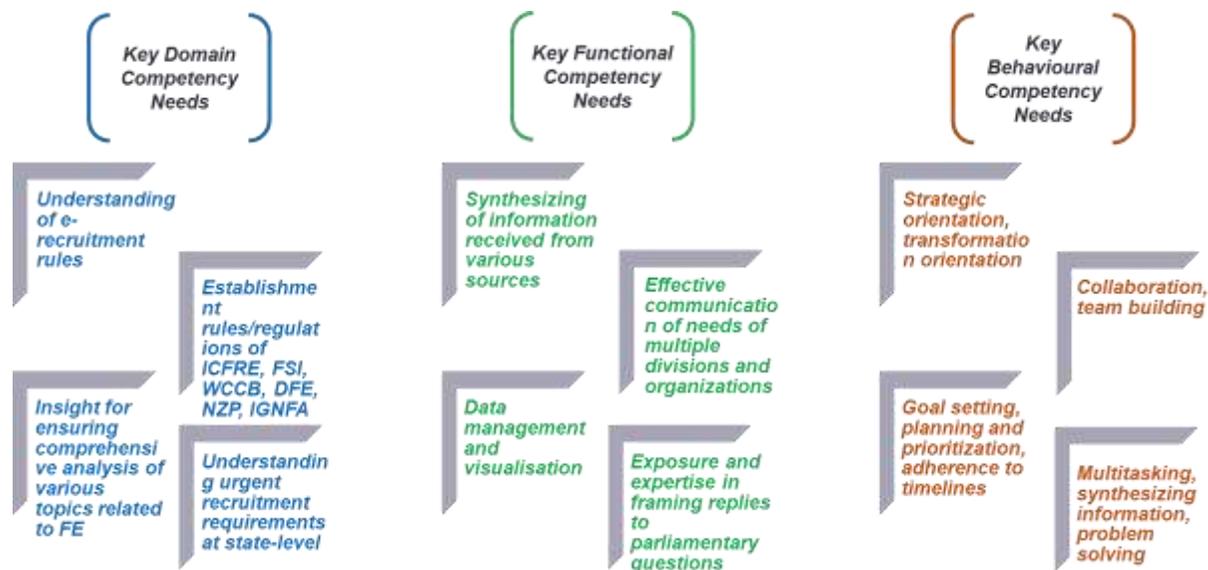


Figure 60: Key competency needs of FE division

Table 96: Domain, functional & behavioural competency gaps identified for FE division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Understanding of recruitment rules of various services and cadres ▶ Assessing the fitment of screening committee members ▶ Regularised knowledge update reg. establishment rules/regulations of ICFRE, FSI, WCCB, DFE, NZP, IGNFA, etc. ▶ Effective communication and management of needs of multiple divisions and organizations ▶ Knowledge of disciplinary and appeal rules, PC Act, POSH 	<ul style="list-style-type: none"> ▶ Legal know-how in understanding penalty appeals in court cases ▶ Evaluating proposals on upgradation of pay scales, creation and merger of posts, cadre restructuring and other establishment matters, in consultation with nodal Ministries 	<ul style="list-style-type: none"> ▶ Leadership skills & team management to effectively delegate and guide the staff ▶ Problem Solving skills though analytical thinking ▶ Empathy
Under Secretary	<ul style="list-style-type: none"> ▶ Statement and purpose of various institutions related to FE division ▶ Updated information on service-related matters issued by DoPT ▶ Knowledge of disciplinary and appeal rules, PC Act, POSH 	<ul style="list-style-type: none"> ▶ Maintaining records and generating reports for responding to request for information ▶ Synthesizing of information 	<ul style="list-style-type: none"> ▶ Communication skills, empathy ▶ Conflict management ▶ Ensuring productivity and timely deliverables
Section Officer	<ul style="list-style-type: none"> ▶ Statement and purpose of various institutions related to FE division ▶ Understanding of Recruitment Rules ▶ Knowledge of disciplinary and appeal rules, PC Act, POSH 	<ul style="list-style-type: none"> ▶ Exposure and expertise in framing replies to parliamentary questions ▶ Understanding of DoPT guidelines ▶ Drafting of notes and policy recommendations 	<ul style="list-style-type: none"> ▶ Self-motivation and proactiveness ▶ Attention to detail while synthesizing information

FOR 4: Forest Policy (FP) Division:

The Forest Policy Division is headed by Inspector General of Forest. This division is responsible for National Forest Policy, 1988 and its amendment, State Forest Policies, National Forest Policy, 1988 and its amendment, State Forest Policies, National Focal Point for UNFF, COFO, APFC, UN-REDD and International Poplar Commission etc.

Domestic tour (Nomination & Approval), Routine matters, seeking comments/ other miscellaneous Matters are handled by SSA/ASO/RI/SO/TO and reviewed by AIGF and then DIGF/IGF. Providing inputs / information to Divisions / Ministry/ Department, REDD+ matters, E Samiksha/Up-dation of Website are routed from RI/TO to AIGF and the IGF.

Organogram:

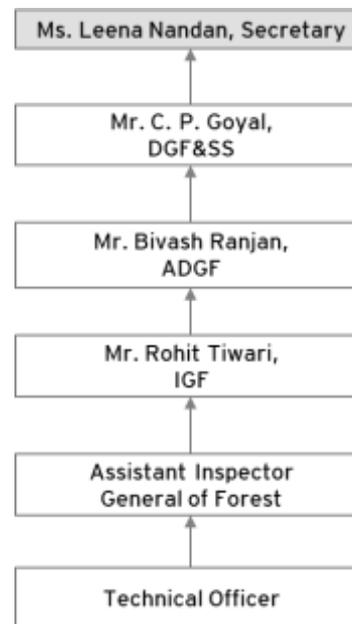


Figure 61: Organogram of FP division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 97: Domain, functional & behavioural competencies required for Forest Policy division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Review of draft for amendment of National Forest Policy, 1988 and Indian Forest Act, 1927 ▶ Review of National Forest Policy to align with the recent developments and changes in the socio-economic, scientific and legal frameworks ▶ Examining and providing comments on the State/ Central Bills related with the forestry matters ▶ Coordination with international forest policy and UNFF ▶ Ensuring technical implementation of USAID Forest Plus program ▶ Organizing workshops/meetings for sensitization and creating awareness of the State Forest Departments and Central Forestry Institutions on the international forest policy matters, International Arrangement on Forests and the implementation of UN Strategic Plan for Forests, six Global Forest Goals, Forest Principles, etc. in India. 	<ul style="list-style-type: none"> ▶ Assessment of forest policy outcomes ▶ Development of drafts on key agendas for forests as per international negotiations ▶ Tracking and follow up on issues discussed at International Forums where India has been a participant ▶ Updated scientific and thematic knowledge and drafting skills to draft policy notes ▶ Coordinating with other Divisions of Forest Wing in MOEF&CC for policy related matters 	<ul style="list-style-type: none"> ▶ Negotiation skills in order to take a stand in the international forums ▶ Thought leadership which enable wider thinking ▶ Leadership skills to properly guide the subordinated to achieve the deliverable in the desired time ▶ Analytical thinking ability to interpret policies and suggest recommendation
Technical Officer	<ul style="list-style-type: none"> ▶ Synthesis of policy documents: Assist in drafting of Policies and Guidelines on forestry related matters ▶ Co-ordinating the nodal division for forest related Climate Change, REDD+ and Biodiversity matters in the Ministry, implementation of USAID Forest PLUS Program, National Forest Commission, International Cooperation on Forestry Matters ▶ Sensitization and creating awareness on various forest related matters ▶ Drafting technical notes and agendas for international cooperation on Forestry matters i.e., viz. UNFF, COFO, APFC, CIFOR, APFISN, UN-REDD etc. 	<ul style="list-style-type: none"> ▶ Able to draft policies and recommendations ▶ Skills on drafting of notes for international conference and forums ▶ Should have expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Time management and stakeholder management skills ▶ Should show proactiveness at work assigned and give attention to details especially in terms of policy matters

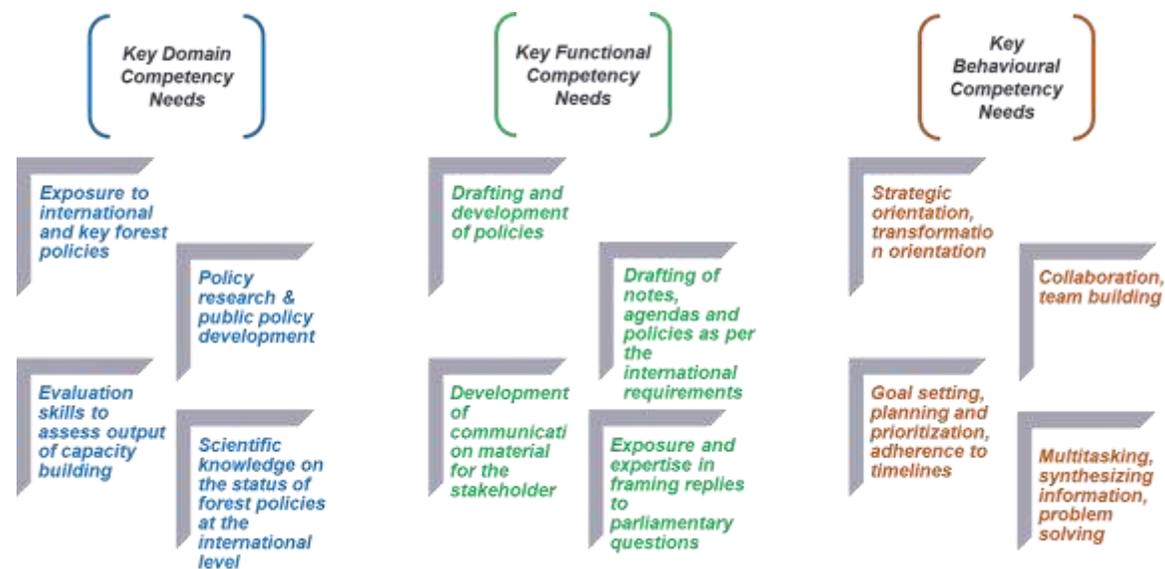


Figure 62: Key competency needs of FP division

Table 98: Domain, functional & behavioural competency gaps identified for Forest Policy division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Exposure to research and training (policies/ status) in top level research and training institutes across the globe. ▶ Evaluation skills to assess output of capacity building conducted ▶ Scientific knowledge on the status of forest policies at the international level ▶ Policy research & Public policy development 	<ul style="list-style-type: none"> ▶ Drafting and development of policies in scientific language 	<ul style="list-style-type: none"> ▶ Negotiation skills required for discussions at international forums ▶ Team building and leadership skills to motivate the subordinate staff for timely delivery ▶ Communication skills to ensure effective drafting and review of the policies and notes
Technical Officer	<ul style="list-style-type: none"> ▶ Understanding of Forest (Conservation) Act, 1980 and Indian Forest Act, 1927 ▶ Understanding of the policy negotiations and discussions undertaken at the international forums related to forests 	<ul style="list-style-type: none"> ▶ Capacity in drafting of notes, agendas and policies as per the international requirements ▶ Development of communication material for the stakeholder 	<ul style="list-style-type: none"> ▶ Time management and stakeholder management skills

FOR 5: Forest Protection Division (FPD):

The Forest Protection Division is headed by Mr. Suneesh Buxy, Inspector General of Forest. This division is supporting the efforts of State/Union Territory Governments in prevention and control of forest fire by providing financial assistance, formulates National Action Plan on Forest Fire and assists State/UTs in dealing with various issues related to illegal felling of trees, deforestation, encroachment of forest land, left wing extremism in forest areas, disaster management relating to forest fire, and application of space technology for forest fire management.

Centrally Sponsored Scheme: Forest Fire Prevention & Management Scheme, Disaster Management related matters are initiated by TO, reviewed by AIG, IGF before finally getting approved by Secretary. Issues relating to forests protection including control of illicit felling of trees, deforestation, and encroachment of forest land, Forest Fires related matters, Routine issues are approved by IGF. Court Cases, Parliament related matters are finalised by MEF.

Organogram:

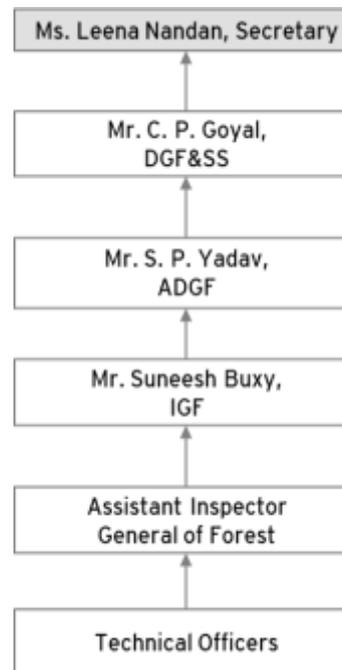


Figure 63: Organogram for Forest Protection division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 99: Domain, functional & behavioural competencies required for FP division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Implementation of scheme on Forest Fire Prevention and Management ▶ Review of National Action Plan on Forest Fire ▶ Examining financial assistance requests from State/Union Territory Governments in prevention and control of forest fire ▶ Oversee various issues related to forest area ▶ Preparation of policies and guidelines related to forest fire management ▶ SOP for release of funds to the states/UTs 	<ul style="list-style-type: none"> ▶ Reviewing and appraisal of proposals shared by the States/ UTs on funding for forest protection activities ▶ Coordination with allied organisations such as FSI for forest fire monitoring ▶ Drafting guidelines management and control of forest fires ▶ Procedures related to Parliament Questions, court cases 	<ul style="list-style-type: none"> ▶ Team building and leadership skills to ensure smooth coordination from the allied organisations such as FSI ▶ Coordination with States, FSI and other agencies ▶ Communication skills to manage stakeholders across states ▶ Negotiation and persuasion skills
Technical Officer	<ul style="list-style-type: none"> ▶ Assist State/UTs with issues related to illegal felling of trees, deforestation, encroachment of forest land, extremism in forest areas, disaster management and application of space technology for forest fire management ▶ Formulation of National Action Plan on Forest Fire and protection policies ▶ Process financial assistance requests from State/Union Territory Governments in prevention and control of forest fire 	<ul style="list-style-type: none"> ▶ Drafting of notes and policy documents ▶ Assess proposals for financial assistance received from states ▶ Development of Screening committee related notes, minutes etc. 	<ul style="list-style-type: none"> ▶ Should display confidence and enthusiasm while performing the tasks ▶ Multitasking skills

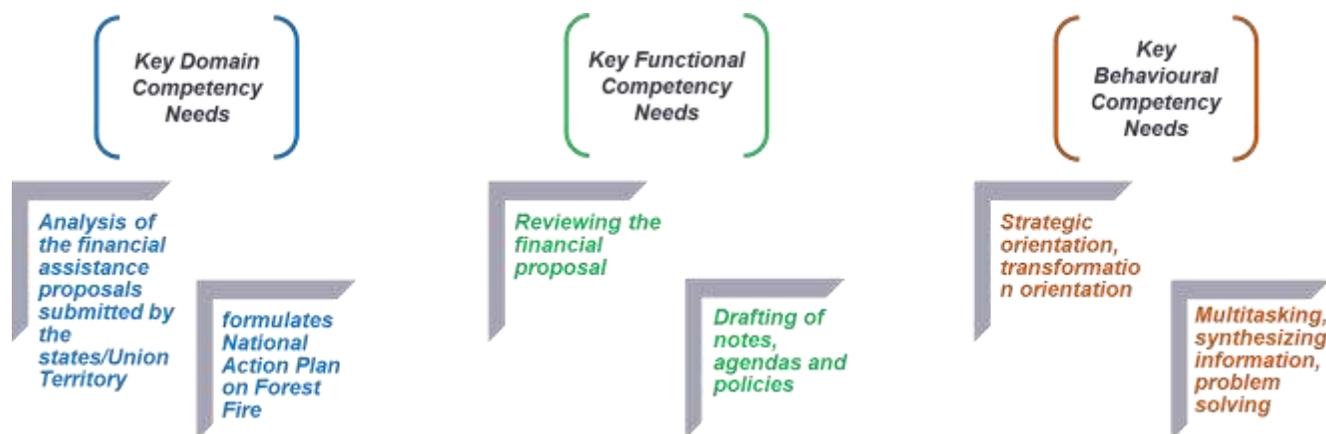


Figure 64: Key competency needs of FPD

Table 100: Domain, functional & behavioural competency gaps identified for FP division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Overview of the Forest Fire Management Scheme, Disaster Management Act ▶ SOP for support to states in case of large fires ▶ Development of forest fire management as practised in other similarly place countries ▶ Assessment methodology for biodiversity, forest productivity and carbon loss due to forest fire in India 	<ul style="list-style-type: none"> ▶ Capacity in reviewing the financial proposal and providing suggestions for the budget can be improved upon. ▶ Data Management and appraisal of Annual Plans to tracks activities undertaken, removal of duplications, works not fully completed etc. 	<ul style="list-style-type: none"> ▶ Team building and leadership skills needs improvement to manage the subordinate staff ▶ Communication, coordination and collaboration skills for adapted to various stakeholders
Technical Officer	<ul style="list-style-type: none"> ▶ Understanding of the Forest Policies and its implications to disasters such as forest fires 	<ul style="list-style-type: none"> ▶ Drafting of notes and plans 	<ul style="list-style-type: none"> ▶ Time management ▶ Stakeholder management skills

FOR 6: Indian Forest Service (IFS) Division:

The Indian Forest Service Division is headed by Mr. Ramesh Kumar Pandey, Inspector General of Forest. This division is responsible for Direct Recruitment through UPSC, Vacancy determination and cadre allocation, Policy matters related to IFS Rules & Regulation and other matters pertaining to Indian Forest Service Division. The channel of submission for IFS starts at SO/US/DS/Dir level depending on the activity involved. The level of final approval lies with DS/Dir/JS/DGF/relevant Committees/Minister.

Organogram:

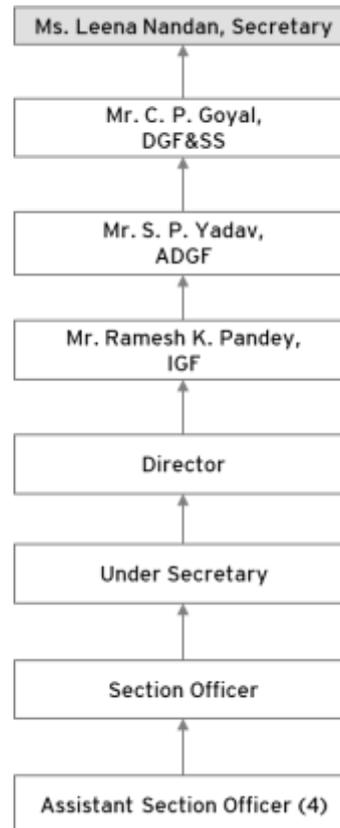


Figure 65: Organogram of IFS division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 101: Domain, functional & behavioural competencies required for Indian Forest Service division

Position	Roles/ Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> ▶ To oversee scrutiny of proposals of Direct Recruitment of Indian Forest Service (IFS) Officers through IFS Examination by UPSC and allied matters ▶ Scrutinize issues and help in policy planning, design and amendment for IFS Rules and Regulations in consultation with DoPT. ▶ To supervise and give comments on the proposals of disciplinary proceedings/ Appeals/ Memorials against IFS Officers ▶ Examination and scrutiny of the proposals relating to the Voluntary retirement of IFS officers, technical resignation of IFS officers ▶ Updated knowledge related to act, laws, rules, regulations, policies related to Direct Recruitment of Indian Forest Service Officers, Induction of State Forest Service Officers into Indian Forest Service ▶ Insight into the working of following and their allied acts All India Service Act, 1951, IFS (Cadre) Rules, 1966, IFS (Fixation of Cadre Strength), Regulation, 1966, IFS (Recruitment) Rules, 1966, IFS (Initial Recruitment) Rules, 1966, IFS (Appt by Competitive Exam) Regulations, 1967, IFS (Probation) Rules, 1968 ▶ Process improvement (for recruitment, training, and assessment) 	<ul style="list-style-type: none"> ▶ Understanding of AIS Rules, DoPT orders and guidelines ▶ Examination and seeking approval of various petitions filed by IFS officers in different courts ▶ Management of parliamentary matters, RTI Matters, Public Grievances ▶ in Cadre management ▶ Impact assessment and evaluation of the IFS policies ▶ Understanding and documentation of precedence ▶ Prepare proposal to be sent to ACC 	<ul style="list-style-type: none"> ▶ Administrative acumen ▶ Should have leadership & Team management skills ▶ Should be able to manage and develop the team ▶ Sense of fairness, equity and balance ▶ Robust coordination and communication skills
Under Secretary IFS I	<ul style="list-style-type: none"> ▶ To assess vacancies of a particular vacancy year and facilitation for filling up vacancy of the officer for central deputation ▶ To furnish proposals for empanelment of IFS officers for JS/ AS/ Secretary levels posts at the Centre to DoPT/ Cabinet Secretariat ▶ To ensure regular updation of various portals viz. AVSM, Probity Portal, Supremo, EASY portal, RTI Portal, CPGRAM Portal from time to time. 	<ul style="list-style-type: none"> ▶ Understanding of cadre management rules ▶ To dispose of all RTI applications/ Public Grievances/ Parliamentary matter and to prepare counter-replies in the court cases 	<ul style="list-style-type: none"> ▶ Administrative acumen ▶ Sense of fairness, equity and balance ▶ Stakeholder management through effective communication
US AGMUT	<ul style="list-style-type: none"> ▶ To give cadre clearances for inter cadre deputation/ Transfer/ Ex-cadre post, deputation to international agencies, PSU and Autonomous Organization to IFS officers of AGMUT Cadre. ▶ To provide Non-Functional Selection Grade/ Selection grade/ SAG/ JAG to the eligible IFS officers of AGMUT cadre. ▶ To prepare, finalize and issue of seniority list of IFS officers of AGMUT cadre. To process/ examine seniority related issues raised in AGMUT Cadre. 	<ul style="list-style-type: none"> ▶ Maintain custody of service-related records and generating reports for responding to request for information ▶ Manage and coordinate pending tasks with the office staff for day-to-day work ▶ Prepare reply to special references 	<ul style="list-style-type: none"> ▶ Communication and Conflict management skills ▶ Responsiveness ▶ Self-motivation and multi-tasking skills ▶ Goal setting and prioritization

Position	Roles/ Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ To handle all establishment matters in respect of officers posted in the Ministry under CSS-MoEF&CC and Officers of AGMUT Cadre. 	<ul style="list-style-type: none"> ▶ Bring rule position, precedence and other factual details on file noting 	<ul style="list-style-type: none"> ▶ Maintaining confidentiality ▶ Objectivity
US ACR/ SPARROW	<ul style="list-style-type: none"> ▶ To coordinate with states to appoint Nodal Officers for maintaining ACR dossiers of IFS officers in all states. ▶ To collect, prepare and provide ACR Gradings for selection/ promotion/ empanelment of IFS officers for empanelment to the post of JS/AS/Secretary and for appointment to various posts under CSS-MoEF&CC and CSS- DoPT/ CVO posts. ▶ To collect and maintain the ACR Dossiers of IFS officers. ▶ To dispose of all RTI applications/Public Grievances/Parliamentary matter within the stipulated time frame ▶ Expertise related to rules, regulations, policies related to All India Services as well as Central Staffing Schemes of DoPT and MoEF&CC and establishment matters including pay-fixation, release of terminal benefits, CGHS rules, Leave Rules, LTC Rules, Joining Time Rules etc. ▶ Guidelines for inter-cadre deputation/inter-cadre transfer of AIS officers, as issued by DoPT from time to time. ▶ Guidelines of DoPT for proceeding on deputation/foreign assignment/ex-India leave etc. of AIS officers 		
Section Officer	<ul style="list-style-type: none"> ▶ To scrutinize the applications of IFS officers for DS/Director/JS level posts and CVO for onward forwarding to DoPT through online as well as physical mode. ▶ To examine the cases relating to grant of cadre clearances to IFS officers for foreign assignment, study leave, proceeding on central deputation, extension of tenure under CSS-DoPT other than CSS-MoEF&CC etc. ▶ Understanding of All India Services Act, 1951, IFS(Pay) Rules, 2016, IFS(Cadre) Rules, 1966, AIS(DCRB) Rules, 1958, AIS(Leave) Rules, 1955 /AIS (Study Leave) Regulations, 1960 ▶ Understanding of Guidelines for inter-cadre deputation/inter-cadre transfer of AIS officers, as issued by DoPT from time to time. 	<ul style="list-style-type: none"> ▶ Noting and drafting for managing the applications in internal portal ▶ Management and archiving of data related to individual officers and service matters ▶ Remain updated with latest rule positions ▶ To dispose of all RTI applications/Public Grievances/ Parliamentary matter within the stipulated time frame as per the laid down procedure and to prepare counter-replies in the court cases relating to above-said subjects and to ensure follow-up 	<ul style="list-style-type: none"> ▶ Should show proactiveness at work assigned and give attention to details ▶ Promptness in prioritizing and disposal of work ▶ Responsiveness ▶ Should have good communication skills ▶ Attention to details ▶ Diligence and clarity of thinking
Assistant Section Officer	<ul style="list-style-type: none"> ▶ To handle all establishment matters in respect of officers posted in the Ministry under CSS-MoEF&CC. ▶ To finalize release of CGEGIS to all the retired IFS officers 	<ul style="list-style-type: none"> ▶ Providing support to the Section officer in all the tasks assigned related to the division 	<ul style="list-style-type: none"> ▶ Understanding of urgency, prioritization of tasks

Position	Roles/ Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ To coordinate with all State Government regarding review of services of IFS officer as per AIS(DCRB) Rules, and to collate, compile and analyse the reports received from State Governments in this regard and seek approval of ACC, in case Review Committee(s) recommend(s) premature retirement of any officer. ▶ To examine the cases relating to grant of cadre clearances to IFS officers for foreign assignment, study leave, proceeding on central deputation, extension of tenure under CSS-DoPT other than CSS-MoEF&CC etc. 	<ul style="list-style-type: none"> ▶ Filing of dak, correspondences ▶ Compiling and drafting of the files and notifications and forwarding it to the senior officers Exposure and expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Performing tasks with enthusiasm and Self-motivation ▶ Learning agility ▶ Time Management and adherence to timelines

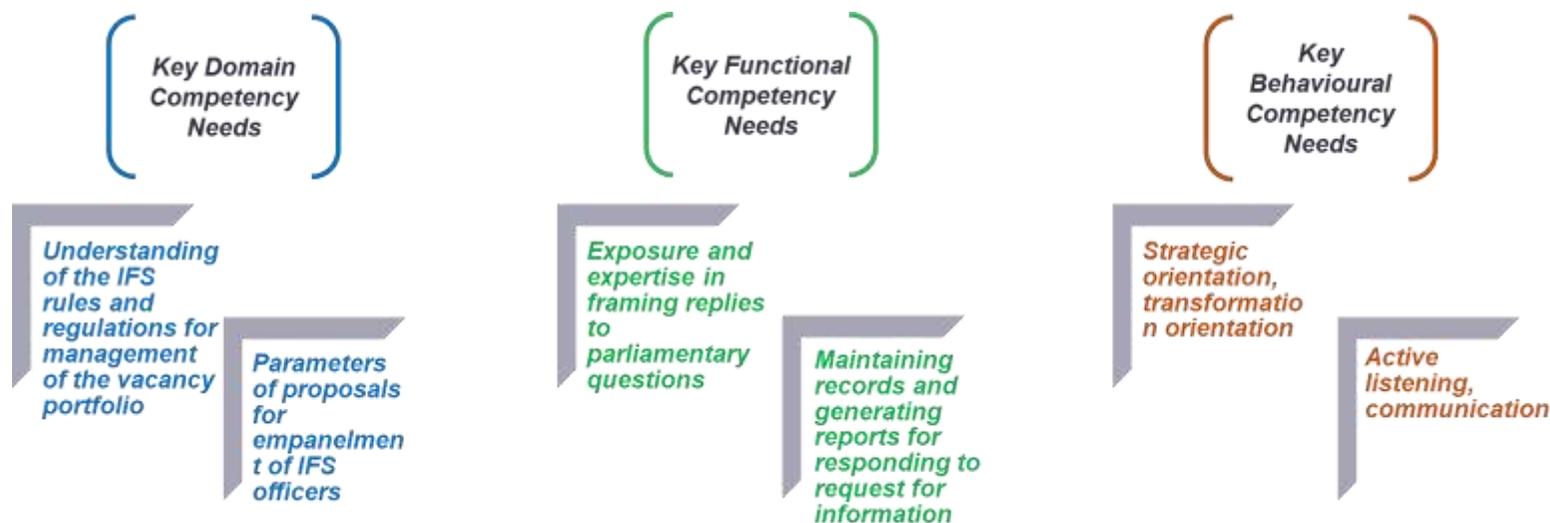


Figure 66: Key competency needs for IFS division

Table 102: Domain, functional & behavioural competency gaps identified for Indian Forest Service division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Understanding of AIS Rules, guidelines and court rulings ▶ HR planning within the context of cadre management ▶ Principles of HR management, building efficient, motivated and well performing officers ▶ Understanding of framework to bring in competency-based selection for various positions in the Government for IFS Division is responsible ▶ Vigilance related rules and guidelines ▶ Disciplinary and Appeal Rules along with court ruling and CVO/ USPC guidelines 	<ul style="list-style-type: none"> ▶ Monitoring of work with his subordinates ▶ Work categorisation and management ▶ Data management and optimisation skills ▶ Access and transparency 	<ul style="list-style-type: none"> ▶ Leadership skills with team management and work allocation ▶ Global mindset and system thinking
Under Secretary IFS I AGMUT ACR/ SPARROW	<ul style="list-style-type: none"> ▶ Understanding of AIS Rules, guidelines, and court rulings ▶ Understanding of CCA Rules ▶ Human Resource Management especially for higher level executives ▶ Vigilance related rules and guidelines ▶ Disciplinary and Appeal Rules along with court ruling and CVO/ USPC guidelines ▶ Technical understanding of parameters of proposals for empanelment of IFS officers 	<ul style="list-style-type: none"> ▶ Maintaining records and generating reports for responding to request for information ▶ Data management and optimisation skills ▶ Litigation management 	<ul style="list-style-type: none"> ▶ Communication skills ▶ Conflict management skills ▶ Staff motivation and productivity training
Section Officer	<ul style="list-style-type: none"> ▶ Understanding of AIS Rules, guidelines, and court rulings ▶ Understanding of CCA rules 	<ul style="list-style-type: none"> ▶ Noting and drafting skills ▶ Data management ▶ Knowledge of office procedures and Public Finance Management System portal 	<ul style="list-style-type: none"> ▶ Skills to effectively communicate case findings
Assistant Section Officer	<ul style="list-style-type: none"> ▶ Understanding of AIS Rules, guidelines, and court rulings ▶ Understanding of CCA rules 	<ul style="list-style-type: none"> ▶ Knowledge of office procedures and Public Finance Management System portal ▶ Exposure and expertise in framing replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Motivation and team building exercise ▶ Learning agility

FOR 7: National Tiger Conservation Authority (NTCA):

The National Tiger Conservation Authority Division is headed by Mr. Amit Mallick, Inspector General of Forest. This division is responsible for providing statutory authority to Project Tiger so that compliance of its directives become legal, fostering accountability of Center-State in management of Tiger Reserves, by providing a basis for MoU with States within our federal structure etc.

Administrative Matters are initiated by SO and reviewed by AIGF, DIGF and finalised by IGF. Establishment Matters are handled by SO and AIGF and finalised by DIGF/HOO. Financial Matters and Policy matters are initiated by DDF, then DIGF/IGF and followed by ADG (PT) & MS (NTCA) and approved by Secretary. Technical Matters are initiated by AIGF/DIGF, reviewed by IGF and finalised by ADG (PT) & MS (NTCA).

Organogram:

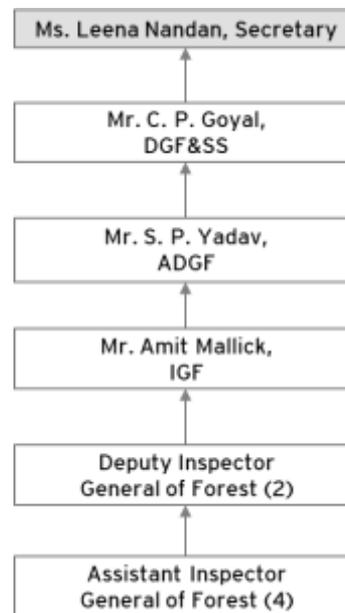


Figure 67: Organogram of NTCA division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 103: Domain, functional & behavioural competencies required for NTCA division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
<p>Deputy Inspector General of Forest</p>	<ul style="list-style-type: none"> ▶ Scrutinise the annual plan of operation of the respective states and process it for approval and sanction and further release of fund ▶ Review of Tiger Conservation Plan and to put up for approval of the technical committee ▶ Oversee implementation of activities in the respective tiger reserves and to facilitate them in taking up the issues as per the Act, guidelines and SOP ▶ Review and monitor the statutory provisions as per the Act and its implementation ▶ Interpretation and monitoring/regulation of Acts, Policies such as Project Tiger, 1973, Wildlife Protection Act, 1972 and its amendments, NTCA rules and regulations, Guidelines, SOPs related to the Authority and its scheme ▶ Updated knowledge on issues and challenges in Tiger conservation and tiger reserve management techniques ▶ Knowledge related to Budgetary provisions to Tiger reserves under Central Sector Schemes, procedures for fund release etc. ▶ Fund release procedure for central sector schemes 	<ul style="list-style-type: none"> ▶ Planning and budgeting ▶ Review of project proposals ▶ International Co-operation ▶ Framing of replies to parliamentary questions ▶ Appreciation of research and academic inputs into policies and programs related to wildlife 	<ul style="list-style-type: none"> ▶ Team building and leadership skills ▶ Decision making capabilities ▶ Stakeholders through effective communication
<p>Assistant Inspector General of Forest</p>	<ul style="list-style-type: none"> ▶ Oversee the annual plan of operation of the respective states and process it for approval and sanction and further release of fund. ▶ To examine the Tiger Conservation Plan and to put up for approval of the technical committee ▶ Framing and outlining the content for publications, inputs for awareness campaign, updation of activities of authority in all social media platform. ▶ To oversee and update the awareness campaign to the higher authority. ▶ To prepare draft plan for enhancing the outreach regarding the implementation of the scheme ▶ Examine various issues and to facilitate in policy implementation ▶ Review and monitor the implementation of village relocation in all Tiger reserves. ▶ Frequent inspections to all tiger reserves and there by supervise the activities taken up and to facilitate in bridge the gap. ▶ Interpretation and monitoring/regulation of Acts, Policies such as Project Tiger, 1973, Wildlife Protection Act, 1972 and its amendments, NTCA rules and regulations, Guidelines, SOPs related to the Authority and its scheme ▶ Knowhow on the Management effectiveness evaluation process, All India Tiger estimation etc. for better management of Tiger reserves ▶ Knowledge related to Budgetary provisions to Tiger reserves under Central Sector Schemes, procedures for fund release etc. 	<ul style="list-style-type: none"> ▶ Practical on ground experience on community management ▶ Evaluation and outcome assessment of the projects ▶ Drafting project proposals ▶ Drafting parliamentary questions ▶ Facilitate in disposal of grievances pertaining to tiger reserves. ▶ Collection and compilation of monthly returns/ review of reports/ annual progress reports etc 	<ul style="list-style-type: none"> ▶ Know-how about Data Literacy and Digital media platform for dissemination of activities taken up ▶ Excellent Negotiation and Networking skills ▶ Effective coordination and management skills for capacity development and awareness generation exercises

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Fund release procedure for central sector schemes ▶ Guidelines for Tiger Conservation foundation, compendium of Guidelines, Advisories and orders 2020, SOPs 2019 related to Tiger management. ▶ MEE Framework, Field Guide for monitoring of Tigers, Co-predators, Prey and their habitats, Phase III Camera Trapping Protocol, 2021 		

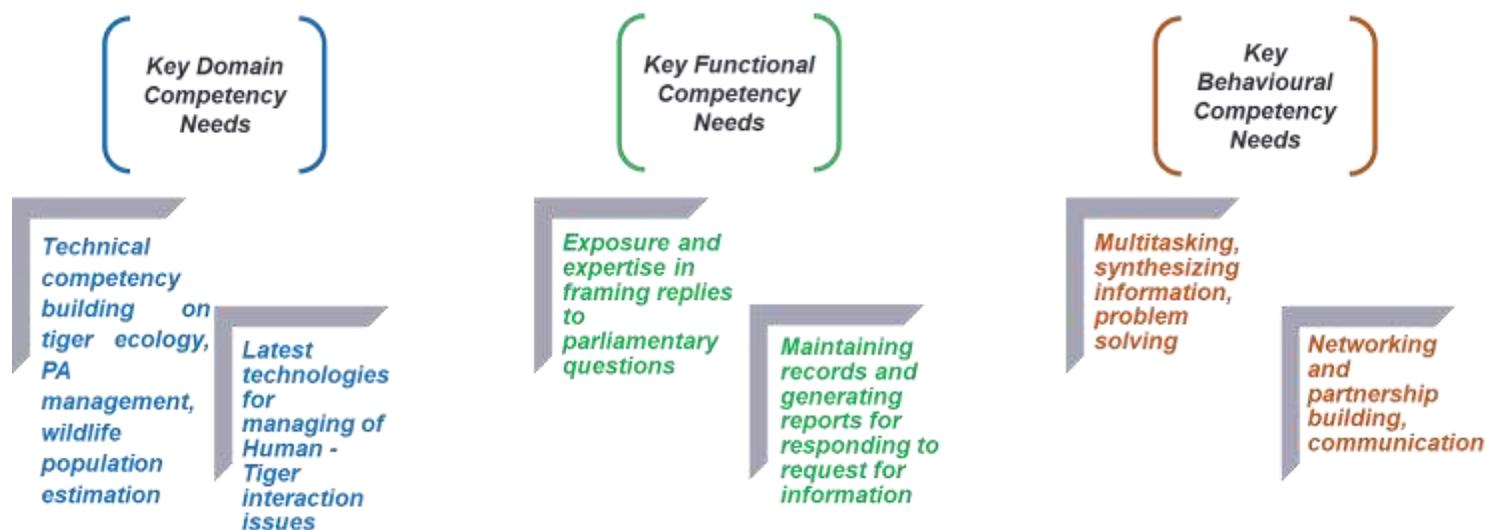


Figure 68: Key competency needs for NTCA division

Table 104: Domain, functional & behavioural competency gaps identified for NTCA division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Proficiency in policy / SoP preparation ▶ Orientation on operational and legal aspects and provisions related to tiger conservation ▶ International Conventions and agreements ▶ Illegal trade in wildlife and wildlife products ▶ Technological advances in the field of wildlife monitoring and conservation ▶ Tiger census, tiger ecology, PA management, Wildlife population estimation ▶ National and international collaboration on tiger conservation 	<ul style="list-style-type: none"> ▶ Policy assessment and evaluation ▶ Coordination with multiple agencies related to wildlife trade, crime etc. 	<ul style="list-style-type: none"> ▶ Multi-tasking skills ▶ Stakeholder engagement skills ▶ Communication skills ▶ Persuasion and negotiation
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Latest technologies towards management of Human - Tiger interaction issues ▶ Innovative monitoring and tracking technologies in line with conservation management ▶ Capacity building for personnel engaged in tiger conservation ▶ Tiger census ▶ Tiger ecology, PA management, Wildlife population estimation, National and international collaboration on tiger conservation 	<ul style="list-style-type: none"> ▶ Practical on ground experience on community management ▶ Drafting responses for parliamentary questions ▶ Legal proceedings 	<ul style="list-style-type: none"> ▶ Require know-how about Data Literacy and Digital media platform for dissemination of activities taken up ▶ Need improvement in Negotiation and Networking skills

FOR 8: Project Elephant (PE) Division:

The division Project Elephant is headed by Mr. Ramesh Kumar Pandey, Inspector General of Forest. This division is responsible for Strengthening of Elephant Reserves/ Corridors, Preparation of National Action Plan for elephant conservation, Welfare and management of Captive elephant and other matters related to elephant conservation.

Steering Committee of PE Constitution of Committee for Strengthening of Elephant Reserves and Elephant Corridors, Constitution of Committee to recommendation of Gajah, PMO/VIP references, Declaration of Elephant Reserves/Corridors, Parliament Question, Other matters raised in Parliament are handled by Sc E/IGF, ADG, DGS, Secretary and finalised by Minister. Court cases and Legal Matters are finalised by Secretary. Matter related to NTCA, CZA, WCCB etc, Man- Elephant Conflict, Complaints about Wild & Captive Elephants, Welfare and Management of Captive Elephant, Matter related to MIKE CITES, WWF, WT1 etc, Matter related to Elephant Reserve/Corridors, Matter related to elephant death due to various reasons, Central Sector Expenditure matters, Public Grievances are initiated by Sc E, reviewed by IGF and finalised by ADG.

Organogram:

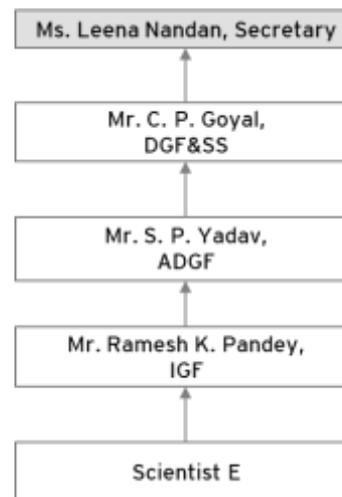


Figure 69: Organogram of PE division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 105: Domain, functional & behavioural competencies required for PE division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Scientist E	<ul style="list-style-type: none"> ▶ Providing financial assistance to States/UT Governments ▶ Development of projects for ensuring ecological restoration of existing natural habitats and migratory routes or movement paths of elephants ▶ Development of scientific and planned management programmes for conservation of elephant habitats and maintain viable Asian elephant populations in India. ▶ Identify and measures to combat the Illegal trade in live elephants and its parts. ▶ Arranging training programme for frontline staff to raise capacity for elephant and habitat protection and monitoring. ▶ Preparation of Action plans, guidelines and SOPs for ensuring management of human elephant interactions, management of elephant habitat and restricting illegal killing and trade of elephant parts ▶ International cooperation in transboundary elephant conservation ▶ Developing Monitoring mechanism for illegal trade in captive elephants and welfare of captive elephants in the country. ▶ Updated knowledge on best practices of elephant conservation across globe ▶ Understanding of international treaties, trans-boundary issues in elephant conservation 	<ul style="list-style-type: none"> ▶ Should have understanding to develop interface between the science and policy ▶ Should be able to evaluate and assess outcomes of the projects undertaken ▶ Handling RTI matters related conservation elephants in India ▶ Preparing reply for the PGS, PMO and VIP references on the matter related to Elephant conservation. ▶ Preparation of Scientific and technical comments of various court cases in Hon'ble Supreme Court, various High Courts and Hon'ble NGT- follow up with advocates and State Govts. to protect the interest of Union of India. ▶ Facilitate legal assistance in handling of court cases in NGT, High courts and Supreme Court. ▶ Preparation of replies for Parliaments Questions in Lok Sabha and Rajya Sabha 	<ul style="list-style-type: none"> ▶ Multitasking and stress management skills ▶ Effective communication skills for capacity building and awareness generation ▶ Analytical thinking skills for synthesizing information ▶ Collaboration ▶ Proactiveness

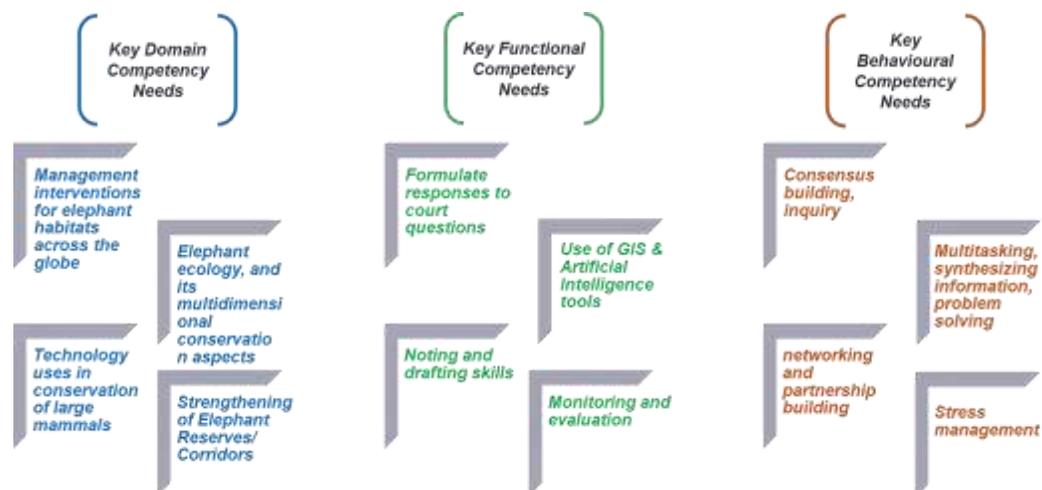


Figure 70: Key competency needs of PE division

Table 106: Domain, functional & behavioural competency gaps identified for PE division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist E	<ul style="list-style-type: none"> ▶ Elephant ecology, and its multidimensional conservation aspects ▶ Technical knowledge about management interventions for elephant habitats across the globe ▶ Knowledge on technologies for mitigation of human elephant interactions ▶ Emerging technologies uses (ex-situ and in-situ) in conservation of large mammals including elephants ▶ Scientific proficiency of for SoP and guideline preparation related to elephant conservation 	<ul style="list-style-type: none"> ▶ Preparation of replies to court cases, understanding of judicial processes ▶ Knowledge of use of technological tools such as GIS & other related tools, to improved management ▶ Project designing (e.g., Formulation of national and transboundary projects and programs for elephant conservation) 	<ul style="list-style-type: none"> ▶ Multitasking skills which impact the competency in the assigned work. ▶ Stress management

FOR 9: Regional Office Headquarters (ROHQ) Division:

The Regional Head Office Headquarters (ROHQ) Division is headed by Mr. Ramesh Kumar Pandey, Inspector General of Forest. This division is responsible for assisting the State Govts/ UTs in preparation of the proposals involving diversion of forests land for non-forestry purposes under the provisions of FCA, assisting the State/ UT Govts in the preparation of Management/Working Plans for working of forest under their control within the framework of guidelines issued by Central Government, Monitoring the utilization of CAMPA funds, conducting surprise and random checks/ site verifications of EC conditions of projects.

Constitution of Regional Empowered Committee (REC) at each Regional Office to finally dispose of proposals involving up to 40 hectares of forest land related to hydel, mining, regularization of encroachment and violation under FCA, 1980.

Project proposals for diversion of forest land under FCA, 1980, Violation under FCA and Forest Working Plans approved by the Central Govt. are initiated by AIGF/DIGF, reviewed by IGF, ADGF, DGF, Secretary and finalised by Minister. Parliament questions & assurances and VIP References are initiated by ACF/US/DIGF routed through IGF, ADGF, DGF and finalised by MoS/ Minister. Court cases, establishment and service matters of Integrated Regional Offices (IROs) are handled by ACF/US/DIGF, reviewed by IGF/ADGF and finalised by DGF/Secretary. Scrutiny, analysis and follow up action on the evaluation and monitoring of reports received from States/UTs and IROs under Forest (Conservation) Act, 1980 & Environment (Protection) Act are done by respective divisions. Audit Paras, Performance Budget, Annual Action Plan, Annual Report, and Monitoring of Plan Scheme of "Strengthening of Forestry Division - Regional Offices", scrutiny and analysis of Quarterly Projects Reports (QPR) on compensatory afforestation from Stats/UTs are initiated by ACF/US, reviewed by AIGF, DIGF, IGF and finalised by ADGF.

Organogram:

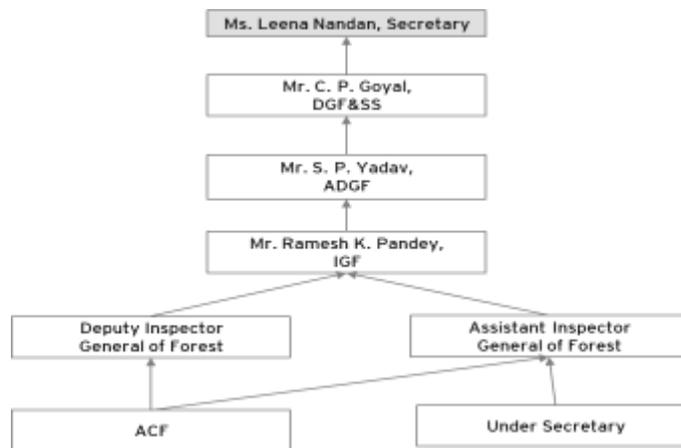


Figure 71: Organogram of ROHQ division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 107: Domain, functional & behavioural competencies required for ROHQ division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ To monitor the implementation of conditions and safeguards stipulated by Central Government in the proposal approved under FCA, 1980. ▶ To examine/ scrutiny of proposals submitted by State Governments for non-forestry purposes involving area up to 40 hectares of forest land related to categories viz. hydel, mining, regularization of encroachment and violation under FCA, 1980. ▶ Monitoring the implementation of the management/ working plans. To oversee implementation of conditions and safeguards laid down for projects/ activities when environmental clearance is given. ▶ To examine and analyse the Six-Monthly Progress reports from the Project Proponents vis-a-vis conditions in the Environmental Clearance (EC) and take further necessary action; To do surprise and random checks/ verifications of EC conditions of various projects by site visits. ▶ Provide technical inputs and suggestions on matters related diversion of forest land and other issues related to the Forest conservation activities ▶ Attending various High Level meetings such as PRAGATI/PMG/Cabinet Secretariat/ E-Samiskha/ Group of Infrastructure/ ICMC/FRCM/REC etc. pertaining to ROHQ Division 	<ul style="list-style-type: none"> ▶ Should be able to evaluate and assess outcomes of the progress reports ▶ Should review proposals from State/UTs involving diversion of forests land for non-forestry purposes ▶ Review of parliamentary replies, and responses to RTI requests prepared by subordinate staff on forest diversion matters ▶ Formulate responses to court questions pertaining to various cases addressed to the Forest Conservation Division; responses are based on prior judgements/ outcomes of cases ▶ Use of GIS tool ▶ Drafting of rules and guidelines 	<ul style="list-style-type: none"> ▶ Should possess multi-tasking and stakeholder engagement skills ▶ Should have team building and leadership skills needs improvement ▶ Team management and leadership skills dovetailing into effective communication and delegation of work ▶ Decision making and analytical thinking ▶ Planning and prioritization of tasks ▶ Whole of government thinking ▶ Convincing project proponents or State Governments regarding any particular decision of the Ministry ▶ Active listening and constructive feedback
Technical Officer	<ul style="list-style-type: none"> ▶ To monitor the implementation of conditions and safeguards stipulated by Central Government in the proposal approved under FCA, 1980. ▶ Assist DIGF/IGF in examining of proposals submitted by State Governments for non-forestry purposes involving area up to 40 hectares of forest land related to categories viz. hydel, mining, regularization of encroachment and violation under FCA, 1980. ▶ Monitoring the implementation of the management/ working plans. To oversee implementation of conditions and safeguards laid down for projects/ activities when environmental clearance is given. 	<ul style="list-style-type: none"> ▶ Analyse issues in policy planning and design related to implementation of Forest (Conservation) Act, 1980 and connected matters ▶ Inter-ministerial coordination and with States for information/data collection regarding parliamentary questions and analyse the data to prepare replies for Parliamentary matters ▶ Attend High Level meetings such as PRAGATI/PMG/Cabinet Secretariat/ 	<ul style="list-style-type: none"> ▶ Team building and leadership skills: promote team building and teamwork in the division especially with office staff to facilitate smooth and efficient working ▶ Conducting activities and team meetings for office staff motivation on regular basis for improved efficiency and result-oriented implementation

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ To examine and analyse the Six-Monthly Progress reports from the Project Proponents vis-a-vis conditions in the Environmental Clearance (EC) and take further necessary action; To do surprise and random checks/ verifications of EC conditions of various projects by site visits. ▶ To conduct enquiries as may be directed by the Ministry; To follow up pollution control measures taken by industries, local bodies, Government (State/ Centre). ▶ To collect and furnish information relating to environmental impact assessment of projects, Pollution control measures, methodology and status, legal and enforcement measures, environmental protection for special conservation areas like wetlands, mangroves and biosphere reserves. ▶ Provide technical inputs and suggestions on matters related diversion of forest land and other issues related to the Forest conservation activities ▶ Attending various High Level meetings such as PRAGATI/PMG/Cabinet Secretariat/ E-Samiskha/ Group of Infrastructure/ ICMC/FRCM/REC etc. pertaining to ROHQ Division ▶ Examination of legal proceedings addressed to ROHQ division preparation of replies for review by DIG 	<p>E-Samiskha/ Group of Infrastructure/ ICMC, inter-ministerial meetings and other meetings within and outside the Ministry</p> <ul style="list-style-type: none"> ▶ Conduct awareness Trainings/workshops for stakeholders on various issues pertaining to FCA,1980 ▶ Use of GIS tool 	<ul style="list-style-type: none"> ▶ Stakeholder management through effective communication and negotiation skills ▶ Decision making and analytical thinking ▶ Proactiveness ▶ Active listening and constructive feedback
Under Secretary	<ul style="list-style-type: none"> ▶ All Administrative/Establishment and Budget matters including land/building, vehicles, laptops, office/residential accommodation of IROs. ▶ Obtaining administrative and financial approval from competent authorities in respect of construction, electrical and civil maintenances and other Major/Minor works of Integrated Regional Offices of the Ministry. ▶ Matters related to various Audit paras raised by IAW and obtaining Ex-post facto approval of the competent authorities to drop off the Audit paras and air travel from Airlines other than Air India etc. in consultation with IFD and Department of Expenditure. ▶ Reply to RTI/Public grievances. ▶ All recruitment rules and service related matters of nineteen Integrated Regional Offices' employees i.e. Promotion, Transfer/Posting, Confirmation, Deputation, DPC and filling up of vacant posts etc. 	<ul style="list-style-type: none"> ▶ Should possess noting and drafting skills ▶ Should know about workshops organization for dissemination of information ▶ Compilation of required information and preparation of draft replies for matters related to RTI and other grievances ▶ Providing information regarding to the proposals challenged in the various courts. ▶ Analyse and draft replies to parliament questions for approvals of the higher authorities ▶ Noting and drafting skills for preparation of technical summaries 	<ul style="list-style-type: none"> ▶ Good communication skills and stakeholder management skills ▶ Promote team building and teamwork in the division to facilitate smooth and efficient working in the division ▶ Motivate office staff frequently for improved efficiency and better results ▶ Multitasking skills to manage multiple assignments simultaneously

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Follow up action for filling up of vacant posts in all IROs of MoEF&CC. 		
Assistant Commissioner (Forestry)	<ul style="list-style-type: none"> ▶ To assist the State/UTs in preparation of the proposals involving diversion of forests land for non-forestry purposes under the provisions of Forest (Conservation) Act, 1980 for expeditious processing and disposal of such cases. ▶ To undertake physical inspection of sites in cases of diversion of forestland involving an area of more than 100 hectares and in other cases as may be required. ▶ To assist the State/UTs in the preparation of management/ working plans for working of forest under their control within the framework of guidelines issued by Central Government from time to time. ▶ To follow up implementation of conditions and safeguards laid down for projects/ activities when environmental clearance is given. ▶ Know-how about preparation of work plans within the framework of guidelines issued by Central Government ▶ Scrutinizing proposal received from State Govts/UT Administration on forest diversion proposals submitted for non-forestry purposes involving area up to 40 hectares of forest land related to categories viz. hydel, mining, regularization of encroachment and violation under FCA, 1980. ▶ Analysing and examining the proposals in view of rules, guidelines and provisions framed under Forest (Conservation) Act 1980 ▶ Monitoring of various Govt. Portals (CPGRAM/PRAGATI/PMG/E-Samiksha) to take timely action for the appropriate disposal. ▶ Scrutinise issues and help in policy planning and design for policies related to Forest Conservation in the ROHQ division ▶ Putting up files related to court cases involving forest related matters for finalization of counter affidavits to be filed by the MoEF&CC/IROs in various Hon'ble Courts in States and NGTs. ▶ Dealt with various FC matters along with collection, compilation, tabulation and analysis of data related to the proposals received in IROs/Ministry for clearances under Forest (Conservation) Act, 1980. 	<ul style="list-style-type: none"> ▶ Should possess noting and drafting skills ▶ Should know about workshops organization for dissemination of information ▶ Assistant Commissioner (Forestry) should be able to create of management and working plan for working of forest ▶ Preparation of Minutes of Meeting of various inter-ministerial/oversight committee's meetings held within the Ministry. ▶ Compilation of required information and preparation of draft replies for matters related to RTI and other grievances ▶ Providing information regarding to the proposals challenged in the various courts. ▶ Examining/processing PMO/VIP references in respect of all the above subject matters. ▶ Analyse and draft replies to parliament questions for approvals of the higher authorities ▶ Noting and drafting skills for preparation of technical summaries 	<ul style="list-style-type: none"> ▶ Should have good communication skills needs improvement ▶ Should possess time management and stakeholder management skills ▶ Working in team with other FC/WL/ESZ/IA/CRZ Divisions for seeking inputs and status required for various high level meetings ▶ Providing attention to detail while synthesizing information ▶ Proactiveness in getting work done ▶ Multitasking skills for managing tasks assigned

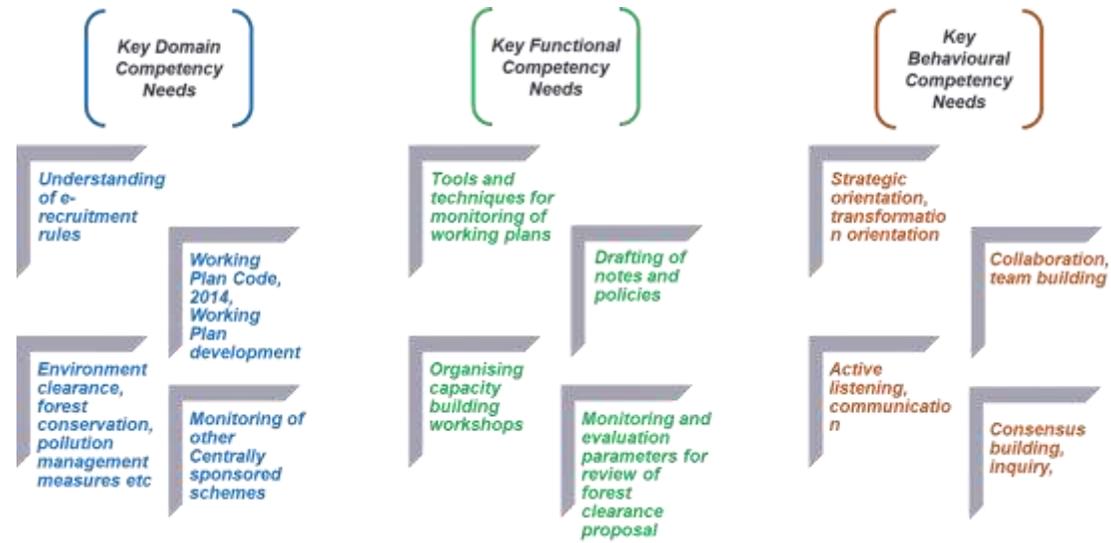


Figure 72: Key competency needs for ROHQ division

Table 108: Domain, functional & behavioural competency gaps identified for ROHQ division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Exposure to knowledge with regards to advances in environment clearance, forest conservation, pollution management measures etc. sector ▶ Working Plan Development ▶ Updated guidelines on FCA ▶ Knowledge with reference to the judgements emerging from court proceedings related to Forest conservation matters for e.g., judgement in Lafarge Case ▶ Updated knowledge on the best practices on sustainable mining and restoration activities to ensure forest conservation and restrict diversion of forest land ▶ Valuation of forest resources ▶ Global best practices in mitigating adverse effects of forest land diversion 	<ul style="list-style-type: none"> ▶ Tools and techniques for monitoring of working plans ▶ Organising capacity building workshops for the pollution control board ▶ Monitoring and evaluation parameters for review of forest clearance proposal ▶ Data management and visualisation to draw needed inferences for decision making purpose ▶ Legal knowhow of the matter to provide responses for litigations, RTI and other grievances ▶ Understanding of Parliamentary procedures ▶ Management of the data to ensure easy access and retrieval 	<ul style="list-style-type: none"> ▶ Multi-tasking skills Stakeholder engagement skills Team building and leadership skills needs improvement ▶ Stakeholder engagement skills to keep the subordinate staff motivated ▶ Communication and convincing skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Exposure to best practices of sustainable mining, infrastructure development etc. in different parts of the world ▶ Periodic update of best global practices in the forest conservation sector ▶ Knowledge of Environmental Laws and rules ▶ Understanding of concepts of Carbon retention, storage and utilization to maintain a point of view during processing of the proposals ▶ Understanding of cost benefit analysis, feasibility analysis, impact assessment vis a vis Biodiversity, Wildlife, Hydrology, Tourism, Socioeconomics etc. 	<ul style="list-style-type: none"> ▶ Proper organisation and documentation of documents for their easy access and retrieval ▶ Drafting and noting capacity skills to provide replies and recommendations to the queries ▶ Advanced Data analytics/ Science knowledge ▶ Review of notes/ technical documents 	<ul style="list-style-type: none"> ▶ Team building and leadership skills to keep the team motivated ▶ Improvement in communication skills to better manage delegate tasks ▶ Convincing and negotiation skills ▶ Planning & Prioritization due to working on multiple issues
Under Secretary	<ul style="list-style-type: none"> ▶ Exposure to training on administrative/ financial matters ▶ Dissemination of rules and regulations pertaining to RRs/GFR ▶ Detailed understanding of the mandates, function and activities of the Ministry 	<ul style="list-style-type: none"> ▶ Capacity to work on digital platforms 	<ul style="list-style-type: none"> ▶ Team building and motivation needs improvement ▶ Stress management for work life balance

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Assistant Commissioner (Forestry)	<ul style="list-style-type: none"> ▶ Analysis of parameters while conducting site inspection visits Providing technical support to states in development of working plans ▶ Exposure to field functionaries like mining, hydel projects, road and railway construction etc ▶ Updated knowledge about Indian Forest Act 1927, Wildlife Protection Act 1972, RTI 2006, GFR, Parliamentary procedures, Environment Protection Act 1986 and act related to forestry, environment and Climate Change. 	<ul style="list-style-type: none"> ▶ Capacity in drafting of notes and policies can be improved upon ▶ Information dissemination w.r.t. various rules and acts ▶ Knowledge of Office procedures, file management, CSS Conduct rules ▶ Knowledge of handling Govt. e-portals ▶ Data management and archiving 	<ul style="list-style-type: none"> ▶ Communication skills needs improvement ▶ Ensuring collaborations with the state stakeholders ▶ Performing tasks with enthusiasm ▶ Team building and leadership skills ▶ Staff motivation and productivity training

FOR 10: Research & Training (R&T) Division:

The Research and Training Division is headed by Inspector General of Forest. This division looks after Administrative, financial and other matters related to ICFRE, IIFM, IPRITI, IGNFA, DFE etc. Foreign deputation of IFS and other Officers of MoEF&CC JS & above for training/Workshop etc., Parliament Question & Assurance, are routed from TO/SO/AIG/DIG to ADG, AS&FA and finalised by Minister. Policy matters on IFS Training, Foreign deputation of IFS and other Officers of MoEF&CC for training/Workshop, IGNFA, CASFOS, DFE, Coordination with Agricultural Universities & other related Scientific bodies, Release of funds/grants under approved schemes are initiated by TO/SO, reviewed by AIG/DIG, ADG and then DGF. Foreign deputation of Forest Officers/ Scientific Officers in Autonomous Bodies of MoEF&CC under RT Division. Budget, Research and other issues for ICFRE, IIFM, IPRITI are handled by TO, reviewed by AIG/DIG and finalised by ADG.

Organogram:

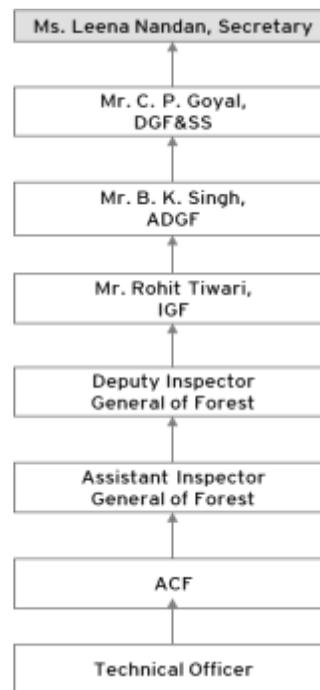


Figure 73: Organogram of R&T division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 109: Domain, functional & behavioural competencies required for R&T division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Review of administrative and financial matters of various research and training institutes ▶ Review of financial matters related to various research and training institutes to facilitate decision making at the level of higher authorities ▶ Oversee planning and design of policies, guidelines and rules related to research and training of forest officers/officials ▶ Understanding of Acts, Policies, Guidelines such as National Training Policy, 2012, Forest Training and Capacity building (CSS) scheme 2021-22 to 2025-26, All India Services Act,1951, Rules for State Forest Services officers, Range Forest Officers, foresters and forest guards(revised), 2013 	<ul style="list-style-type: none"> ▶ Review various administrative issues pertaining to institutes under RT Division to assist in decision making at division level ▶ Compliance of all office procedures, acts, rules etc. ▶ Budgeting ▶ Assessment of training feedback and suggesting appropriate actions as per insights gained 	<ul style="list-style-type: none"> ▶ Promote team building and teamwork in the division especially with office staff to facilitate smooth and efficient working in the division ▶ Negotiation skills and leadership skills to deal with various training institutes and other related counterparties ▶ Excellent communication skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Assist IGF RT in all matters pertaining to administrative and financial matters of various research and training institutes ▶ Analysis of financial matters related to various research and training institutes to facilitate decision making at the level of higher authorities ▶ Scrutinise issues and resolve to facilitate in planning and design of policies, guidelines and rules related to research and training of forest officers/officials ▶ Examine financial issues of various projects/schemes for smooth financial management ▶ Facilitate in preparation and use of various digital tools and applications in the office for smooth functioning of office and ease of doing business ▶ Interpretation and monitoring/regulation of Acts, Policies, Guidelines such as National Training Policy, 2012, Forest Training and Capacity building (CSS) scheme 2021-22 to 2025-26, All India Services Act,1951, Entrance and training rules (revised) for State Forest Services officers, 2004, Entrance and training rules(revised) for Range Forest Officers, 2004, IFS (Probationers Final Examination) Regulations,2016, IFS (Probation) rules,1968, Guidelines for training of foresters and forest guards(revised), 2013 ▶ Know-how of best practices in research and training ▶ Knowledge of guidelines/Points to be kept in view by training institutes for successful conduct of trainings/ workshops 	<ul style="list-style-type: none"> ▶ Examine various administrative issues pertaining to institutes under RT Division to assist in decision making at division level ▶ Scoping and drafting of schemes, project proposals (at ministry level), cabinet notes etc. to facilitate scheme/project formulation ▶ Analyse and draft replies to parliament questions and putting to higher authorities for approval ▶ Analyse and prepare reply to inter-ministerial consultations ▶ Scrutiny and analysis of data for taking informed decisions by higher authorities ▶ Compliance of all office procedures, acts, rules etc. ▶ Identifying capacity needs for training and skill development 	<ul style="list-style-type: none"> ▶ Promote team building and teamwork in the division especially with office staff to facilitate smooth and efficient working in the division ▶ Attention to detail, proactiveness ▶ Should have excellent communication skills – Comprehension ▶ Motivate office staff regular basis for improved efficiency and better results

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
		<ul style="list-style-type: none"> ▶ Insight into analysis of feedback and other data related to trainings conducted to take informed decisions 	
Technical Officer	<ul style="list-style-type: none"> ▶ Analysis of physical and financial performance of subordinate institutes ▶ Support with research in planning and design of policies, guidelines and rules related to research and training of forest officers/officials ▶ Process files regarding financial issues of various projects/schemes for smooth financial management ▶ Scrutiny and analysis of data for taking informed decisions by higher authorities ▶ Apply Acts, Policies, Guidelines such as National Training Policy, 2012, Forest Training and Capacity building (CSS) scheme 2021-22 to 2025-26, All India Services Act,1951, Entrance and training rules (revised) for State Forest Services officers, 2004, Entrance and training rules (revised) for Range Forest Officers, 2004, IFS (Probationers Final Examination) Regulations,2016, IFS (Probation) rules,1968, Guidelines for training of foresters and forest guards(revised), 2013 in the mandate of the division 	<ul style="list-style-type: none"> ▶ Drafting of schemes, project proposals (at ministry level), cabinet notes etc. to facilitate scheme/ project formulation ▶ Draft replies to parliament questions and putting to higher authorities for approval ▶ Analyse and prepare reply to inter-ministerial consultations ▶ Should be able to work on the budgeting related to training programs ▶ Insight into analysis of feedback and other data related to trainings conducted to take informed decisions 	<ul style="list-style-type: none"> ▶ Attention to detail and time management ▶ Effective communication skills ▶ Proactiveness in work tasked ▶ Ability to handle pressure

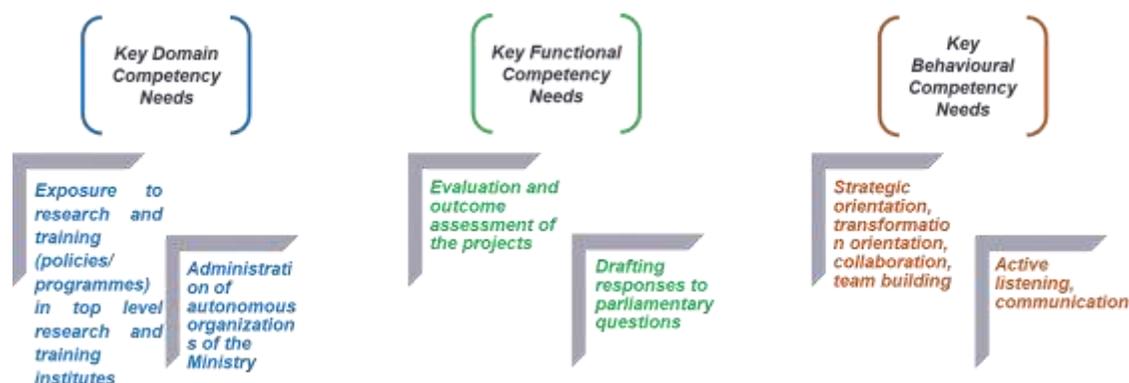


Figure 74: Key competency needs of R&T division

Table 110: Domain, functional & behavioural competency gaps identified for R&T division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Orientation to capacity building ▶ Exposure to best global research and training policies ▶ Evaluation skills to assess output of training conducted 	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the projects 	<ul style="list-style-type: none"> ▶ Team building and leadership skills to impart and manage trainings ▶ Networking skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Orientation to capacity building ▶ Exposure to research and training (policies/ Programmes) in top level research and training institutes across the globe. ▶ Evaluation skills to assess output of training conducted ▶ Latest digital tools and techniques for effective office management such as LMS, Knowledge Management Systems etc ▶ Innovative techniques on research and training skills 	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the projects ▶ Impact assessment and evaluation of policies implemented 	<ul style="list-style-type: none"> ▶ Team building and leadership skills to impart and manage trainings ▶ Effective communication skills ▶ Networking skills
Technical Officer	<ul style="list-style-type: none"> ▶ Latest digital tools and techniques for effective office management such as LMS, Knowledge Management Systems etc. ▶ Financial Planning and budgeting 	<ul style="list-style-type: none"> ▶ Organisation skills for effective management of calendar ▶ Drafting responses to parliamentary questions 	<ul style="list-style-type: none"> ▶ Coordination and communication skills

FOR 11: Survey and Utilization (S&U) Division:

The Survey and Utilization Division is headed by Mr. Raghu Prasad, Inspector General of Forest. This Division is responsible for matters related to Regulation of Wood Based Industries in the country matters related to State Forest Development Corporation and other forest related matters.

Policy Matter related to export and import of wood and wood products such as red sanders and sandalwood, Important matter related to international Organisation (ITTO),Yokohama, Japan and International Bamboo and Rattan Organisation (INBAR),Beijing, China are handled by IGF, ADG, DGF and finalised by Secretary. Policy matter related to State Forest Development Corporation Limited, ANIFPDCL, Policy Matter related to Wood Based Industries, Matter related to revision of National Working plan Code, Policy Matter related to related to NTFP/MFP, Parliament Question, Assurance, Zero Hours and Special Mention, VIP Reference, Court Cases are initiated by IGF, reviewed by ADG, DGF, Secretary before being finalised by MEF.

Organogram:

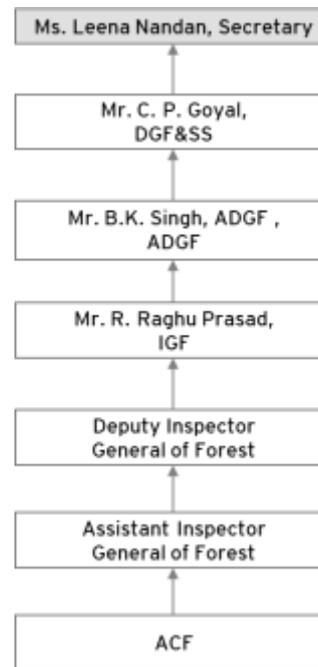


Figure 75: Organogram of S&U division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 111: Domain, functional & behavioural competencies required for S&U division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Inspector General of Forest	<ul style="list-style-type: none"> ▶ Trade in forest and wildlife resources ▶ Overseeing Forest Survey of India ▶ Managing affairs related to international organizations like ITTO, INBAR ▶ Coordinating the publishing of ISFR ▶ Policy of Wood based industries ▶ All work related to working plan code 	<ul style="list-style-type: none"> ▶ Policy Drafting ▶ Coordination with state governments and IROs ▶ Dealing with judicial matters related to forestry 	<ul style="list-style-type: none"> ▶ Stakeholder Management ▶ Decision making ▶ Effective Communication ▶ Influencing in case of conflict management ▶ Foresightedness
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Examining of proposals received from Directorate General of Foreign Trade (DGFT) regarding export and import of wood and wood products. ▶ Processing the proposals received from Forest Survey of India, Dehradun on various issues related to organization. ▶ Monitoring and upgradation of e-Samiksha, public grievance, CPIO of RTI, PMREF and various google links. ▶ Dealing with issues related to ITTO and INBAR ▶ Work related to status of forest cover, tree cover, carbon sink and other matters related to SU Division, Export and Import policy of wood and wood products, Wood Based Industries (Establishment and Regulation) Guidelines, 2016, 2017 and 2019. 	<ul style="list-style-type: none"> ▶ Reviewing draft reply of Parliament Questions ▶ Should understand policy drafting ▶ Knowledge about SoP's for release of funds to different organizations ▶ Review of replies to parliamentary questions 	<ul style="list-style-type: none"> ▶ Team management and leadership skills to effectively manage the requests ▶ Decision making capabilities
Technical Officer	<ul style="list-style-type: none"> ▶ Filing and processing of cases related to the mandate of the division ▶ Examining and processing the proposals received from Forest Survey of India (FSI), Dehradun on various issues related to organization. ▶ Monitoring and upgradation of e-Samiksha, public grievance, RTI and appeals, PMREF ▶ Co-ordinating with FSI ▶ SOP related to movement of timber from Northeast to other parts of the country. ▶ Handling data related to status of forest cover, tree cover, carbon sink and other matters related to SU Division 	<ul style="list-style-type: none"> ▶ Preparing the replies to the parliamentary queries ▶ Knowledge about SoP's for release of funds to different organizations ▶ Preparation of the draft Notes for Cabinet/CCEA ▶ Knowledge of legal proceedings related to Wood Based Industries, various orders of Hon'ble Supreme Court in SU Division. 	<ul style="list-style-type: none"> ▶ Effective communication skills ▶ Self-motivation skills along with high productivity ▶ Proactiveness at work assigned and give attention to details

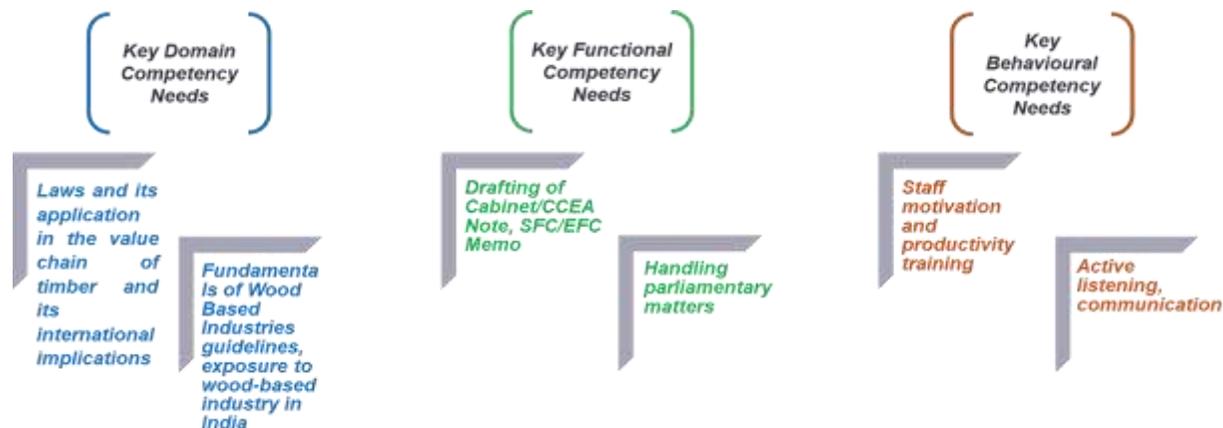


Figure 76: Key competency needs of S&U division

Table 112: Domain, functional & behavioural competency gaps identified for S&U division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioral Competency Gaps
Inspector General of Forest	<ul style="list-style-type: none"> ▶ International Trade in forest resources ▶ International conventions and agreements 	<ul style="list-style-type: none"> ▶ Policy Drafting 	<ul style="list-style-type: none"> ▶ Stakeholder Management ▶ Effective Communication ▶ Influencing in case of conflict management ▶ Foresightedness
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Practical exposure to various subject dealt in SU Division such as timber management, export and transportation issues at the State level. ▶ Knowledge related to laws and its application in the value chain of timber and its international implications 	<ul style="list-style-type: none"> ▶ Capacity in drafting of Cabinet/CCEA Note, SFC/EFC Memo ▶ Capacity in handling parliamentary matters. 	<ul style="list-style-type: none"> ▶ Stress Management. ▶ Communication skills need improvement. ▶ Collaboration ▶ Result orientation
Technical Officer	<ul style="list-style-type: none"> ▶ Understanding the fundamentals of Wood Based Industries guidelines ▶ Exposure to the wood-based industry and the aspects of value chains at national and international level ▶ Functioning and research conducted at of FSI, Dehradun related to Wood Sciences 	<ul style="list-style-type: none"> ▶ Preparing the replies to the parliamentary queries ▶ Drafting of technical notes, proposals ▶ Drafting of SFC/EFC Memo 	<ul style="list-style-type: none"> ▶ Communication skills ▶ Staff motivation and productivity training ▶ Learning agility

FOR 12: Wildlife (WL) Division:

The Wildlife Division is headed by Mr. Rohit Tiwari, Inspector General of Forest and is responsible for providing financial and technical assistance to States/UTs for conservation of wildlife and their habitats, Matters related to Eco-Sensitive Zones, Project Lion, Project Dolphin, Marine species conservation, issues related to Human Wildlife Conflict Management and other matters related to wildlife division.

Organogram:

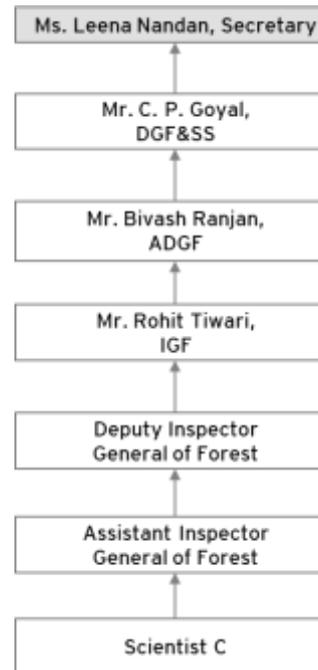


Figure 77: Organogram of WL division

Research Project and Survey, Parliament Questions & Assurances, Deputation of officers abroad, Cultural and other exchange Programmes, Seminar, Workshops, symposia At International Level, Wildlife (Protection) Act, 1972- implementation and amendment of the Act and Rules made there under Import and Export Policy in respect of wild animals and the articles/products therefrom, Laying of Annual Reports of Various Institutions, Fellowship and Awards (in country), Conduct of meeting of NBWL, VIP/PMO Reference are initiated at TO/Sc/AIG/DIG/IGF level and reviewed by ADG, DGF, Secretary and finally by Minister.

Assignment of Foreign Experts, Wildlife Institute of India/CZA Grant in aid and other related matters, financial matter related to WCCB/NZP, Budget and related matters, Sanction & Release of funds of Central Sector Scheme & Centrally Sponsored Schemes- Development of Wildlife Habitats, International Conventions Membership payment, Legal matters/Court cases are approved by Secretary.

Coordination with Armed Forces, Exchange of Animals other than Zoo Animals, Import/Export of Technical Equipment & accessories & medicines & pharmaceutical Formalities, follow up action on National Wildlife Action Plan, International Whaling Commission matters, administrative matters & Budget Matters of WCCB, Wildlife Advisory Boards for State/Union Territories and related matters, UNDP and GIZ Projects, Project Snow Leopard are sanctioned by ADG.

Wildlife Week, Wildlife Conservation Awareness activities, Approval of Visit of foreigners to restricted areas, Reports and returns and coordination with other Divisions/ other Organisations of the Ministry, Review of Management Plans, Protected Area Network and other, Wildlife related matters, World Heritage Convention, CMS, Other administrative matters of various Institutions under Wildlife, Eco-Sensitive Zone, Public Grievance/RTI Matter, Human Wildlife Conflict management are approved by IGF.

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 113: Domain, functional & behavioural competencies required for WL division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ Implementation of wildlife related schemes ▶ Evaluation of proposals shared by states requesting for releasing funds under CSS- 'Integrated Development of Wildlife Habitats scheme, Protection of wildlife outside Protected areas and Recovery programme for Critically Endangered species and Habitats Monitoring implementation of projects undertaken by states ▶ Technical forest-related actioning; strategic programme planning/ implementation ▶ Coordination of meetings, conferences etc. organized under auspices of WL Division. ▶ Interpretation and monitoring/regulation of Wildlife (Protection) Act, 1972 ▶ Development of guidelines and action plans for significant species E.g., Marine Turtle Plan ▶ Technical representations in international conferences and conventions 	<ul style="list-style-type: none"> ▶ Planning and Budgeting ▶ Conducting evaluation and assessing outcomes of the projects undertaken by the division ▶ Should generate insight from technical literature for policy planning, updation and revision ▶ Effective communication of national agendas in the international forum on wildlife conservation ▶ Appreciation of research and academic inputs into policies and programs related to wildlife 	<ul style="list-style-type: none"> ▶ Multi-tasking and stakeholder engagement skills ▶ Should inspire trust in team members ▶ Effective coordination skills to manage multiple stakeholders ▶ Negotiation and persuasion skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ EXIM policy related to restricted items, live animals and wild animals' products import /export ▶ National wildlife action plan, National action plan on central Asian flyways, Guidelines for import of live animals, Guidelines w.r.t. human wildlife 	<ul style="list-style-type: none"> ▶ Administrative and functional issues related to WCCB, CZA, National Zoological Park, PNHZP and Wildlife Institute of India. 	<ul style="list-style-type: none"> ▶ Team building and leadership skills ▶ Communication and coordination skills

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<p>conflict mitigation, Sustainable Ecotourism, Marine megafauna stranding guidelines, SCNBWL decisions etc.</p> <ul style="list-style-type: none"> ▶ CITES, CMS resolution, Asia protected area partnership, World organisation of animal health updates, World Heritage Convention updates (international bodies decisions) 	<ul style="list-style-type: none"> ▶ Robust data analysis for taking informed decision ▶ Capacity in drafting of project proposals skills ▶ Impact assessment and evaluation of the policies implemented 	<ul style="list-style-type: none"> ▶ Transdisciplinary thinking ability to develop a vision for conservation of wildlife
Scientist C	<ul style="list-style-type: none"> ▶ To follow up implementation of conditions and safeguards laid down for projects/activities when environmental clearance is given ▶ To visit the enlisted Category-A and Category-B projects. ▶ Oversee see the clearances from different competent authority with respect to rule provisions and given conditions in environment clearances. ▶ Highlight the non-compliances/ Partial compliances and prepare the site/project specific reports. ▶ Prepare the action taken report/action plan (ATR/AP) for the observed non-compliances. ▶ To do surprise and random checks/verifications of EC conditions of various projects by site visits ▶ To conduct enquiries as may be directed by the Ministry ▶ Analyse six monthly compliance report for factual correctness as per prescribes norms. ▶ Update the record of the six-monthly compliance record submitted by project proponent. ▶ Mark the observation/non-compliances to project proponent and sought ATR/AP. ▶ To visit a site under committee constituted by NGT or Ministry to address court cases. ▶ Site inspection visit under direction of Ministry/ concern division for addressing public grievances or violation of Environmental Protection Act. 	<ul style="list-style-type: none"> ▶ Proficiency in data analysis tools and techniques ▶ Should have policy formulation and drafting skills ▶ To provide the information as requested by the RTI applicants. ▶ Data documentation and management skills ▶ To purchase all the office establishment items and other daily use items through GeM Portal and process the payment. ▶ Organize the REC, FRCM and other meetings and assisting the staff in FC cases. 	<ul style="list-style-type: none"> ▶ Stakeholder engagement skills ▶ Multitasking skills to manage workload ▶ Stress management ability ▶ Flexibility in taking up assignments

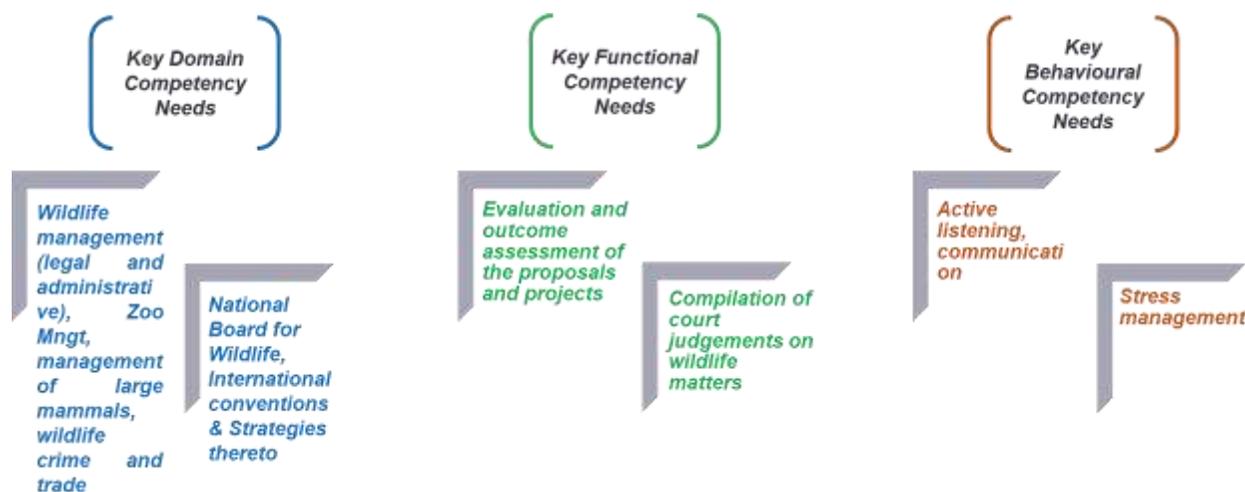


Figure 78: Key competency needs of WL division

Table 114: Domain, functional & behavioural competency gaps identified for Wildlife division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Inspector General of Forest	<ul style="list-style-type: none"> ▶ International conventions, agreements and India's position ▶ Update knowledge on Wildlife management (legal and administrative), Zoo Management, management of large mammals, Wildlife crime and trade, Exposure to technology and management practices nationally and internationally 	<ul style="list-style-type: none"> ▶ Evaluation and outcome assessment of the proposals and projects ▶ Drafting skills for development of guidelines and action plans 	<ul style="list-style-type: none"> ▶ Multi-tasking skills ▶ Stakeholder engagement skills ▶ Communication skills
Assistant Inspector General of Forest	<ul style="list-style-type: none"> ▶ Understanding of the wildlife EXIM policies at national and international level ▶ Techniques and technologies available for effective wildlife management ▶ Exposure to best practices, updates/ exposure in international conventions 	<ul style="list-style-type: none"> ▶ Coordination with key WL NGOs, Research agencies ▶ Exposure to data analysis techniques ▶ Legal proceedings ▶ Capacity in drafting of project proposals skills 	<ul style="list-style-type: none"> ▶ Team building and leadership skills need to be developed ▶ Effective communication and coordination skills

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Scientist C	<ul style="list-style-type: none"> ▶ Updated information on the sectors in need of wildlife clearances ▶ Analysis of information documented during site visits ▶ Development of half yearly reports 	<ul style="list-style-type: none"> ▶ Latest data analysis tools and techniques ▶ Capacity in drafting of project proposals skills ▶ Difficulty in synthesizing Information received from various sources 	<ul style="list-style-type: none"> ▶ Stakeholder engagement skills ▶ Effective stress management skills ▶ Multitasking skills for management of workload

A3.4 Other Divisions/Cells

OTHER 1: General Coordination Division (GC):

General Co-ordination division is headed by Ms. Rajasree Ray, Economic Adviser, Additional Secretary. This division collects, compiles and prepares various information pertaining to various issues of the Cabinet Secretariat and other Authorities.

Comments on the Cabinet notes obtained from concerned divisions' SO/US/DS/JS are finalised by Secretary or Minister. Activities related to Joint Consultative Committee Matters decisions, Recognition of Service Associations, Awards, Grant of honorarium to the officials of the Ministry, nomination of Nodal Officers/Nodal Divisions, Monthly D.O. letter to the Cabinet Secretary are prepared by SO / US and then reviewed by US /Dir and JS respectively before being finalised by Secretary.

Organogram:

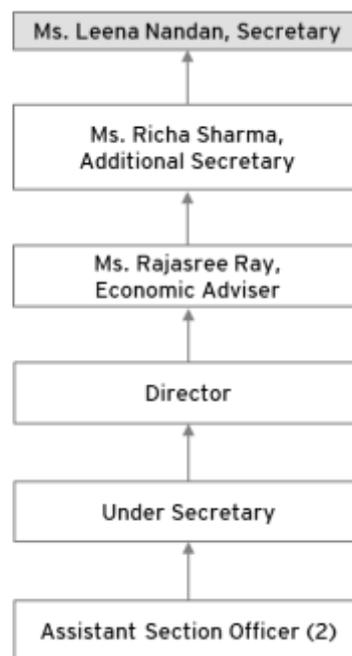


Figure 79: Organogram of GC division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 115: Domain, functional & behavioural competencies required for GC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> ▶ Collection, compilation and preparation of various information pertaining to various issues of the PMO, Cabinet Secretariat and other authorities. 	<ul style="list-style-type: none"> ▶ Should manage and coordinate with the office staff for day-to-day work 	<ul style="list-style-type: none"> ▶ Excellent communication skills for stakeholder management
Under Secretary	<ul style="list-style-type: none"> ▶ Circulation of references received from Cabinet Committee on Appointment & relinquishment of charge by various officers of the Ministry. ▶ Circulation of Rules & Regulation received from DoPT, PMO and other Ministries. ▶ Organisation, preparation of Agenda of the minutes of Joint Consultative Committee meeting ▶ Response to other Ministries regarding nomination of awards 	<ul style="list-style-type: none"> ▶ Inter-ministerial coordination for information/data collection ▶ Review of notes prepared by subordinate staff 	<ul style="list-style-type: none"> ▶ Excellent communication skills and soft skills for stakeholder management
Assistant Section Officers (2)	<ul style="list-style-type: none"> ▶ Furnishing of information to Cabinet Secretariat regarding major Development/ Monthly D.O. Letter every month. ▶ Circulation of orders Instructions of general nature received from various Ministry and its attached & Sub-ordinate offices ▶ Appointment of Nodal Division/officers for dealing with receipts received from various Ministries. ▶ Coordinating with Audit parties and circulation of paras. ▶ Preparation of Citizen Client Charter ▶ Planning and coordination of welfare activities 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for submission of replies to various stakeholders ▶ Co-ordination among various units of ministry ▶ Maintenance of records for future references. 	<ul style="list-style-type: none"> ▶ Attention to Details while Synthesizing Information ▶ Proactiveness in the task assigned ▶ Excellent communication skills and soft skills for stakeholder management

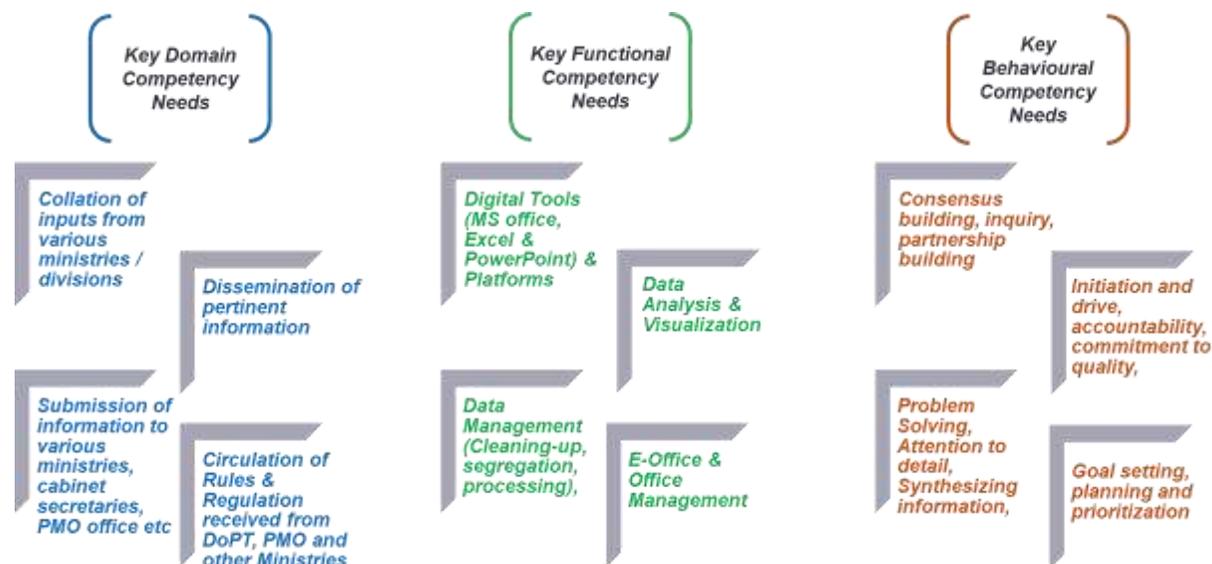


Figure 80: Key Competency Needs for GC division

Table 116: Domain, functional & behavioural competency gaps identified for GC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Submission of information on timely basis due to lack of responses from related units 	<ul style="list-style-type: none"> ▶ Co-ordination among ministry units 	<ul style="list-style-type: none"> ▶ Multitasking skills needs improvement
Under Secretary	<ul style="list-style-type: none"> ▶ Response to other Ministries due to lack of responses from related units 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of replies for Cabinet Secretariat/ other ministries 	<ul style="list-style-type: none"> ▶ Communication skills and soft skills
Assistant Section Officers (2)	<ul style="list-style-type: none"> ▶ Preparation of Citizen Client Charter 	<ul style="list-style-type: none"> ▶ Noting and drafting skills for preparation of replies for Cabinet Secretariat/ other ministries 	<ul style="list-style-type: none"> ▶ Communication skills and soft skills

OTHER 2: Integrated Finance Division (IFD):

IFD is responsible for budget formulation, outcome budget, performance budget, Fiscal Responsibility and Budget Management (FRBM), expenditure and cash involving financial implications, leveraging of non-budgetary resources for sectoral development. This division also monitors Non-Tax Receipts, Tax Expenditure, Assets and Liabilities and Review the Financial Management System of various programmes/ projects of the Ministry. The channel of submission for IFD starts at ASO/ SO/US level depending on the activity involved. It is then reviewed by DS/Dir and submitted to FA for final approval

Organogram:

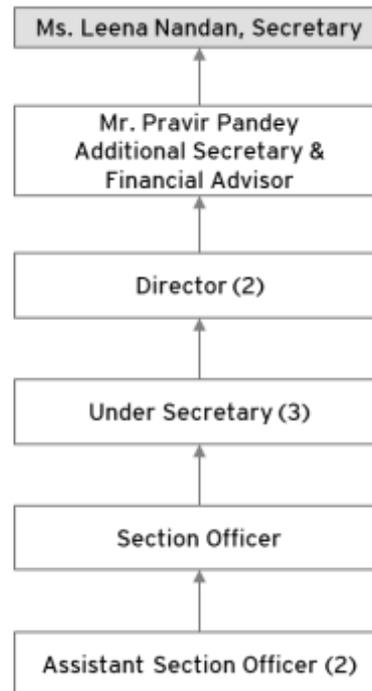


Figure 81: Organogram of Integrated Finance division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 117: Domain, functional & behavioural competencies required for Integrated Finance division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director (2)	<p>Assist AS&FA in all cases pertaining to financial and other matters of various divisions</p> <ul style="list-style-type: none"> ▶ Analysis of proposals related to release of funds under various schemes, to facilitate decision making at the level of higher authorities ▶ Scrutinise EFCs/SFCs, guidelines and rules related to schemes ▶ Examination of various administrative issues pertaining to engagement of staff on contract basis. ▶ Coordination of information called by DoE, M/o Finance ▶ Knowledge of guidelines, rules, regulations, policies related to Financial Management, procedure to be followed in respect of foreign visit proposals, Approved EFC / SFC Notes, Guidelines for all the schemes of Ministry, etc. ▶ Guidelines issued by DoE, NITI Aayog, MHA and MEA and other Ministries 	<ul style="list-style-type: none"> ▶ Oversee circulation and implementation of directions issued by DoE, M/o Finance ▶ Oversee the circulation and compilation of information. ▶ Oversee compliance of all office procedures, acts, rules etc. 	<ul style="list-style-type: none"> ▶ Good communication skills and stakeholder management skills ▶ Promote team building and teamwork in the division to facilitate smooth and efficient working in the division ▶ Motivate office staff frequently for improved efficiency and better results
Under Secretary (3)	<p>Assist DIR(IFD) in all matters pertaining to financial concurrences of proposals received from various programme division</p> <ul style="list-style-type: none"> ▶ Examination of financial proposals of programme divisions ▶ Scrutinise proposals as per the guidelines of the schemes and financial rules of Gol such as GFR, 2017, DFPR etc. ▶ Examination of proposals of continuation of EFCs/SFCs of different Divisions and guiding the processing Division in submitting the final EFC/SFC document. <p>Handling of proposals under various scheme/projects of MoEFCC</p> <ul style="list-style-type: none"> ▶ Examine proposals for annual budgetary provisions in Grants-in-aid, release of quarter-wise release of funds under Grants-in-aid and other related matters to various autonomous bodies under MoEF&CC. ▶ Examine proposals regarding pay up-gradation, creation, merger and revival of posts ▶ examination of Proposals regarding expenditure involved for holding the international conferences viz. Conference of Parties and seeking approval from the SCoS, DoE, MoF ▶ Proposals regarding reimbursement of expenditures related to various meetings held in MoEF&CC. <p>US should have</p> <ul style="list-style-type: none"> ▶ Brief knowledge of all schemes of the ministry. 	<ul style="list-style-type: none"> ▶ Preparing Agenda Notes of AGMs and also attending various meetings as representative of IFD as and when required 	<ul style="list-style-type: none"> ▶ Good communication skills and stakeholder management skills ▶ Promote team building and teamwork in the division to facilitate smooth and efficient working in the division ▶ Motivate office staff frequently for improved efficiency and better results ▶ Multitasking skills to manage multiple assignments simultaneously

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Understanding of General Financial Rules, 2017, Delegation of Financial Power, all instructions issued by Department of Expenditure, Ministry of Finance. 		
Section Officer	<ul style="list-style-type: none"> ▶ Examination /Scrutiny of the proposals involving financial implications received from various Programme Divisions of this Ministry for concurrence/revalidation to facilitate decision making at the higher-level authorities. ▶ Examination of proposals relating to release of Grants-in-Aid to ABs/SBs/other organizations of MoEF&CC as per GFR provisions to facilitate decision making at the higher-level authorities. ▶ Examination/ scrutiny of proposal relating to constitution of Expert Appraisal Committees/ other Committees of this Ministry to facilitate decision making at the level of higher authorities ▶ Examination/scrutiny of proposals relating to foreign visit/deputation of the officials of this Ministry and other organizations under administrative control of this Ministry to facilitate decision making at the higher-level authorities. ▶ Examination/scrutiny of Tender documents and vetting from financial angle and processing various types of bills of service providers received from GA Division to facilitate decision making at the higher-level authorities. ▶ Examination of the TA/DA/Sitting fee/Air Travel Relaxation proposals received from various PDs to facilitate decision making at the higher-level authorities. 	<ul style="list-style-type: none"> ▶ Processing the administrative and coordination work of IFD including furnishing of periodical reports/returns to DoE, Circulation of relevant orders/circulars/instructions of DoE to all PDs, GeM related matter, etc. ▶ Supervising the work of subordinates in the Division (IFD) as Section Officer. ▶ Compliance of all office procedures, acts, rules etc. ▶ Co-ordination among various units of ministry ▶ Maintenance of records for future references. 	<ul style="list-style-type: none"> ▶ Attention to Details while Synthesizing Information ▶ Proactiveness in the task assigned ▶ Excellent communication skills and soft skills for stakeholder management
Assistant Section Officer (IFD I)	<ul style="list-style-type: none"> ▶ Examine proposals in consonance with Gol rules particularly issued by DoE, MoF such as GFR 2017, DFPR, Procurement procedure etc and guidelines of the schemes of MoEF&CC. ▶ Scrutinize the EFC/SFC proposals for continuation of schemes received from different Divisions and record comments for perusal of higher officers. ▶ Handling of proposals under various schemes/ projects of MoEF&CC particularly Green India Mission, National Afforestation Programme, proposals from Research and Training division, Control of Pollution, Nagar Van Yojana, School Nursery Yojana and other related matters to various autonomous bodies under MoEF&CC for sanction and release of funds under Grants-in-aid ▶ Examine proposals regarding release of funds for training of IFS officers and other stakeholders 	<ul style="list-style-type: none"> ▶ Preparation of agenda notes and meeting brief ▶ Compliance of all office procedures, acts, rules etc. ▶ Facilitate in preparation and use of various digital tools and applications in the office for smooth functioning of office and ease of doing business Noting and drafting skills for submission of replies to various stakeholders ▶ Co-ordination among various units of ministry 	<ul style="list-style-type: none"> ▶ Attention to Details while Synthesizing Information ▶ Proactiveness in the task assigned ▶ Excellent communication skills and soft skills for stakeholder management

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Proposals regarding reimbursement of expenditures related to various meetings held in MoEF&CC ▶ Understanding of acts, rules, regulations specifically related to financial matters, General Financial Rules, 2017, Delegation of Financial Power, all instructions issued by Department of Expenditure, Ministry of Finance, all instructions issued by Integrated Finance division of the ministry, Guidelines related to hiring of consultants on contract basis. 	<ul style="list-style-type: none"> ▶ Maintenance of records for future references. 	
Assistant Section Officers (2)	<ul style="list-style-type: none"> ▶ Analysis of proposal related to Financial Assistance pertaining to research proposal/ schemes in the field of Environment/ Forestry, periodical releases of Grant-in-aid to Autonomous Bodies and other International/ Regional bodies assisted other specific projects of various Divisions ▶ Analysis of Financial proposals for payment of TA/ DA and other related expenditure in connection with the meetings of all EAC periodical in nature and other meetings of Environment Side/ Forest Side ▶ Analysis of proposal constitution of Expert Appraisal Committees/ other Committees of this Ministry to facilitate decision making at the level of higher authorities ▶ Analysis of financial proposals related to release of payment for maintenance and purchase of goods made/ procurement of services done in different Divisions of this Ministry to facilitate decision making at the level of higher authorities ▶ Analysis of proposals related to condemnation and purchase of vehicles on replacement basis to facilitate decision making at the level of higher authorities ▶ Analysis of proposals related to foreign tour by officers of this Ministry and other organizations under administrative control of this Ministry to facilitate decision making at the level of higher authorities ▶ Scrutiny and analysis of data for taking informed decisions by higher authorities ▶ Knowledge related to analysis of feedback and other data related to trainings conducted in order to take informed decisions ▶ Understanding of acts, laws, rules, regulations, policies related to research and training, National Training Policy,2012, All India Services Act,1951, Forest Training and Capacity building (CSS) scheme 2021-22 to 2025-26, Entrance and training rules (revised) for State Forest Services officers, 2004, Guidelines for training of foresters and forest guards(revised), 2013 	<ul style="list-style-type: none"> ▶ Compliance of all office procedures, acts, rules etc. ▶ Facilitate in preparation and use of various digital tools and applications in the office for smooth functioning of office and ease of doing business Noting and drafting skills for submission of replies to various stakeholders ▶ Co-ordination among various units of ministry ▶ Maintenance of records for future references. 	<ul style="list-style-type: none"> ▶ Attention to Details while Synthesizing Information ▶ Proactiveness in the task assigned ▶ Excellent communication skills and soft skills for stakeholder management

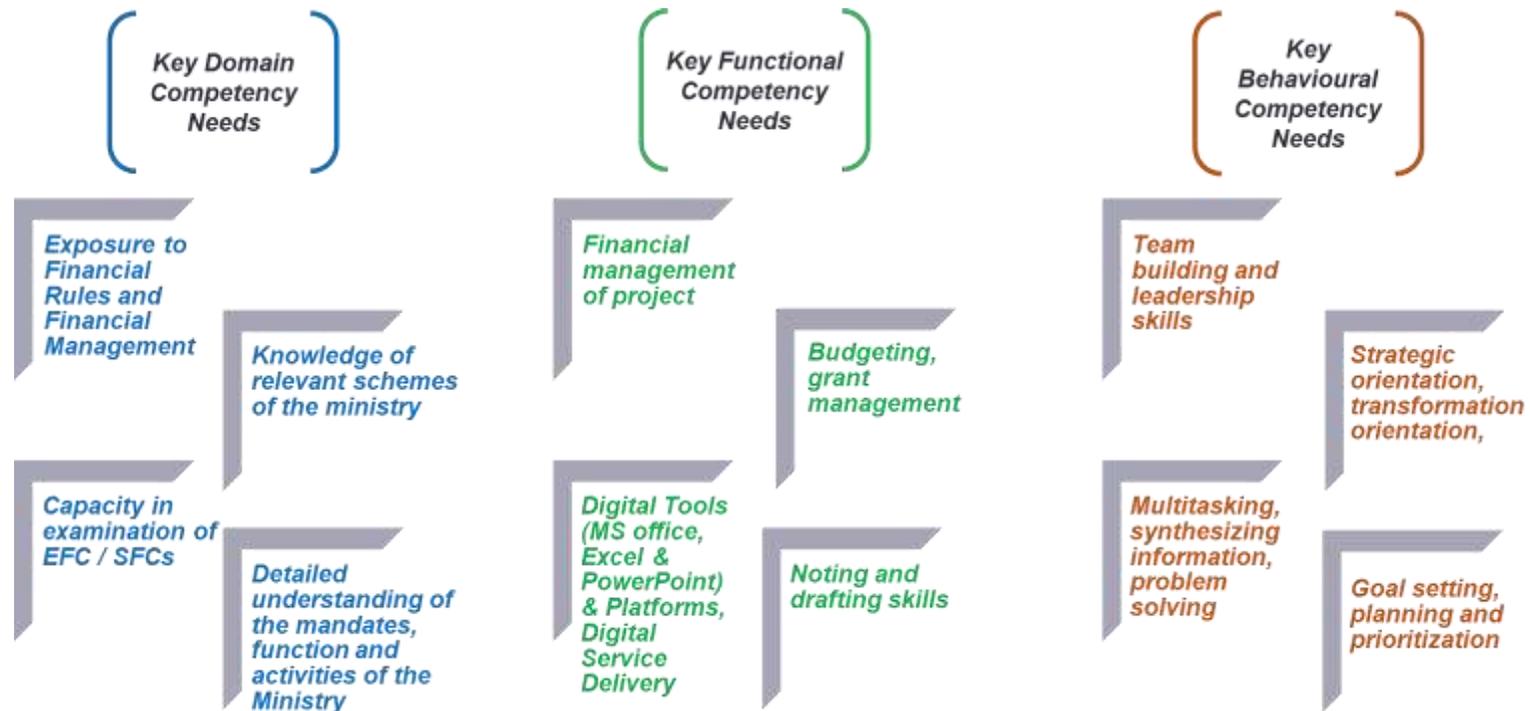


Figure 82: Key competency needs of Integrated Finance division

Table 118: Domain, functional & behavioural competency gaps identified for Integrated Finance division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director (2)	<ul style="list-style-type: none"> ▶ Exposure to Financial Rules and Financial Management ▶ Capacity in examination of EFC / SFCs. 	<ul style="list-style-type: none"> ▶ Preparing power point presentation 	<ul style="list-style-type: none"> ▶ Team building and leadership skills ▶ Communication skills need improvement
Under Secretary (3)	<ul style="list-style-type: none"> ▶ Exposure to training on financial matters ▶ Dissemination of rules and regulations pertaining to finance division to the other divisions of the ministry ▶ Detailed understanding of the mandates, function and activities of the Ministry 	<ul style="list-style-type: none"> ▶ Capacity to work on digital platforms 	<ul style="list-style-type: none"> ▶ Team building and motivation needs improvement ▶ Stress management for work life balance
Section Officer	<ul style="list-style-type: none"> ▶ Exposure to research and training (policies/ status) ▶ Dissemination of rules and regulations pertaining to finance division to the other divisions of the ministry ▶ Detailed understanding of the mandates, function and activities of the Ministry 	<ul style="list-style-type: none"> ▶ Capacity in drafting of project proposals skills ▶ Capacity in drafting parliamentary questions 	<ul style="list-style-type: none"> ▶ Stress management for work life balance ▶ Communication skills need improvement
Assistant Section Officer (IFD I)	<ul style="list-style-type: none"> ▶ Exposure to training on financial matters in reputed institutes ▶ Knowledge of relevant schemes of the ministry to process financial proposal ▶ Detailed understanding of the mandates, function and activities of the Ministry 	<ul style="list-style-type: none"> ▶ Capacity to work on digital platforms ▶ Skill for co-ordination among ministry units 	<ul style="list-style-type: none"> ▶ Stress management for work life balance ▶ Communication skills need improvement ▶ Multitasking skills to manage multiple assignments simultaneously
Assistant Section Officers (2)	<ul style="list-style-type: none"> ▶ Exposure to research and training (policies/ status) ▶ Knowledge of relevant schemes of the ministry to process financial proposal 	<ul style="list-style-type: none"> ▶ Capacity in drafting of project proposals skills ▶ Capacity in drafting parliamentary questions 	<ul style="list-style-type: none"> ▶ Communication skills need improvement ▶ Multitasking skills to manage multiple assignments simultaneously

OTHER 3: International Co-operation (IC) Division:

The International Cooperation division is headed by Mr. Neelesh Kumar Sah, Joint Secretary. This is the nodal Ministry in the Government of India for all Multilateral Environmental Agreements. International Co-operation (IC) Division within the Ministry coordinates all issues related to international environmental cooperation. The IC Division is the nodal Division for UNEP, SACEP, GEF, UNDP, UNIDO, ESCAP, SAARC, ASEAN, ADB, EU etc.

Constitution of JWG, Finalization of MoU are initiated by Dir and then sent to JS, AS, Secretary and finalised by Minister. Comments to MEA/line ministry, Clearance from Administrative Ministry angle in respect of visit of Ministers/ Officials of State Government are initiated by SO/US, reviewed by Dir and then JS.

Organogram:

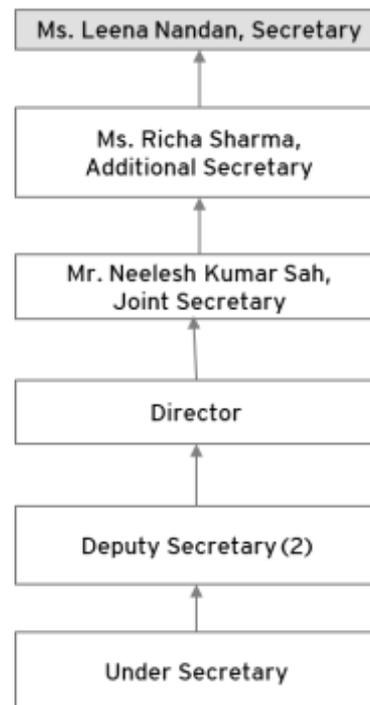


Figure 83: Organogram of IC division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 119: Domain, functional & behavioural competencies required for IC division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Director	<ul style="list-style-type: none"> ▶ Review of MoUs and overseeing coordination of issues related to international environmental cooperation 	<ul style="list-style-type: none"> ▶ Design thinking ▶ Grievance redressal 	<ul style="list-style-type: none"> ▶ Stakeholder management ▶ Communication ▶ Result orientation
Deputy Secretary (2)	<p>Bilateral /Multilateral Internal Cooperation</p> <ul style="list-style-type: none"> ▶ Examination, consultation with various countries on signing of MoUs on Environment matters. 	<ul style="list-style-type: none"> ▶ Conduct of JWG meeting as per the MOU ▶ Follow up action on the JWG meetings ▶ Review budget matters of IC Division 	<ul style="list-style-type: none"> ▶ Excellent communication skills for stakeholder management
Under Secretary	<ul style="list-style-type: none"> ▶ Preparation of MoUs for Bilateral /Multilateral cooperation for annual contributions to various UN and other international bodies, like Environment Fund of UNEP, Convention on Biological Diversity (CBD), UNFCCC, UNCCD, SAARC, SACEP, ICIMOD etc. ▶ Coordination of all issues related to international environmental cooperation 	<ul style="list-style-type: none"> ▶ Co-ordination of JWG meetings as per MOU ▶ Preparation of draft replies for follow up action on the JWG meetings ▶ Preparation of budget matters of IC Division ▶ Excellent drafting skills for preparation of MOUs 	<ul style="list-style-type: none"> ▶ Attention to Details while Synthesizing Information ▶ Proactiveness in the task assigned ▶ Excellent communication skills for stakeholder management

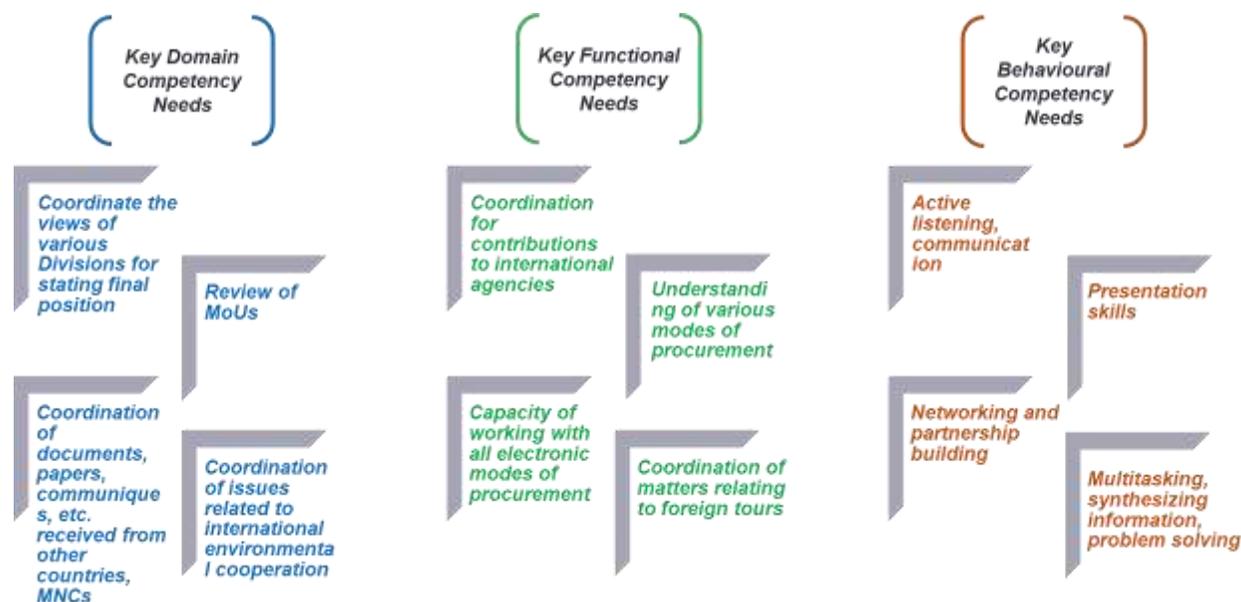


Figure 84: Key competency needs for IC division

Table 120: Domain, functional & behavioural competency gaps identified for IC division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Director	<ul style="list-style-type: none"> ▶ Understanding of national and international environmental aspects for consultation in various forums 	<ul style="list-style-type: none"> ▶ Design thinking skills 	<ul style="list-style-type: none"> ▶ Effective stakeholder management
Deputy Secretary (2)	<ul style="list-style-type: none"> ▶ Understanding of national and international environmental aspects for consultation in various forums 	<ul style="list-style-type: none"> ▶ SOPs for release of funds to international bodies 	<ul style="list-style-type: none"> ▶ Communication skills to manage multiple stakeholders
Under Secretary	<ul style="list-style-type: none"> ▶ Understanding of national and international environmental aspects for consultation in various forums 	<ul style="list-style-type: none"> ▶ SOPs for release of funds to international bodies ▶ Drafting skills for preparation of MOUs 	<ul style="list-style-type: none"> ▶ Multitasking ability to manage the workload

OTHER 4: Statistics Division:

Statistics Division headed by Ms Anshu Singh, Deputy Director General in the Ministry is responsible for environmental statistics and inputs for ecological indicators. It liaises with all the divisions to strengthen the process of collection, validation processing and interpretation of statistical data. This division coordinates with the Ministry of Statistics and Programme Implementation (MoSPI) to provide technical inputs on development of Official Statistics in line with Framework of Development in Environmental Statistics (FDES). It also supports MoSPI for publication of 'EnviStats' I and II, both publications on Environment Statistics with the second one focusing on environmental accounting.

It also functions as the nodal division as regards Sustainable Development Goals (SDGs) related coordination in MoEF&CC including SDG indicator development and data flow. It is also responsible for coordination as regards developments in Natural Capital Accounting and the SEEA (System of Environmental Economic Accounting) and Ecosystem Accounting within MoEF&CC with MoSPI and with other Ministries and UN.

The Assistant Director (Statistics) coordinates with respective Divisions/States/UTs for the preparation of Annual Report, State of Environment Report (National/States/UTs/Hotspot). These publications are reviewed by DDG(S), SEA and Secretary as well as Minister where necessary. The work on Global Indices are handled by Assistant Director (Statistics) with the help of Consultants under the direction of DDG(S). The same is reviewed by SEA and Secy MoEF&CC. Matters on Environmental Accounts and Statistics are initiated by Assistant Director (Statistics) and finalized by DDG and SEA. **Organogram:**

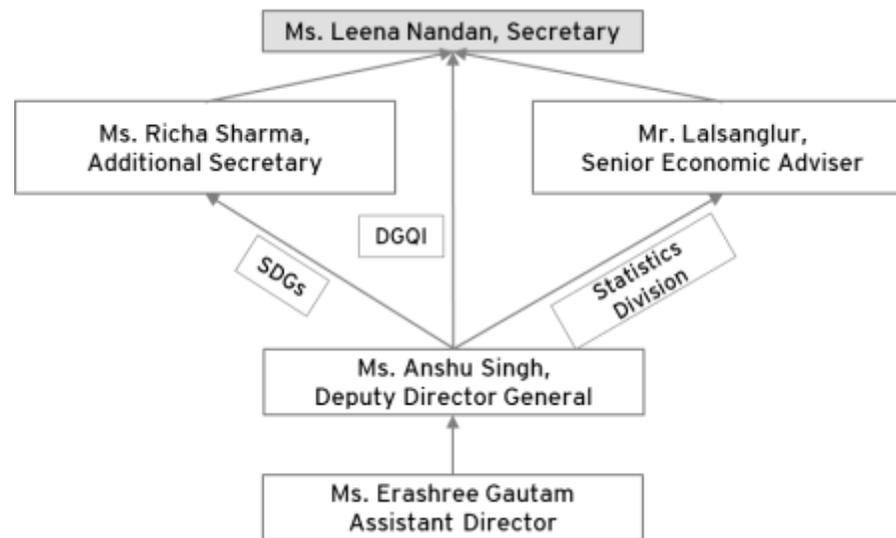


Figure 85: Organogram of Statistics division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 121: Domain, functional & behavioural competencies required for Statistics Division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
<p>Statistical Adviser</p>	<p>Official Statistician</p> <ul style="list-style-type: none"> ▶ Identifying User needs viz. reporting requirements under national and international legislation- Identifying user needs for production of official statistics their filtering and subsequent bundling to generate results that fulfil a great number of user needs and are not targeted exclusively to one user group ▶ Devising ways of eliciting data-Information needs have to be investigated in terms of results or outputs; how to translate of these needs into the best way of collecting data from respondents or obtaining data from data sources like administrative or similar data collected outside the statistical system, and specific data collection for the purpose of official statistics though statistical surveys and censuses ▶ Testing the data sources for suitability for official statistical research, statistical survey, and each secondary use of administrative or similar data, has to be designed/redesigned, tested, and the tools and resources necessary for full implementation prepared and adjusted ▶ Data entry, control, coding, editing, imputing of the unit-level data, with the possibility of matching with other sources, and the aggregation of unit-level data to the pre-defined official results (including the necessary quality parameters) ▶ Dissemination of the pre-defined results in various forms (press releases with comments; hard-copy publications; electronic dissemination on the internet and in other various forms) ▶ Generation of additional results for specific user requests (statistical services); for these purposes, final set of unit-level or micro-data have to be stored and well documented ▶ Evaluation to identify and address possible improvements in efficiency and quality, which are then either fed into the next wave or considered at the next systematic programming exercise ▶ Seeking support for resources and the statistical infrastructure 	<p>Official Statistician</p> <ul style="list-style-type: none"> ▶ Knowledge of budgeting and economic feasibility evaluation ▶ Knowledge of informative sources (administrative, statistical) ▶ Capacity of integrating data from different sources (administrative, statistical) ▶ Knowledge of statistical methods (calculation, aggregation, time series, comparative analysis etc.) ▶ Knowledge of methodologies for re-elaboration and interpretative analysis ▶ Knowledge of appropriate methods / channels for disseminating statistical information ▶ Knowledge of methods and tools for programming and checking ▶ Knowledge of information Technology tools for statistical analysis ▶ Knowledge and use of software for statistical analysis ▶ Knowledge of software for electronic data exchange ▶ Knowledge of methodologies and tools for data checking and correction sampling, data quality monitoring, survey designing, data collection and data capturing, data warehousing, statistical analysis and indirect estimate calculation 	<ul style="list-style-type: none"> ▶ Accuracy and precision ▶ Ability to create and maintain inventories of methodologies ▶ Ability to observe, investigate new methodologies / methods ▶ Attitude to innovation ▶ Skills in written and oral communication ▶ Ability to listen and find out users' needs ▶ Sensitiveness to institutional values ▶ Attitude to dissemination of statistical culture ▶ Ability to transfer Knowledge ▶ Attitude to updating information ▶ Ability to manage resources (economical, budgetary, technical and human) allocated to the project ▶ Ability to work in a team

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Examining data standards in terms of laid down standards and also help in devising standards through national and international processes ▶ Knowledge of national and international statistical system, Broad norms, regulations, laws related to environment ▶ Knowledge of the theory and framework of the field of analysis, and its relationship with other statistical domains <p>Manager</p> <ul style="list-style-type: none"> ▶ Managing the manpower, IT infrastructure ▶ Ensuring that administrative rules are followed ▶ The framing of tenders and financial guidelines are as per national legislation and guidelines <p>Policy Analyst in statistical framework</p> <ul style="list-style-type: none"> ▶ Study of policies and their interrelationship with objectives like the sustainable development goals ▶ Devising assessment measures that may help in assessing how the policy helps to achieve the goals ▶ Study of policy scenario analyses and how it correlates with the conditions in the country or regions <p>Coordinator</p> <ul style="list-style-type: none"> ▶ Coordination with data source divisions for data, structures, definitions and alternatives ▶ Coordination with ecological experts for devising indicators, methods and changes in existing methodology for required data or its qualitative refrainment ▶ Coordination with line ministries and Divisions for data needs and changes required ▶ Coordination with international agencies for data cooperation, helping in understanding global data sets, global methodology and then feasibility of its adaptation to the Indian context, also seeking assistance in devising methodologies useful for the country ▶ Coordination with the states and subnational entities if necessary for assessing data availability at their level, their assistance 	<p>Manager</p> <ul style="list-style-type: none"> ▶ Knowledge of administrative procedures ▶ Knowledge of norms, regulations and laws relating to contracts ▶ Knowledge of project management 	
<p>Assistant Director (Statistics)</p>	<p>Data Analyst</p> <ul style="list-style-type: none"> ▶ Examine data sources and assess data gaps ▶ Formulate indicators after studying methods on the subject 	<p>Data Analyst</p> <ul style="list-style-type: none"> ▶ MS Excel knowledge ▶ Data dissemination 	<ul style="list-style-type: none"> ▶ Statistics & numerical aptitude ▶ Analytical ability & reasoning ▶ Excellent quantitative aptitude and analytical skill

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
	<ul style="list-style-type: none"> ▶ Assess the suitability of indicators with limitations ▶ Formulate meta data for indicators ▶ Knowledge of national and international statistical system, Multilateral Environmental Agreements, Statistical modelling especially its applications to environmental data, ▶ Familiarization with tools like InVEST, ARIES etc. and their applications for geospatial analysis ▶ Exposure to Geospatial data sets ▶ Understanding of Environment Protection act, Various environmental regulations like HSM and Plastic Waste Rules, SDG Framework, Multilateral Environmental Regulations, National Indicator Framework Document <p>Environmental Research & Economic analysis</p> <ul style="list-style-type: none"> ▶ Examine technical documents and notes to help in formulating data structures ▶ Undertake programming for large scale data analysis ▶ Updated knowledge of Research Papers in the relevant filed and Technical Guidance documents <p>Policy analyst via statistical framework</p> <ul style="list-style-type: none"> ▶ Study of Govt. schemes and guidelines to check their relationship with objectives ▶ Assisting examining stat & scheme data for progress towards objectives ▶ Statistical models study for policy scenarios as per national, international guidelines and existing data ▶ Study of policy scenario analysis and implications for existing programs ▶ Understanding of policy Scenario analysis reports like the Emission and Adaptation Gap reports, Frameworks for efficacy of Protected Areas, Guidance Documents from the UN on the issue ▶ Study of Global indices and their technical appendices 	<ul style="list-style-type: none"> ▶ Easy communication of concepts ▶ Delineating limitations, etc <p>Environmental Research & Economic analysis</p> <ul style="list-style-type: none"> ▶ Programming skills ▶ Coordination follow up ▶ Knowledge of QGIS, Arc GIS or relevant software for use in geospatial data analysis and modelling ▶ Understanding of Statistical modelling especially its applications to environmental data ▶ Familiarization with tools like InVEST, ARIES etc. and their applications for geospatial analysis ▶ Hands on involvement in Statistical Modelling during research, projects and assignment <p>Administrative framing of tenders, MoUs, etc</p> <ul style="list-style-type: none"> ▶ Formulating of tenders ▶ Framing of scheme / financial guidelines ▶ Administering the guidelines ▶ Familiarization with GFRs, DFPR, CSMOP <p>Report framing and production Disseminator of information</p> <ul style="list-style-type: none"> ▶ Formulate framework of reports ▶ Devise reporting formats for data visualizing ▶ Structuring reports for ▶ Reporting on objectives ▶ Proof of Concept ▶ Data Methodology ▶ Data dissemination 	<ul style="list-style-type: none"> ▶ Aptitude for analysing economic issues ▶ Good writing skills ▶ Excellent communication, drafting and reporting skills in English

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
		<ul style="list-style-type: none"> ▶ Coordinate to collate information related to data, statistical publications, methodology, etc. with various Divisions / line Ministries ▶ Data visualization and presentation ▶ NITI mapping of schemes to the SDG goals 	

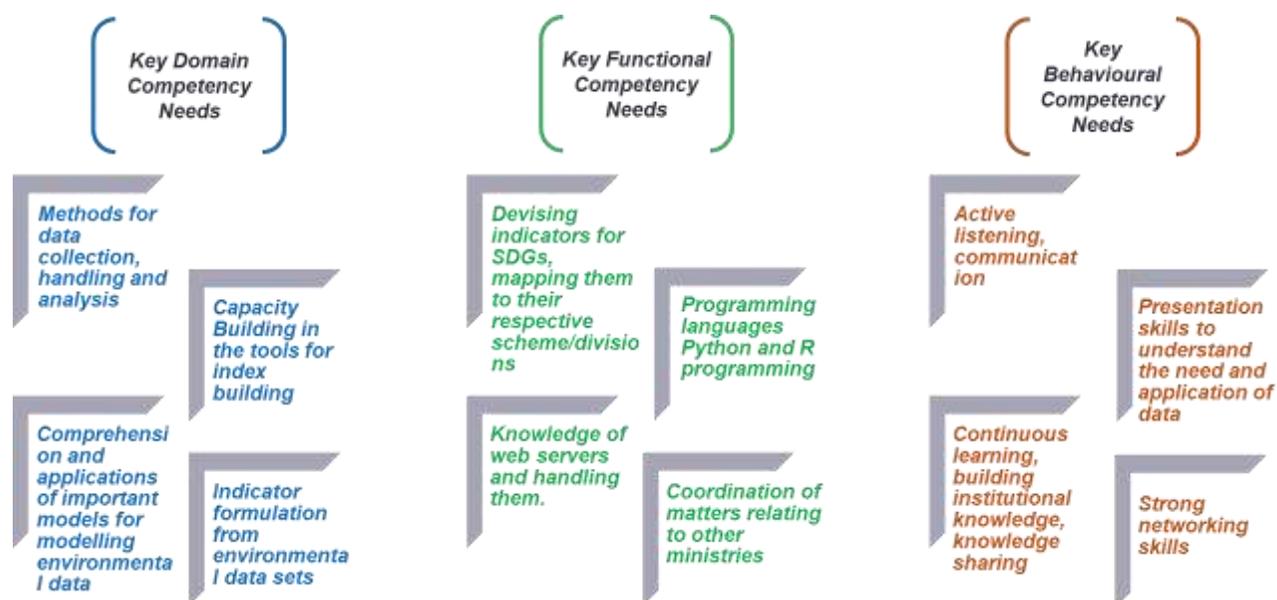


Figure 86: Key competency needs for statistics division

Table 122: Domain, functional & behavioural competency gaps identified for Statistics Division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Statistical Advisor	<ul style="list-style-type: none"> ▶ Methods for data collection, handling and analysis in the Environment sector ▶ Capacity Building in the tools for analysis and methodology that could be used for index building. 	<ul style="list-style-type: none"> ▶ Availability of Software for GIS application 	<ul style="list-style-type: none"> ▶ Building Institutional Knowledge through training due to multiple work tasks
Assistant Director (Statistics)	<ul style="list-style-type: none"> ▶ Methods for data collection, handling and analysis in the Environment sector ▶ Capacity Building in the tools for analysis and methodology that could be used for index building. 	<ul style="list-style-type: none"> ▶ Coordinating with stakeholders for seeking information ▶ Availability of Software for GIS application 	<ul style="list-style-type: none"> ▶ Building Institutional Knowledge through training due to multiple work tasks

OTHER 5: Vigilance Division:

The Vigilance Division is headed by Ms. Nameeta Prasad, Joint Secretary. The Vigilance Division interact with Central Bureau of Investigation (CBI) in various matters and facilitate CBI for obtaining the information/documents from various Divisions of the Ministry.

Disciplinary Proceedings, Prosecution Sanction Cases, Suspension, Vigilance Clearance, Parliament Questions are initiated by ASO/SO/US, reviewed by DS/Dir, JS/CVO, Secretary and then Minister. Complaints, Permission/Intimation for acquisition/disposal of Movable/Immovable Property, Court Cases are handled by ASO/SO, then US & DS/Dir and finalised by JS/CVO.

Organogram:

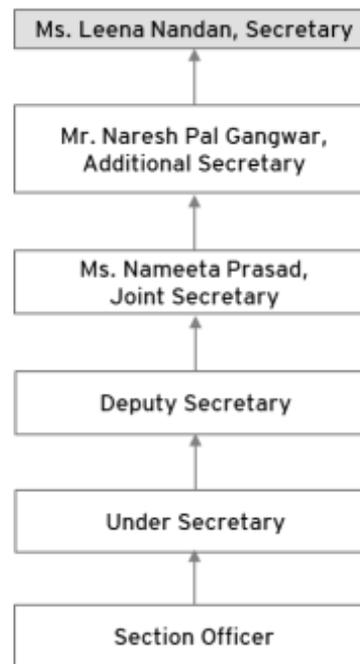


Figure 87: Organogram for Vigilance division

The tables below outline key positions in the division, their roles and responsibilities, required domain, functional & behavioural competencies and the capacity gaps identified therein.

Table 123: Domain, functional & behavioural competencies required for Vigilance division

Position	Domain Roles & Responsibilities	Functional Roles & Responsibilities	Behavioural Roles & Responsibilities
Deputy Secretary	<ul style="list-style-type: none"> ▶ Issuance of vigilance clearances ▶ Intimation of purchase and disposal of movable and immovable property ▶ Vigilance monitoring across all bodies under MOEF&CC ▶ Dissemination of rules and regulations pertaining to vigilance ▶ Training of MOEF&CC officials about vigilance matters 	<ul style="list-style-type: none"> ▶ manage and coordinate with the office staff for day-to-day work ▶ Know SOPs for redressal of grievance cases 	<ul style="list-style-type: none"> ▶ Multitasking skills and stress management skills ▶ manage Stakeholders through effective communication ▶ Should motivate staff
Under Secretary	<ul style="list-style-type: none"> ▶ Review of vigilance complaints regarding misconduct of Officers and officials (including all IFS officers) under MoEF&CC received from the General Public/Organisations/Central Vigilance Commission (CVC)/PMO's office etc. ▶ Identification of Sensitive Posts and to ensure periodical rotation of staff holding such sensitive posts. ▶ Receipt and Scrutiny of Annual Immovable Property Returns (AIPRs) of all Officers and officials (including IFS officers) of MoEF&CC. ▶ Dissemination of rules and regulations pertaining to vigilance ▶ Understanding of all relevant rules 	<ul style="list-style-type: none"> ▶ policy formulation and drafting skills ▶ possess skills to assess and evaluate the policies implemented 	<ul style="list-style-type: none"> ▶ Team building and leadership skills ▶ Should have daring approach ▶ decision making capabilities
Section Officer	<ul style="list-style-type: none"> ▶ Handling matters related to Disciplinary Proceedings, Prosecution Sanction Cases, Suspension, Vigilance Clearance, Parliament Questions ▶ Handling matters related to Complaints, Permission/Intimation for acquisition/disposal of Movable/Immovable Property, Court Cases 	<ul style="list-style-type: none"> ▶ Excellent noting and drafting skills 	<ul style="list-style-type: none"> ▶ Proactiveness in getting work done

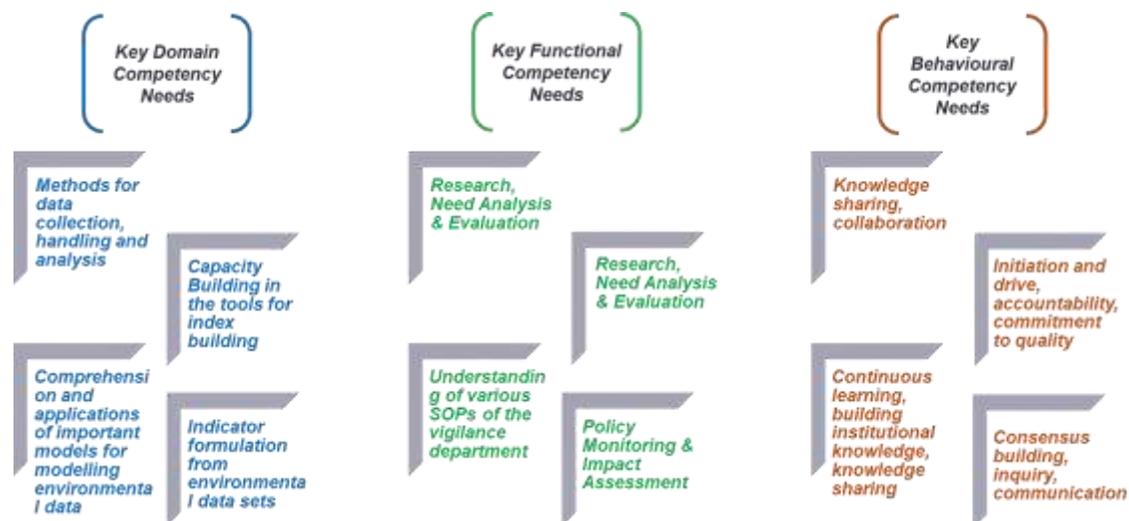


Figure 88: Key competency of Vigilance division

Table 124: Domain, functional & behavioural competency gaps identified for Vigilance division

Position	Domain Competency Gaps	Functional Competency Gaps	Behavioural Competency Gaps
Deputy Secretary	<ul style="list-style-type: none"> ▶ Mechanism to monitor compliance with all vigilance guidelines ▶ Organising of various workshops/seminars for dissemination of rules and regulations pertaining to vigilance 	<ul style="list-style-type: none"> ▶ Understanding of various SOPs of the vigilance department 	<ul style="list-style-type: none"> ▶ Multitasking skills to enhance competency in assigned tasks ▶ Time, stress management skills
Under Secretary	<ul style="list-style-type: none"> ▶ Insight into rules and regulations pertaining to vigilance ▶ Understanding nuances of scrutiny of Annual Immovable Property Returns 	<ul style="list-style-type: none"> ▶ Assessment and evaluation of the policies implemented 	<ul style="list-style-type: none"> ▶ Decision making abilities need improvement
Section Officer	<ul style="list-style-type: none"> ▶ Insight into rules and regulations pertaining to vigilance ▶ Understanding nuances of scrutiny of Annual Immovable Property Returns 	<ul style="list-style-type: none"> ▶ Noting and drafting skills 	<ul style="list-style-type: none"> ▶ Time management and stress management skills

Annexure 4: Enabling Environment

Policy Formulation and National Priorities

Policy formulation in MoEF&CC involves the development and implementation of strategies and frameworks that align with the national priorities and goals of our country. It encompasses the identification and analysis of key policy areas, the engagement of stakeholders, and the formulation of policies to address national challenges. This process requires extensive research, consultation, and coordination to ensure that policies are effective, coherent, and responsive to the needs of the country. MoEF&CC, by aligning with national priorities, helps businesses can contribute to the achievement of broader socioeconomic objectives while navigating regulatory landscapes and leveraging opportunities for growth and innovation.

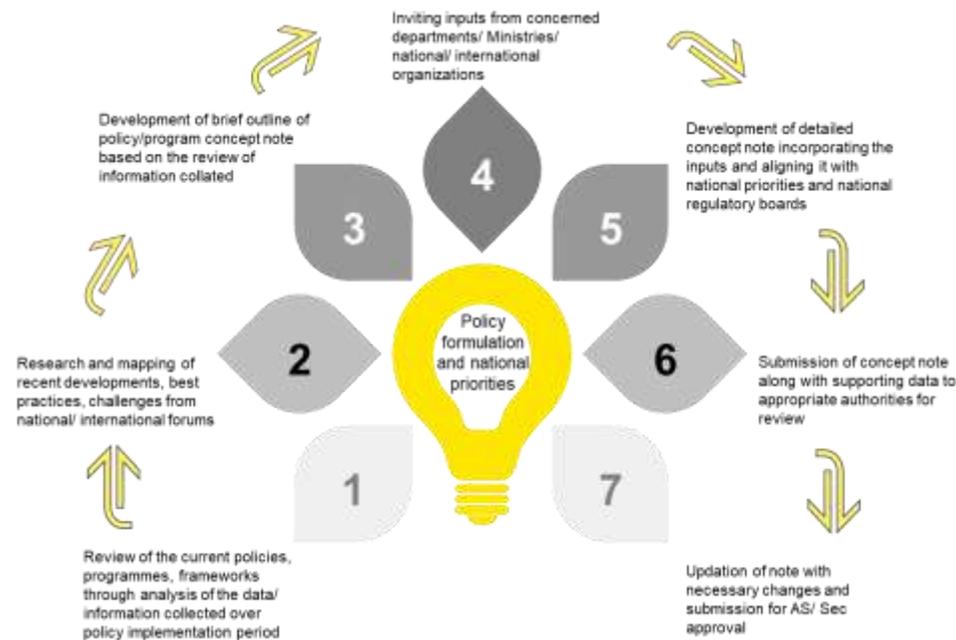


Figure 89: Overview of policy formulation process

Table 125: Assessment of enabling environment for policy formulation process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	End-to-end management systems in place?	No	Training on relevant courses for effective workflow and enhancing accountability in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Cross-departmental knowledge-sharing sessions with peer group Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	Refer to Section 4.1.2 – Table 10 - Developing contractual internship positions from national university and technical institutions for qualified technical and scientific personnel
	Project-specific system or generic?	Yes Generic System			
	Online/offline/hybrid management tools?	Yes Hybrid system			
	Are the PM tools integrated with other processes and systems of the MDO?	No			
	Clear well-defined processes?	Yes			
	Covers all aspects of scheme/program?	Yes			
	Is there SOP/manual/guide/FAQs for process?	Yes			
Are all concerned staff well versed with process?	No				
Documentation	Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on relevant courses for proper documentation in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Forest Policy, Externally Aided Projects, Project Elephant, Wildlife etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	-
Data Analysis	Is performance data collected and analysed throughout project/scheme period?	Yes	Training on relevant courses for effective data analysis in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit -Quality assurance of data input by ensuring alignment with pre-designed and pre-approved	Refer to Section 4.1.2 – Table 10 - Integration of automation technologies and advanced software to effectively undertake aspects of operations,
	Is the analysis “owned”?	No			
	Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	Are staff well versed with data analysis tools?	No	Pollution, statistics, Hazardous Substance Management, Sustainable coastal management etc.)	datasets formats for specific domain of work	service and delivery, and improve system resilience
	Are senior staff well versed with using such analysis/evidence to make decisions?	No			
Risk Management	Are risks associated with the process identified and managed appropriately?	Yes	Stakeholder consultations, and inputs from legal department are obtained	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.)	-
	Does the SOP/manual/guide/FAQs cover risk?	Yes			
	Are staff well versed with risk management procedures?	Yes			
Compliance	Are there compliance/reporting requirements in place?	Yes	Training on relevant courses for compliance in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Systems and Processes Dimension - Systematic repository of internal SOPs, process and procedure, Documentation from each Division/ department including 'Guidelines for Knowledge Transfer and Work Handover', Codified Knowledge Transfer and Succession Plan	-
	Is accountability for each step defined?	Yes			
	Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Yes			
	Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	Does the project management system cover all stakeholders?	No	Training on relevant courses for effective stakeholder engagement in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections	Periodic inter-ministerial workshops for knowledge exchange
	Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	Are stakeholders involved and consulted throughout the process as per requirement?	No		Exploring support for programmes, technology	

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Substance Management, Research and Training, Forest Policy, G20 etc.)	labs, PMU/PMC with consultants and academia	
Performance Management	Are there clear performance indicators to define success, effectiveness and efficiency of the process?	No	Training on relevant courses for effective stakeholder engagement in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, C&S, R&D, externally aided projects, Control of Pollution, etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Monitoring & Evaluation Framework - Output and outcome-based framework to track progress, challenges and bottlenecks, and results of programmes, Pre-determined indicators developed for monitoring, evaluation, and reporting on policies and programmes	For better efficiency and effectiveness, there may an institutional push to align appointment and deputation mechanism with mapped domain competencies of technical and scientific officials
	Is there a timeline for completing each step of the process?	No			
	Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Yes			
	Is accountability for completing the step/task assigned?	Yes			
	Are there time/labour redundancies in the process?	Yes			
	Is there a functional performance monitoring system for the process?	Yes			
	Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	Are staff aware of performance indicators for the process?	Yes			
	Do staff participate in the evaluation and provide feedback?	Yes			

Research and Sector Development

The business process of research and sector development plays a pivotal role in driving sustainable development and addressing environmental challenges. The ministry engages in extensive research and analysis to understand the complex dynamics of India's diverse ecosystems, climate change impacts, and environmental concerns. Through research initiatives, the ministry identifies sector-specific challenges and opportunities, enabling evidence-based policy formulation and effective decision-making. This process involves collaboration with scientific institutions, experts, and stakeholders to gather data, conduct studies, and generate insights that inform the development of sector-specific strategies, programs, and regulations. By focusing on research and sector development, the ministry enhances its capacity to promote environmental conservation, climate resilience, and sustainable growth, fostering a harmonious relationship between economic development and environmental stewardship.

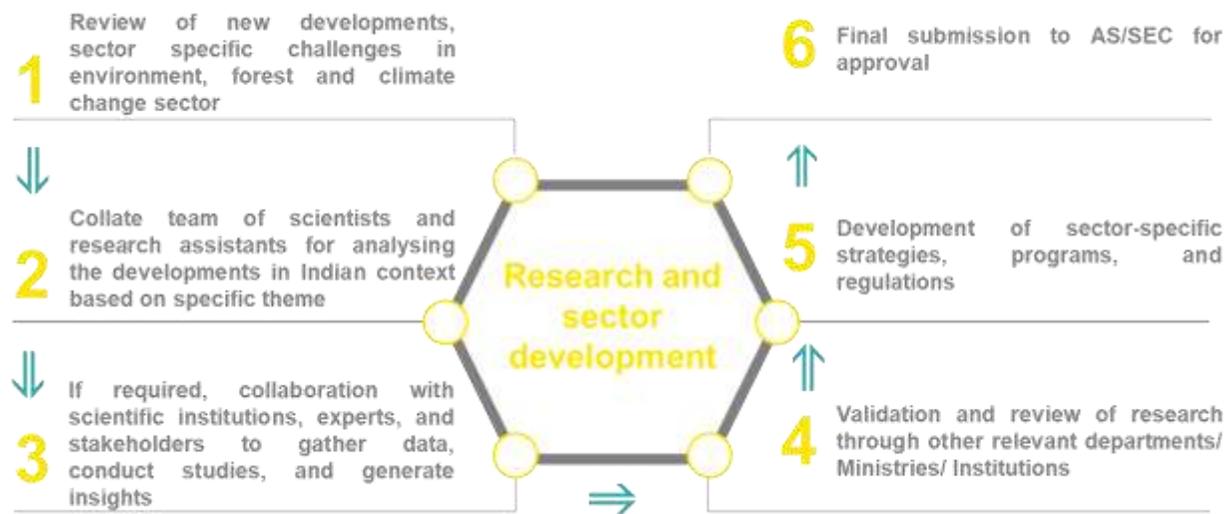


Figure 90: Overview of research and sector development process

Table 126: Assessment of enabling environment for research and sector development process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	End-to-end management systems in place?	Yes	Training on relevant courses for effective workflow and	Refer to Section 4.1.1 – Table 9 - Organizational	Refer to Section 4.1.2 – Table 10 - Developing
	Project-specific system or generic?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
		Project Specific	enhancing accountability in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Capacity Building - Personnel Management Dimension - Cross-departmental knowledge-sharing sessions with peer group Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	contractual internship positions from national university and technical institutions for qualified technical and scientific personnel
	Online/offline/hybrid management tools?	Yes Hybrid			
	Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	Clear well-defined processes?	Yes			
	Covers all aspects of scheme/program?	Yes			
	Is there SOP/manual/guide/FAQs for process?	Yes			
	Are all concerned staff well versed with process?	No			
Documentation	Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on relevant courses for proper documentation in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	-
Data Analysis	Is performance data collected and analysed throughout project/scheme period?	Yes	Training on relevant courses for effective data analysis in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, statistics, Hazardous Substance	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit -Quality assurance of data input by ensuring alignment with pre-designed and	Refer to Section 4.1.2 – Table 10 - Integration of automation technologies and advanced software to effectively undertake aspects of operations, service and delivery, and improve system resilience
	Is the analysis "owned"?	No			
	Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			
	Are staff well versed with data analysis tools?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	Are senior staff well versed with using such analysis/evidence to make decisions?	No	Management, Sustainable coastal management etc.)	pre-approved datasets formats for specific domain of work	
Risk Management	Are risks associated with the process identified and managed appropriately?	Yes	Stakeholder consultations, and inputs from legal department are obtained	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.)	-
	Does the SOP/manual/guide/FAQs cover risk?	Yes			
	Are staff well versed with risk management procedures?	Yes			
Compliance	Are there compliance/reporting requirements in place?	Yes	Training on relevant courses for compliance in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Systems and Processes Dimension - Systematic repository of internal SOPs, process and procedure	-
	Is accountability for each step defined?	Yes			
	Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Yes			
	Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	Does the project management system cover all stakeholders?	Yes	Training on relevant courses for effective stakeholder engagement in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections Exploring support for programmes, technology	Periodic inter-ministerial workshops for knowledge exchange
	Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	Are stakeholders involved and consulted throughout the process as per requirement?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				labs, PMU/PMC with consultants and academia	
Performance Management	Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Yes	Training on relevant courses for effective performance management in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, C&S, R&D, externally aided projects, Control of Pollution, etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Monitoring & Evaluation Framework - Output and outcome-based framework to track progress, challenges and bottlenecks, and results of programmes, pre-determined indicators developed for monitoring, evaluation, and reporting on policies and programmes	For better efficiency and effectiveness, there may be an institutional push to align appointment and deputation mechanism with mapped domain competencies of technical and scientific officials
	Is there a timeline for completing each step of the process?	Yes			
	Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Yes			
	Is accountability for completing the step/task assigned?	Yes			
	Are there time/labour redundancies in the process?	Yes			
	Is there a functional performance monitoring system for the process?	Yes			
	Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	Are staff aware of performance indicators for the process?	Yes			
	Do staff participate in the evaluation and provide feedback?	Yes			

Formulation of Schemes and Programme Management

The business process of formulating schemes and program management within the MoEF&CC drives environmental conservation and sustainable development. It involves identifying priorities, designing targeted initiatives, and effectively managing their implementation. Through assessments, consultations, and expert inputs, the ministry formulates schemes aligned with national priorities and international commitments. Efficient program management ensures smooth execution, monitoring, and evaluation, maximizing impact in areas such as biodiversity conservation, climate change, and sustainable forestry. By actively engaging in this process, the ministry plays a crucial role in driving sustainable practices and safeguarding natural resources.

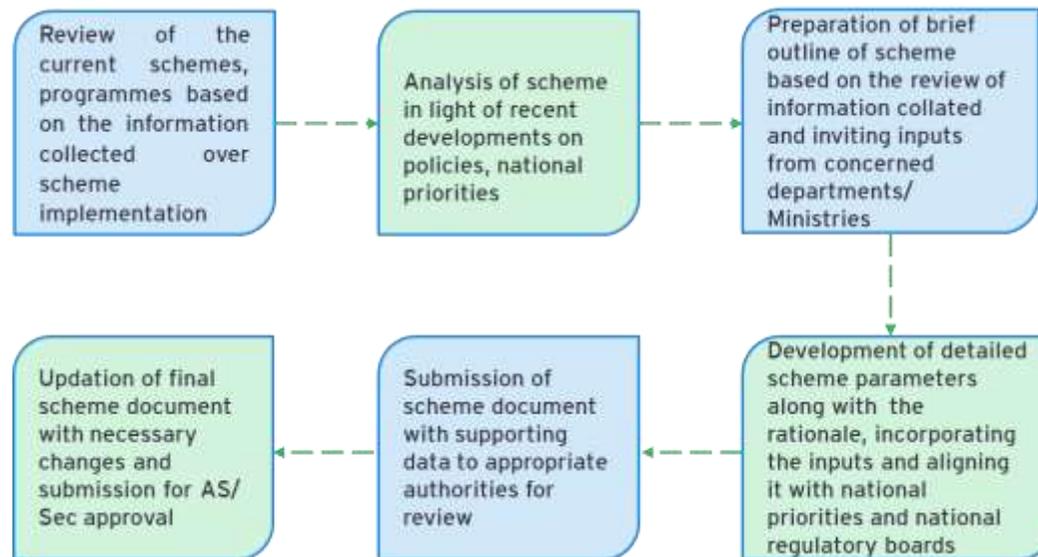


Figure 91: Overview of process for scheme formulation and programme management

Table 127: Assessment of enabling environment scheme formulation & programme management process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	End-to-end management systems in place?	Yes	Training on relevant courses for effective workflow and enhancing accountability in Division-level ACBPs	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management	Refer to Section 4.1.2 – Table 10 - Developing contractual internship positions from national
	Project-specific system or generic?	Yes Project Specific			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	Online/offline/hybrid management tools?	Yes	targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Dimension - Cross-departmental knowledge-sharing sessions with peer group	university and technical institutions for qualified technical and scientific personnel
	Are the PM tools integrated with other processes and systems of the MDO?	Hybrid			
	Clear well-defined processes?	Yes			
	Covers all aspects of scheme/program?	Yes			
	Is there SOP/manual/guide/FAQs for process?	Yes			
	Are all concerned staff well versed with process?	No			
Documentation	Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on relevant courses for effective documentation in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	-
Data Analysis	Is performance data collected and analysed throughout project/scheme period?	Yes	Training on relevant courses for effective data analysis in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, statistics, Hazardous Substance Management, Sustainable coastal management etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit -Quality assurance of data input by ensuring alignment with pre-designed and pre-approved datasets formats for specific domain of work	Refer to Section 4.1.2 – Table 10 - Integration of automation technologies and advanced software to effectively undertake aspects of operations, service and delivery, and improve system resilience
	Is the analysis “owned”?	No			
	Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Yes			
	Are staff well versed with data analysis tools?	No			
	Are senior staff well versed with using such analysis/evidence to make decisions?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Risk Management	Are risks associated with the process identified and managed appropriately?	Yes	Stakeholder consultations, and inputs from legal department are obtained	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.)	-
	Does the SOP/manual/guide/FAQs cover risk?	Yes			
	Are staff well versed with risk management procedures?	Yes			
Compliance	Are there compliance/reporting requirements in place?	Yes	Training on relevant courses for compliance in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Systems and Processes Dimension - Systematic repository of internal SOPs, process and procedure	-
	Is accountability for each step defined?	Yes			
	Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Yes			
	Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	Does the project management system cover all stakeholders?	Yes	Training on relevant courses for effective stakeholder engagement in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections Exploring support for programmes, technology labs, PMU/PMC with consultants and academia	Periodic inter-ministerial workshops for knowledge exchange
	Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	Are stakeholders involved and consulted throughout the process as per requirement?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Performance Management	Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Yes	Training on relevant courses for effective performance management in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, C&S, R&D, Externally aided projects, Control of Pollution, etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Monitoring & Evaluation Framework - Output and outcome-based framework to track progress, challenges and bottlenecks, and results of programmes, pre-determined indicators developed for monitoring, evaluation, and reporting on policies and programmes	For better efficiency and effectiveness, there may be an institutional push to align appointment and deputation mechanism with mapped domain competencies of technical and scientific officials
	Is there a timeline for completing each step of the process?	Yes			
	Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Yes			
	Is accountability for completing the step/task assigned?	Yes			
	Are there time/labour redundancies in the process?	Yes			
	Is there a functional performance monitoring system for the process?	Yes			
	Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	Are staff aware of performance indicators for the process?	Yes			
Do staff participate in the evaluation and provide feedback?	Yes				

Performance Management and Evaluation

The business process of performance management and evaluation focuses on assessing employee performance, fostering professional growth, and achieving organizational objectives. It involves setting expectations, providing feedback, and conducting appraisals to enhance employee development. Through training and support, the ministry promotes a culture of continuous learning and productivity. Effective performance management ensures that employees are engaged and motivated, contributing to environmental conservation and sustainable development goals.

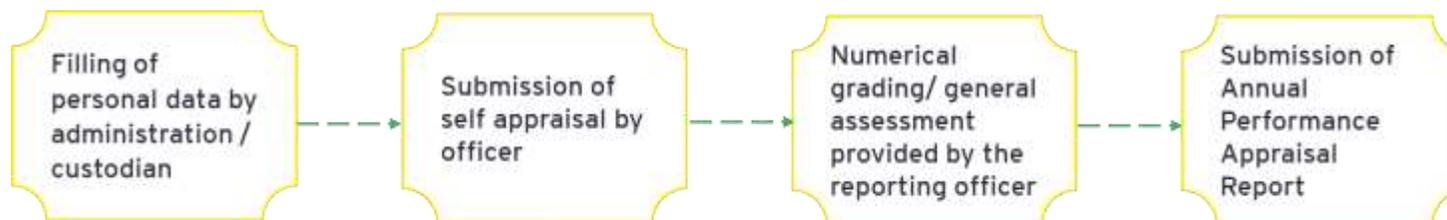


Figure 92: Overview of process for performance management and evaluation

Table 128: Assessment of enabling environment for performance management and evaluation process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	End-to-end management systems in place?	Yes	Training on relevant courses for effective workflow and enhancing accountability in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, Indian Forest Services, National Tiger Conservation Authority, Wildlife, etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Cross-departmental knowledge-sharing sessions with peer group	Refer to Section 4.1.2 – Table 10 - Developing contractual internship positions from national university and technical institutions for qualified technical and scientific personnel
	Project-specific system or generic?	Yes Project Specific			
	Online/offline/hybrid management tools?	Yes Hybrid			
	Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	Clear well-defined processes?	Yes			
	Covers all aspects of scheme/program?	Yes			
	Is there SOP/manual/guide/FAQs for process?	Yes			
Are all concerned staff well versed with process?	No				

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Documentation	Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on relevant courses for effective documentation in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Forest Policy, Project Elephant, National Tiger Conservation Authority, Wildlife etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit - Development of Digital Public Goods for the Environment Sector	-
Data Analysis	Is performance data collected and analysed throughout project/scheme period?	Yes	Training on relevant courses for effective data analysis in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Sustainable coastal management etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Technology and Data Dimension - Data Management Unit -Quality assurance of data input by ensuring alignment with pre-designed and pre-approved datasets formats for specific domain of work	Refer to Section 4.1.2 – Table 10 - Integration of automation technologies and advanced software to effectively undertake aspects of operations, service and delivery, and improve system resilience
	Is the analysis “owned”?	No			
	Is such data used to inform/support decision-making of ongoing and future projects/ schemes?	Yes			
	Are staff well versed with data analysis tools?	No			
	Are senior staff well versed with using such analysis/evidence to make decisions?	No			
Risk Management	Are risks associated with the process identified and managed appropriately?	Yes	Stakeholder consultations, and inputs from legal department are obtained	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Personnel Management Dimension - Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.)	-
	Does the SOP/manual/guide/FAQs cover risk?	Yes			
	Are staff well versed with risk management procedures?	Yes			
Compliance	Are there compliance/reporting requirements in place?	Yes	Training on relevant courses for compliance in Division-level ACBPs targeted to	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building -	-
	Is accountability for each step defined?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Yes	relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Systems and Processes Dimension - Systematic repository of internal SOPs, process and procedure, Documentation from each Division/ department including 'Guidelines for Knowledge Transfer and Work Handover', Codified Knowledge Transfer and Succession Plan	
	Are staff well versed with compliance requirements?	Yes			
Stakeholder Engagement	Does the project management system cover all stakeholders?	Yes	Training on relevant courses for effective stakeholder engagement in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, Control of Pollution, Hazardous Substance Management, Research and Training, Forest Policy, G20 etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections Exploring support for programmes, technology labs, PMU/PMC with consultants and academia	Periodic inter-ministerial workshops for knowledge exchange
	Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Yes	Training on relevant courses for effective performance management in Division-level ACBPs targeted to relevant stakeholders - refer Section 4.2 (e.g., Clean Technology, Climate Change, C&S, R&D, Externally aided projects, Control of Pollution, etc.)	Refer to Section 4.1.1 – Table 9 - Organizational Capacity Building - Monitoring & Evaluation Framework - Output and outcome-based framework to track progress, challenges and bottlenecks, and results of programmes, Pre-determined indicators developed for monitoring, evaluation, and reporting	Refer to Section 4.1.2 – Table 10 - For better efficiency and effectiveness, there may be an institutional push to align appointment and deputation mechanism with mapped domain competencies of technical and scientific officials, Institutionalised policy for linking performance appraisal and impact evaluation of specific
	Is there a timeline for completing each step of the process?	Yes			
	Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Yes			
	Is accountability for completing the step/task assigned?	Yes			
	Are there time/labour redundancies in the process?	Yes			
	Is there a functional performance monitoring system for the process?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes		on policies and programmes	common position to standardised Key Performance Indicators developed within a common Government-level framework
	Are staff aware of performance indicators for the process?	Yes			
	Do staff participate in the evaluation and provide feedback?	Yes			

