CAPACITY
BUILDING
COMMISSION

DEPARTMENT OF FISHERIES
GOVERNMENT OF INDIA

ANNUAL CAPACITY BUILDING PLAN

DEPARTMENT OF FISHERIES,
KRISHI BHAWAN, NEW DELHI, DELHI 110001

Contents

List of Figures

List of Tables

Glossary

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
AHDF	Animal Husbandry and Dairying and Fisheries
AIS	Automatic Identification System
AQ	Aquatic Quarantine
ASK	Attitudes, Skills, and Knowledge
BOBP-IGO	Bengal-Inter Governmental Organisation
CAA	Coastal Aquaculture Authority
CBC	Capacity Building Commission
CBU	Capacity building unit
CCRF	Code of Conduct for Responsible Fisheries
CDP	Capacity Development Plans
CIBA	Central Institute of Brackish Water Aquaculture
CICEF	Central Institute of Coastal Engineering For Fishery
CIFA	Central Institute of Freshwater Aquaculture
CIFE	Central Institute of Fisheries Education
CIFNET	Central Institute of Fisheries Nautical and Engineering Training
CIFRI	Central Inland Fisheries Research Institute
CIFT	Central Institute of Fisheries Technology
CNA	Capacity Needs Analysis
CS	Central Sector Scheme
CSIR	Council of Scientific and Industrial Research
CSS	Centrally Sponsored Scheme
DCFR	Directorate of Coldwater Fisheries Research
DFS	Department of Financial Services
DLTC	District Level Technical Committee
DoF	Department of Fisheries
DSFS	Deep Sea Fishing Station
EE	Eligible Entities
EEZ	Exclusive Economic Zone
ESSHA	Expert System for Shrimp Aquaculture
FAO	Food and Agriculture Organisation
FAO/UN	Food and Agriculture Organisation of the United Nations
FFPOS/C	Fish Farmers Producer Organizations/ Companies
FIDF	Fisheries and Aquaculture Infrastructure Development Fund
FISHCOPFED	National Federation of Fishers' Cooperatives Ltd.
FS	Fisheries Statistics
FSI	Fishery Survey of India
FY	Fisheries
GEMINI	Gagan Enabled Mariner's Instrument for Navigation & Information
GIS	Geographic Information System
GVA	Gross Value Added
ICAR	Indian Council of Agricultural Research
IF	Inland Fisheries
IOFS	Indian Ordnance Factories Service
IOT	Internet of Things
IOTC	India Ocean Tuna Commission
KCC	Kisan Credit Card
LC	License Certificate
MCS	Monitoring Control and Surveillance
MF	Marine Fisheries
MFR	Marine Fisheries Regulation
MFV	Mechanized Fishing Vessels
MDO	Ministry, Department and Organisations

Abbreviation	Full Form
MOA	Memorandum of Agreement
MPA	Marine Protected Areas
MS Act	Merchant Shipping Act
MSCS	Multi States Cooperative Society
NABARD	National Bank for Agriculture and Rural Development
NBC	Nucleus Breeding Centers
NBFGR	National Bureau of Fish Genetic Resources
NCDC	National Cooperatives Development Corporation
NFDB	National Fisheries Development Board
NIFPHATT	National Institute of Fisheries Post Harvest Technology and Training
NIO	National Institute of Oceanography
NIOT	National Institute of Ocean Technology
NLE	Nodal Loaning Entities
NPCSCB	National Programme for Civil Services Capacity Building
OIE	Office International des Epizooties
PFZ	Potential Fishing Zones
PISFH	Pre-investment Survey of Fishing Harbors
PMHRC	PM's HR Council
PMMSY	Pradhan Mantri Matsya Sampada Yojana
RAS	Re-circulatory Aquaculture System
RBI	Reserve Bank of India
RC	Registration Certificate
ReALCRaft	Registration And Licensing of Fishing Craft
RFID	Radio-Frequency Identification
SDG	Sustainable Development Goals
SLBC	State Level Bankers Committee
SoF	Scale of Finance
UNDP	United Nations Development Plan
VMS	Vessel Monitoring Systems
WTO	World Trade Organisation

1. Executive Summary

1.1   Context

The **Mission Karmayogi** is a National Programme for Civil Services Capacity Building (**NPCSCB**) (the "Program"), launched by the Union Cabinet, Government of India in September 2020 which aims at capacity building of the Indian civil servants for the future 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"**. Under this Program, a Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and is currently conceptualizing and developing Capacity Development Plans (CDP) for the identified pilot Ministry, Department and Organisations (MDOs) of the Government of India that includes the Department of Fisheries (DoF).

1.2   Annual Capacity Building Plan

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas within the MDO that require intervention and provides a year-by-year picture of capacity building initiatives that cater to those areas. The main objective of creating an ACBP is to understand and document the capacity building needs of a Ministry / Department at individual, organisational and institutional levels. Once the needs are understood, ACBP implementation will involve identifying interventions, both training and non-training, that will help bridge the capacity building gaps identified. Thus, the ACBP is expected to assist the development and enhancement of capacities of an individual official as well as the capabilities of the MDO.

The content of an ACBP will be based on two aspects: (i) three lenses, comprising of national priorities, citizen centricity and emerging technologies, and (ii) three pillars at individual, organisational and institutional level. Therefore, as a step in this direction, the ACBP for the Department of Fisheries (DoF) has been prepared.

1.3   ACBP for the Department of Fisheries

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

As a step in this direction, multiple interactions have been undertaken with the various Divisions of the Department such as the Inland fisheries, Marine fisheries, Administration, International Cooperation and Statistics and for an understanding of the roles and responsibility of these Divisions and the Department. Accordingly, competency, institutional and technological requirements corresponding to the roles and responsibilities of these entities have been identified which will enable them in undertaking these responsibilities efficiently in line with the overall vision of the Department.

Before identifying the competency requirement all the officials were assessed for any past trainings attended. The results of the survey have validated the critical requirement of ACBP for enhancing the effectiveness of the Ministry Officials.

Have you attended any trainings conducted in the past?
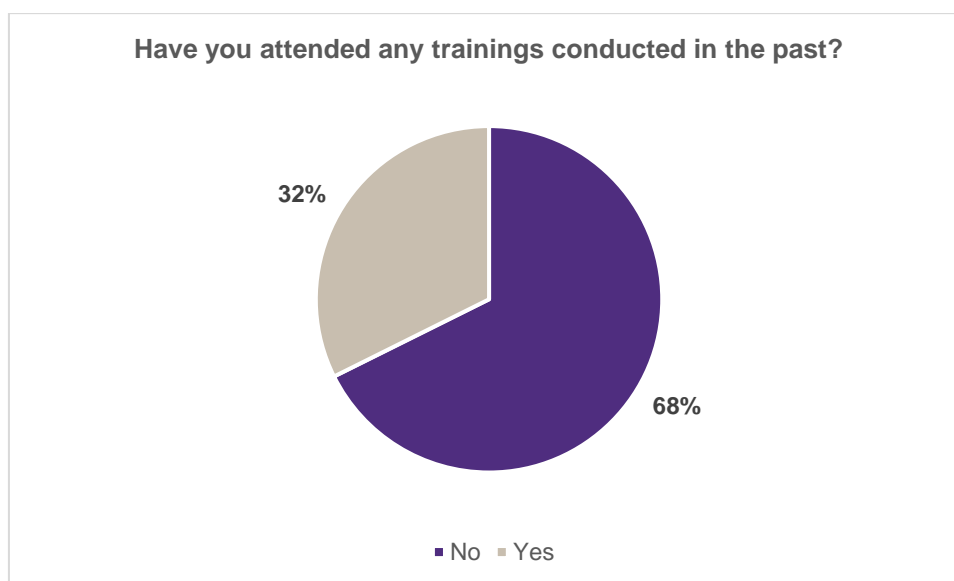
Figure 1 Past trainings attended

Data collection and collation exercises were initially targeted to prepare a baseline for training and capacity building at the institutional level. Primary surveys were carried out in a consultative mode and pre-set questionnaire format method. Consultations held were by way of interviews and FGDs and across levels within the Department and as advised by the JS of Division.

At an individual level, for every unique role at the institution, the competency requirements were identified as (i) Domain competency which is related to knowledge and expertise related to the sector, Division and the respective focus areas, (ii) Behavioural competency which is related to behaviour and soft skills, and (iii) Functional competency including cross cutting needs across DoF which is related to the functional aspects of the Division such as Administration, Financial Planning, Communication, Stakeholder Management, Technological know-how and other such broad areas of expertise.

The Institutional and Technological capacity building requirements include requirements related to process improvements, knowledge management and resource planning for increasing efficiency. Some of the issues also include high attrition, shortage of staff, and reporting of the officials. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently.

After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision of the Department, along with their implementation strategy. These initiatives have been further 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; these would form part of the annual CBP.

Immediate priority initiatives are those initiatives that require immediate attention and action due to their high importance and impact on the organisation. By completing these initiatives on time, we create a positive momentum that can lead to increased efficiency, productivity, and success. These include immersion programs, upskilling initiatives, and behavioral trainings. Some of these initiatives include domain specific modules on overall orientation of the staff to familiarize them with mission and objectives of the Department and their respective roles, the different aspects of the Fisheries (Inland, Marine, International Cooperation, etc.). Subject specific modules have also been proposed considering the identified requirements from the Capacity Need Analysis of Department officials/Staff that can have an immediate impact on the efficiency of the roles and these include Know your Ministry Induction Module, Field Immersion Training Programmes at Ports and Institutes for deeper understanding of Department's subjects. Additionally, a few functional modules have also been proposed to be undertaken on an immediate priority to improve the day-to-day functioning and these include training modules on Manual of Office Procedures, Regulations related to Administration, Public Grievances and Personnel and Training, GFR, Service Rules, etc. Also, upskilling and training requirements have been proposed for MSOffice Tools, Drafting Notes, Response to Parliamentary Questions and Making Presentations. Amongst the behavioral training requirements, modules on Effective Communications, Leadership, Empathy, and Stress Management have been proposed. Amongst behavioral training requirements cultural workshops and Gender Sensitization workshops are proposed on immediate priority.

The critical initiatives include some domain specific training modules for enhancing the domain competency of the personnel through induction modules as well as on site trainings for Division and role/Department. Amongst these the first and foremost includes 'Induction' Modules for all fresh joiners that are specific to the needs of every Division providing a 360-degree view of the work and functions of the Department. Functional competencies also require to be upskilled and these include use of technology and day to day functioning, Noting and Drafting, Communication Skills, RTI Applications, Accounting and Budgeting, Human Resource, and Administrative issues. Training on behavioral competencies have also been proposed including Motivational Training, Empathy, and Work Ethics.

In addition to the immediate and critical initiatives, certain institutional and technological requirements have been identified that are common across MDOs. However, such issues may require a further detailed study to develop action plan for their addressal which may entail structural initiatives and can be undertaken as long-term capacity enhancement initiatives. Some of the key requirements identified are related to the performance appraisal methodology in which trainings and certifications for upskilling should be given due consideration, high attrition and shortage of staff for normal functions and specifically for trainings, frequent job rotations that many times lead to loss of institutional knowledge and also does not incentivize the staff to make efforts for enhancing domain competency, increasing requirement for interface management with other Ministries and State Governments. An action plan has been proposed for these requirements which may be taken up for implementation after due study and consultations.

Accordingly, the CBP for the DoF can be prepared based on the requirements of domain, functional and behavioral competencies as well and institutional and technological requirements towards meeting the overall objectives of the Department.

The Department envisages implementation of the annual CBP through its Capacity building unit (CBU) headed by a Shri Sagar Mehra, Joint Secretary, DoF. This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

1.4   Quick Wins for the Department of Fisheries

Quick Wins may include – both training and non-training interventions. Here, non-training interventions include - Immersion Programs, Seminars, Workshops, Brainstorming Sessions, etc. A few Quick Wins identified for the Department of Fisheries are as follows:

- Development of an Induction Training Module for officers newly posted in the Department

- Introduction of an Immersion training program to CIFNET and NIFPHATT for all the officers of the Department

- A workshop on Project Management, DPR appraisal and evaluation

- A workshop on case-studies based on best practices in fisheries sector

- Visioning exercise for Department's senior officials to understand roles and Division's mandate, goals, schemes and technological advancements in the sector

- All officers (Under Secretary, SOs and ASOs) to undergo the DAKSHATA training module

- IGOT courses i.e., Effective communication, Emerging technologies, Public Procurement Framework of GOI, Gender equality and development (overview), Introduction to Leveraging AI and Chat GPT to be completed.

1.5   Macro picture of the Capacity Needs Analysis (CNA) Exercise

Figure 2 Composition of Functional, Behavioural and Domain based CB Requirements
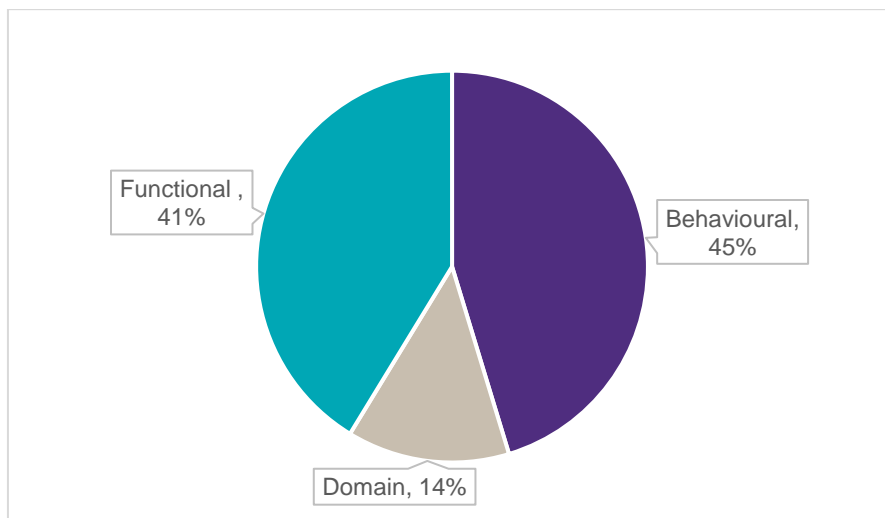
Figure 3 Division-wise Break-Up of Capacity Building Requirement Types
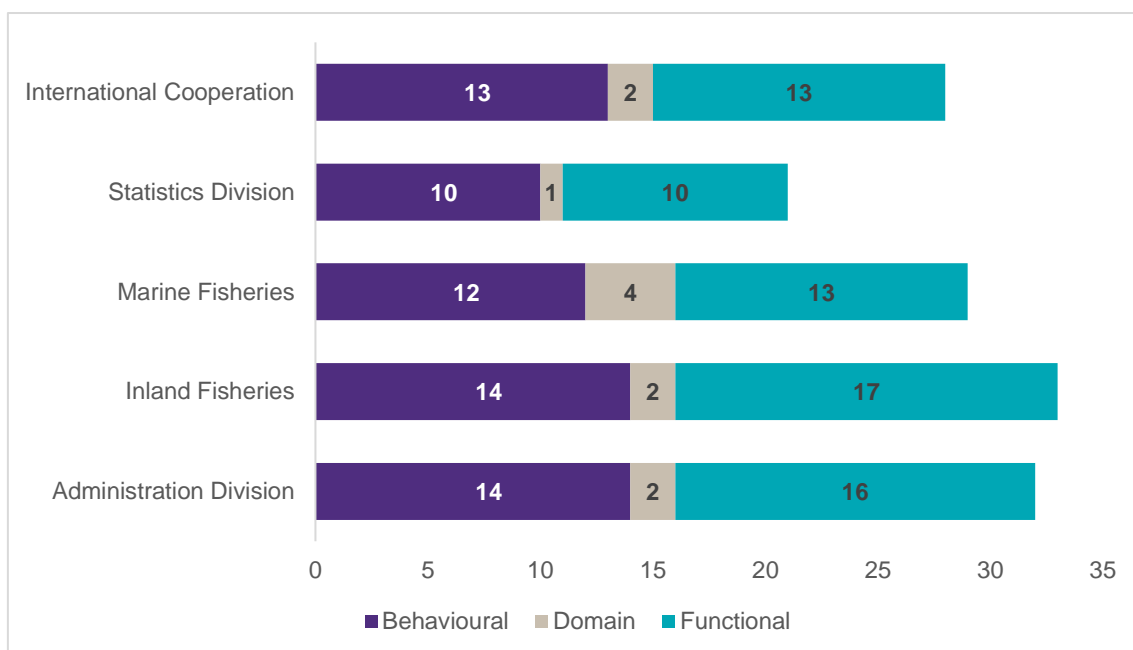
The top five Behavioural competency requirement identified were Time Management, Stress Management, Rule Consciousness, Communication Skills, and Qualitative and Analytical skills. The top five functional competency requirements identified are E-Office, NIC Applications, MS Office, Cabinet Note Preparation, EFC, or Office Order, Noting and Drafting, and GeM. These requirements were mentioned by all the officials of the Department and need to be addressed immediately.

Figure 4 Ten Behavioural requirements

Behavioural Requirement	Value
Time Management	20
Stress Management	19
Rule Consciousness	19
Communication Skills	19
Quantitative & Analytical Skills	16
Empathy	14
Critical Thinking	13
Decision Making	12
Leadership	11
Gender Sensitivity	10
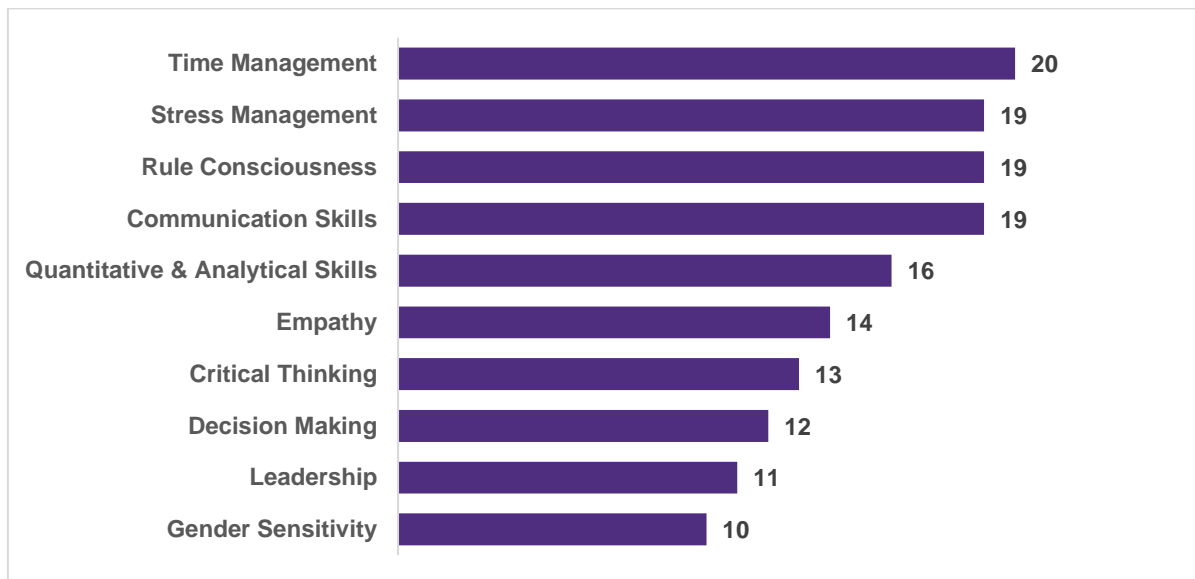
Figure 5 Top Ten Functional requirements

Functional Requirement	Value
E-office	25
NIC applications (email, messenger, cloud…	24
MS Office (Excel, PPT, Word)	23
Cabinet note, EFC or office order, noting and…	11
Government e-marketplace (GeM)	9
Budgeting	7
Financial Management	6
Establishment Rules & General Administration…	5
Public Financial Management System (PFMS)	5
RTI Act, 2005	5
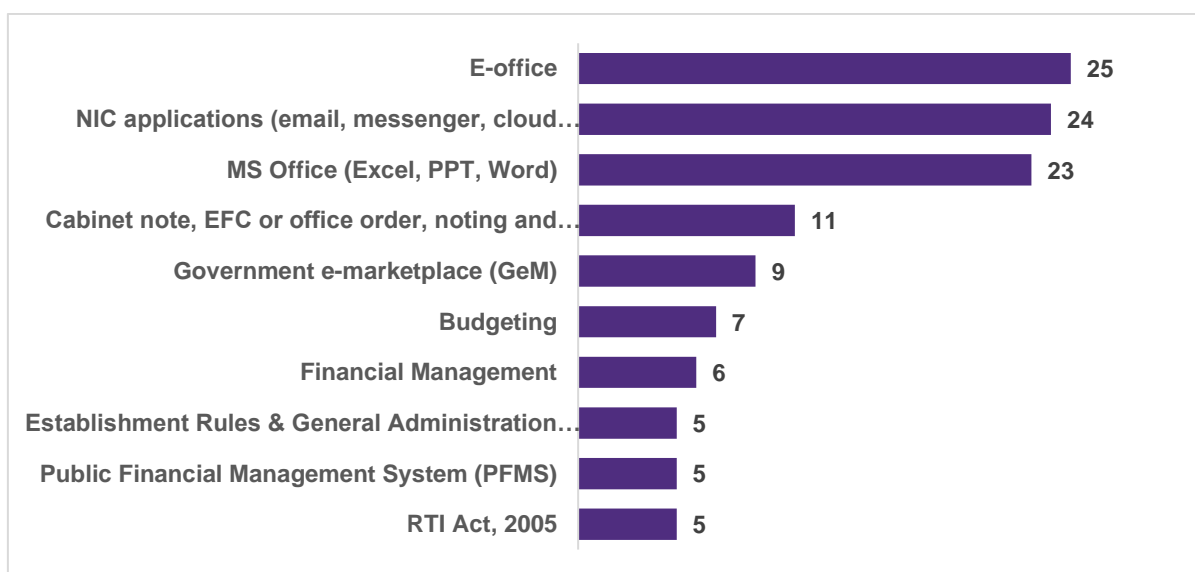
The Role wise summary of the competency requirements were also addressed and are detailed under in the figure:

Figure 6 Role Wise Break-Up of Capacity Building Requirements
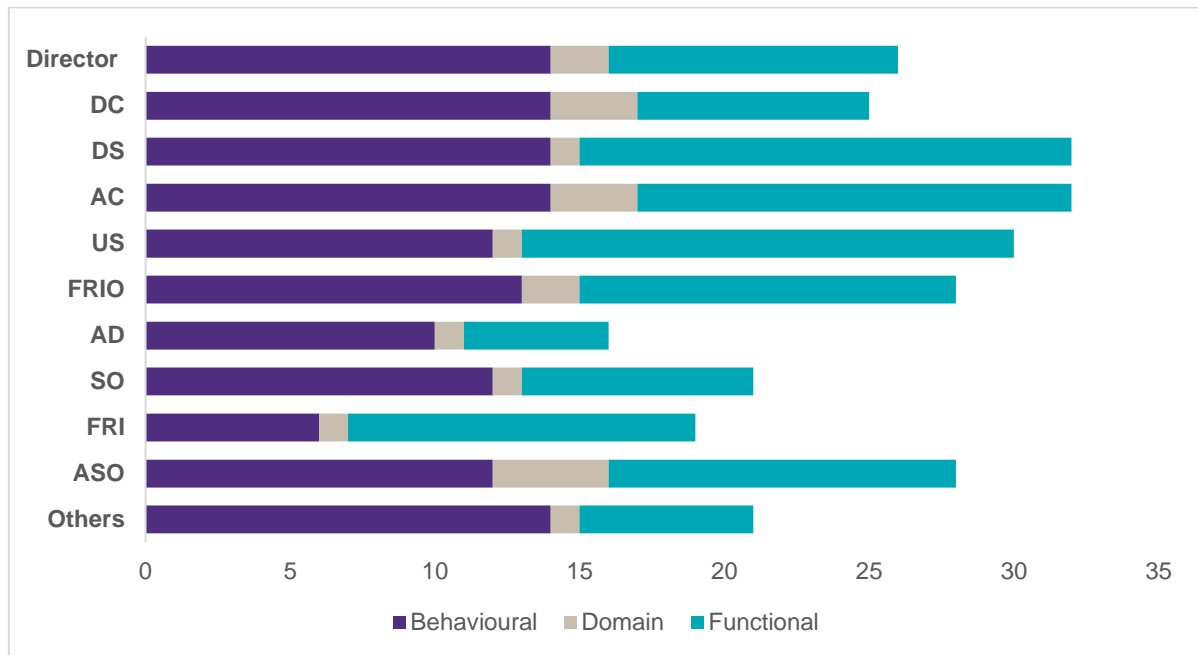
1.6 Snapshot of the Training Calendar

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organizatio n	Platfor m/ Locati on	Target Group of Participants/ Designation	Leve l of Cour se	Timeli ne
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

2. Introduction

2.1   Mission Karmayogi

Government officials are critical to the delivery of a range of public services and core governance related functions. Throughout their career, officials contribute to the process of Policy Formulation, Implementation, Monitoring, and Analysis, thus driving all government work.

The unparalleled contribution of government officials to the proper functioning of government makes it essential that they be equipped with the right attitudes, skills, and knowledge aligned to the vision of a new India. Mission Karmayogi refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

India's current civil service capacity building landscape has following challenges:

1. Siloed nature of government: Government officials currently work in geographical, departmental, and sectoral silos instead of adhering to a larger unified vision aligned to national priorities.

2. Training based on seniority: Current training interventions are generally based on factors such as the tenure of officials, their seniority, the availability of funding, the availability of courses, and so on. Thus, they are not targeted to the specific needs of positions, government priorities, the national vision, technological developments, future requirements, and so on.

3. Unstructured training: Existing training interventions are sporadic and unstructured. Thus, there is a lack of opportunities for continuous learning across various stages of an official's career.

4. Restricted access to learning opportunities: Currently training opportunities are available to only a limited number of officials based on factors such as seniority and grade.

5. Sub-optimal learning ecosystem: Officials do not have access to an ecosystem that emphasizes learning in a holistic manner as well as the one that is in sync with adult learning principles.

6. Lack of future-readiness: Officials do not have access to capacity building measures that equip them for the future.

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

Figure 7 Institutional structure of Mission Karmayogi
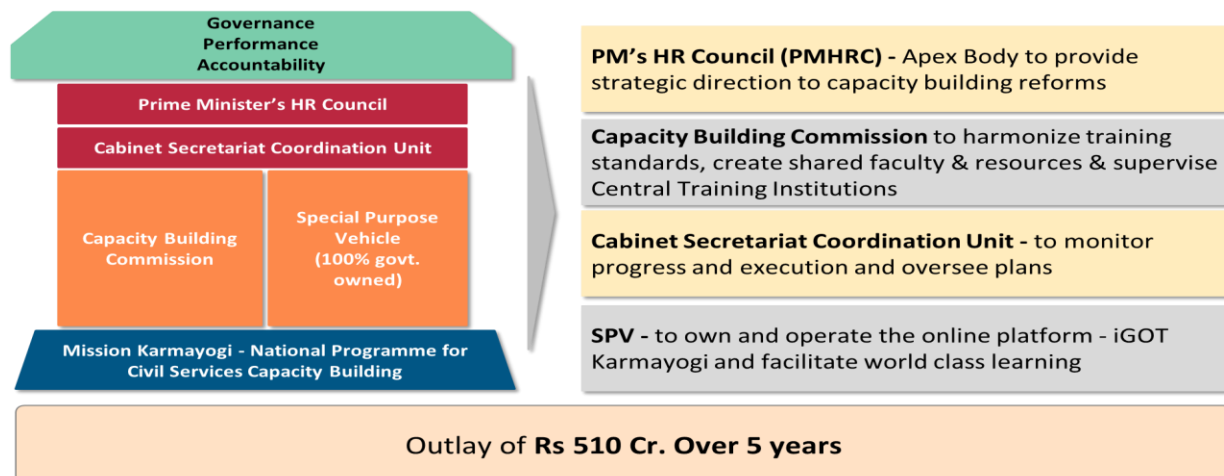
The following institutions have been created to operationalize the Mission:

1. PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission
2. Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions.
3. Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardization of training and capacity building, supervises all central training institutions.
4. Special Purpose Vehicle: Owns and operates the online platform - iGoT Karmayogi - facilitating world class learning.

Guiding Principles of Mission Karmayogi

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions under the program. These include:

1. **Shift from rule to role-based capacity building**:

    Mission Karmayogi focuses on enhancing the attitudes, skills, and knowledge of government officials through role-based interventions. This means a shift from rule-based, supply-driven training to more role-based, demand-driven capacity building. As such, it is targeted to the individual official's needs, wants and aspirations and would be achieved through role-specific, just-in-time, lifelong training for government officials.

2. **Move to a competency-driven approach**:

    A competency-driven capacity-building approach focuses on developing competencies critical for public officials to effectively undertake various roles. In line with the National Training Policy of 2012, Mission Karmayogi introduces a competency framework for the capacity building of the civil services. This framework will govern training, capacity building, and Human Resource (HR) management, including promotions and postings of government officials. Competencies can be defined as a combination of

Attitudes, Skills, and Knowledge (ASK) that enable an individual to successfully perform a task or activity in a given job.

3. **Democratize and enable continuous, lifelong learning opportunities:**

Currently, the civil services capacity building eco-system does not provide a continuous learning environment for government officials. Additionally, such efforts cater mostly to a specific group of officials. Thus, Mission Karmayogi aims to change this situation by making opportunities available to all government officials, across hierarchies and geographies. This includes the opportunity to continuously build and strengthen the competencies required for fulfilling their respective roles. It will also provide equitable access to learning material across different levels of the government thereby making world-class capacity building initiatives available to all sections of the civil service.

4. **Move beyond silos in the Government:**

Mission Karmayogi aims to break silos across the various ministries/departments, to encourage collaborative effort in achieving shared national goals and priorities.

5. **Shift to the 70-20-10 model:**

Mission Karmayogi proposes designing learning opportunities based on the 70-20-70 model of life-long learning. The 70-20-70 model is constructed on the following principle:

   a. Experiential learning - 70 percent of learning comes from on-the-job experiences and reflections
   b. Relational learning - 20 percent of learning is derived from working with others
   c. Informational learning - 70 percent of learning comes from formal instructor- led activities

6. **Link goal setting, planning & achievements:**

Mission Karmayogi aims to align learning and capacity building with organisational goals and the career goals of individual officials. This would also include performance measurement.

7. **Establish unbiased systems of evaluation:**

Under Mission Karmayogi, there will be objective, fair, and independent assessments to determine performance.

8. **Shift the mind set of public officials toward training and capacity building:**

The goal is to shift the mindset of public officials from pursuing or delivering training due to compliance, to pursuing it due to a love for learning and teaching

iGoT-Karmayogi

iGoT-Karmayogi is an online learning platform being developed as part of Mission Karmayogi for capacity building of approximately 2 crore civil servants. The content can be curated by individual government ministries, in-house or through knowledge partners. Carefully crafted and vetted content from best-in-class government and non-government institutions, universities, private content providers and individual resources will be made available as training modules through the platform.

2.2   Capacity Building Commission

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:

Figure 8 Functions of Capacity Building Commission
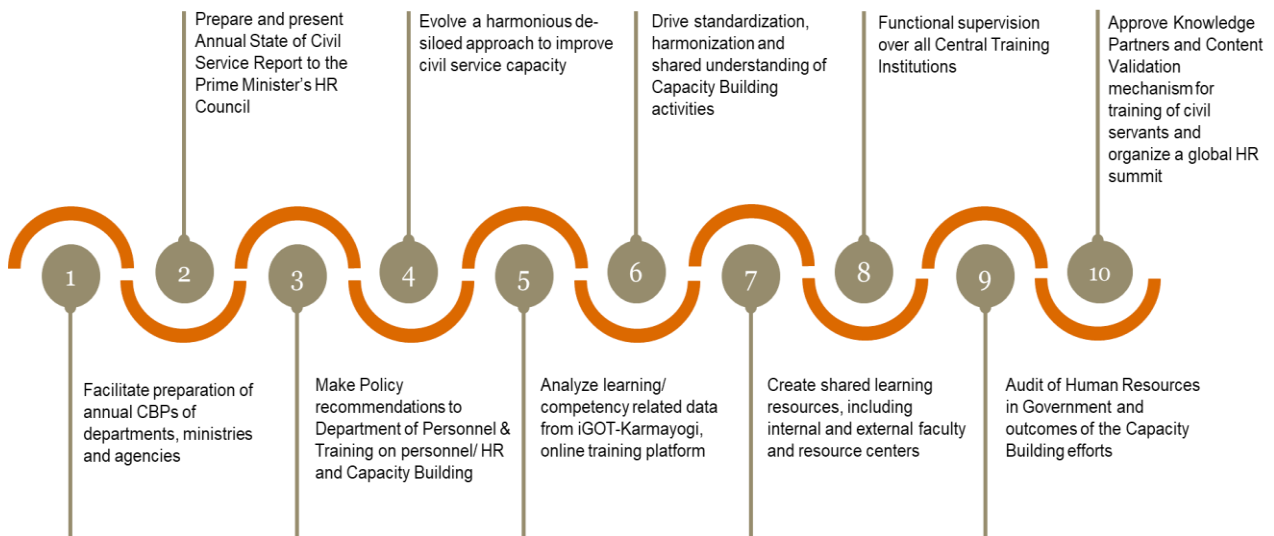
Figure 9 Emerging Ecosystem of Civil Services Capacity Building
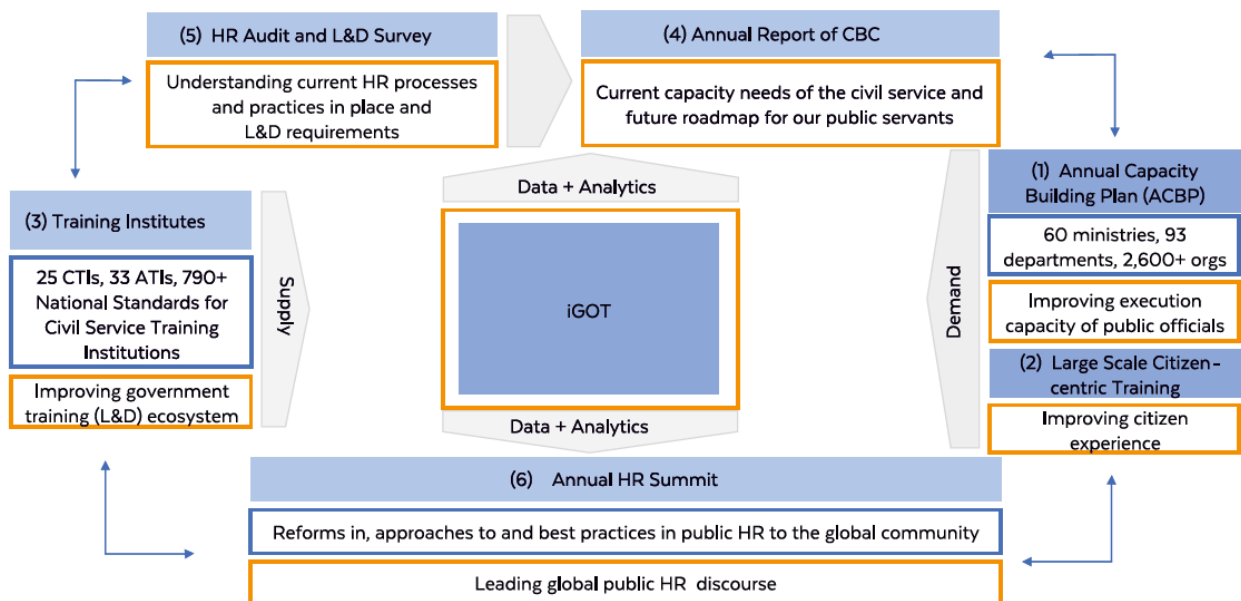
The Figure, above, shows the Emerging Ecosystem of Civil Services Capacity Building as envisioned by CBC. As can be seen, demand for capacity building will be driven by the creation and implementation of ACBPs across all MDOs. The ACBPs will provide a detailed analysis of individual and collective organizational needs for the MDO, based on which interventions will be designed, implemented, and monitored. Specific citizen-centric behavioral training will focus on improving citizens' experience while engaging with the State.

Regarding supply side, the focus will be on improving the government learning and development ecosystem. CBC has developed the National Standards for Civil Services Training Institutes (NSCTI) as a benchmark for measuring the existing capacity of government Training Institutes. Targeted interventions across focus areas such as faculty development, training needs assessment, operations & governance will guide the transformation of these institutes and Centers of Excellence.

HR Audit and Learning & Development Survey will help in gathering an understanding of the current HR processes and practices in place, and future L&D requirements. This understanding will help recommend measures for improvement and will be documented in the Annual Report of CBC.

Insights generated by analyzing data emanating from the iGoT Karmayogi platform will also inform the Annual Report of CBC, HR Audit, and the global discourse on public sector HR and capacity building. India will lead this global discourse by organizing an annual HR Summit.

CBC has already conceptualized and developed CDP for pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defence (MoD), Ministry of Labor & 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 interacted and worked along with these Ministries to chart out their goals, identify their competency requirement and preparation of their CDP.

This report provides a broad overview of the vision and the goals of DoF. It summarizes the competency requirements of the various Divisions of the Department, and highlights some of the interventions that can be marshaled in short and medium term.

2.3   Annual Capacity Building Plan

As noted, one of the key mandates of the Commission is to facilitate the creation of an Annual Capacity Building Plan (ACBP) for each MDO of the government.

CBC views the process of capacity building as a marathon, not a sprint. Through the ACBP exercise, it intends to expand the public sector capacity building by going beyond training. Thus, while the ACBP exercise identifies MDO-specific training interventions to build individual capacity, it also looks at organizational interventions that can build capacity of an MDO as a whole or can be scaled up to build capacity pan-government.

The ACBP of an MDO is a document detailing all the interventions required to develop and enhance the competencies of individual officials within that MDO as well as the collective capacity of the MDO. Given the nature of the change required, the ACBP may begin with a few simple focus areas instead of comprehensive coverage, and then evolve overtime into a full-fledged workplan.

Creation of ACBP will focus on identifying the demand for capacity by conducting a Capacity Needs Analysis (CNA). The implementation phase will in turn focus on the supply-side of the process. Table 1 lists the demand and supply sides to the ACBP exercise.

Table 1 Demand and supply side to ACBP

Demand	Supply
- Visioning Exercise - Capacity Needs Analysis - Individual competency gaps - Organisational capacity needs - Consultations - Surveys	- Training institutes associated with respective ministries - Other government training institutes - iGoT Karmayogi platform - Partner training institutes outside of India Indian and foreign universities - MDOs implementing interventions that are pan-government - Private sector organisations from and outside India - Central and State PublicSector Undertakings/ Enterprises - Multilateral Organizations

The following section covers the conceptual framework of ACBP. It is followed by the specific suggested steps for the creation, implementation and monitoring and evaluation of the ACBP by a Ministry.

A Conceptual Framework for Development of Annual Capacity Building Plan

The Content of an ACBP will be based on the following two aspects:

- Three Lenses: Focus areas for capacity building exercise

- Three Pillars: Scope of capacity building exercise

Figure 10 CBC Approach to Capacity Building
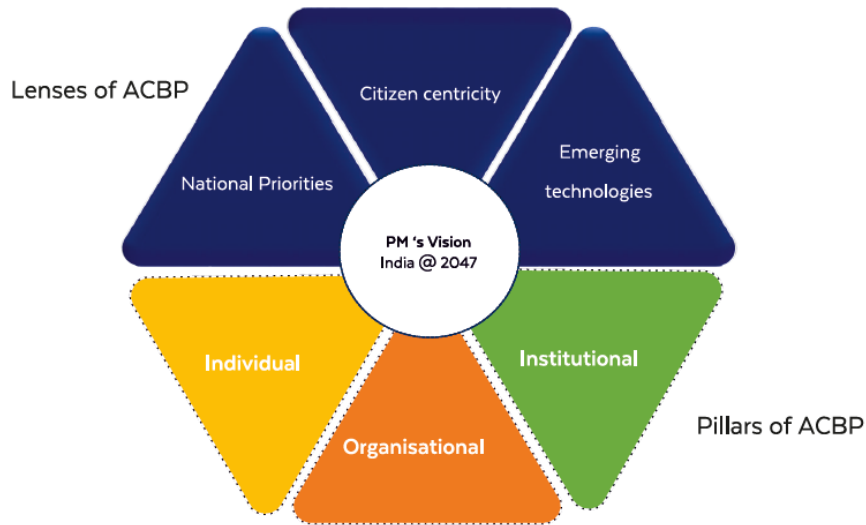
The Figure shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organizational, and institutional capacity building. Each of these has been elaborated in the section below:

Three Lenses: Focus areas for capacity building exercise

Capacity building is a goal-oriented exercise. Each Ministry is expected to arrive at its own capacity building goals. To facilitate this process, the CBC has identified three focus areas: contribution to National Priorities, ability to assess Emerging Technologies and Citizen Centricity.

Figure 11 Three Lenses of Capacity Building
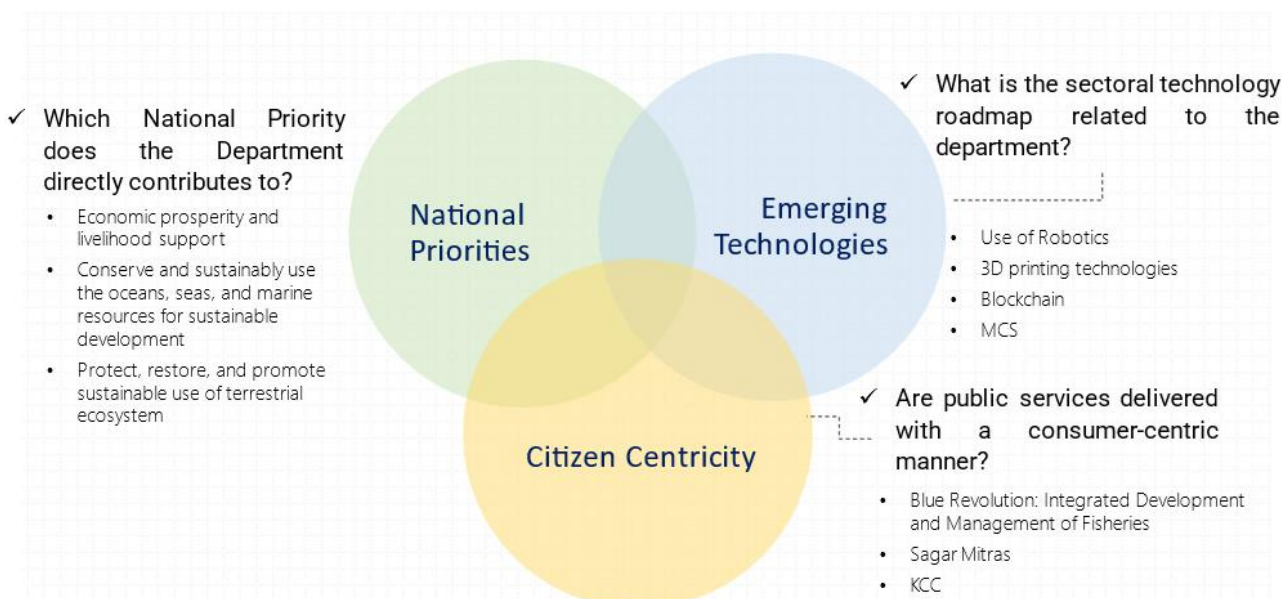
Three Pillars: Scope of Capacity Building Exercise

Capacity is developed at three levels: individual, organizational, and institutional (as seen in figure below). These are referred to as the three pillars of capacity building.

Figure 12 Three Pillars of Capacity Building

Individual
- Domain Competencies
- Functional Competencies
- Behavioral Competencies

Organizational
- Technology and Data
- Systems and Processes
- Resources and Assets
- Partnerships and Relationships
- Personnel Management

Institutional
- Capacity Building Units
- De-siloisation
- Rules, Norms, Traditions

2.4   Ministry, Capacity Building Unit and Functions

CBC intends to institutionalize capacity building by setting up a Capacity Building Unit (CBU) in respective Departments which will lead efforts in operationalizing the competency framework, developing content, curating assessments et cetera, and will work closely with Capacity Building Commission.

The CBU of Department of Fisheries is headed Sh. Sagar Mehra, JS (Admin & Inland Fisheries) and supported by specialist manpower from the Capacity Building Commission.

Structure of the Capacity Building Unit (CBU)
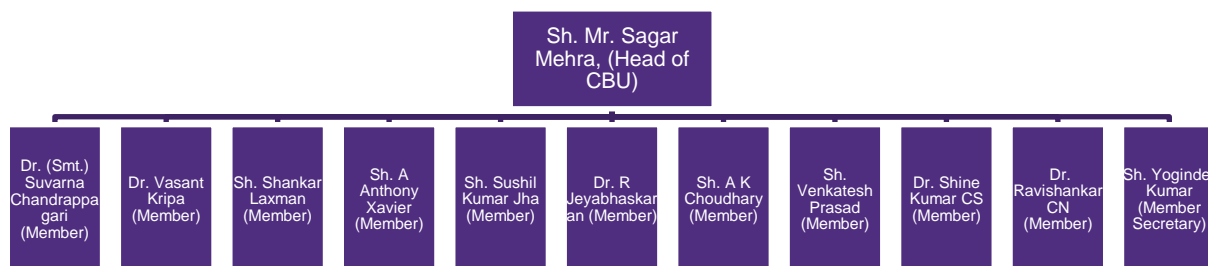
Figure 13 CBU structure

Further support will be provided to the CBU by the following roles:

Technical Consultant: The Technical consultant will be appointed by the CBC for the development of CBP with the MDO.

The Capacity Building Unit set up in the Ministry will:

a) Develop the Ministerial capacity building plan

b) Operationalize and roll out FRAC

c) Monitor the competency development of officials

d) Develop, validate, and onboard CBPs

e) Develop and onboard assessments

f) Manage onboarding on iGoT Karmayogi

The CBU will also support the various functions of the CBC at the Ministry level such as:

a) Preparation of the Annual CBC Report

b) Making recommendations on standardization of training and capacity building, pedagogy and methodology including coordination with Government Training Institutes to carry out research on pedagogy, competency framework, competency gap assessment et cetera.

c) Making recommendations on policy interventions in areas of personnel/HR and Capacity Building to CBC

d) Analysis of data emitted from iGoT KY pertaining to different aspects of capacity building such as content creation, competency mapping, feedback et cetera.

Activities of the Capacity Building Unit (CBU)

The Capacity Building Units will be responsible for all aspects of the larger Capacity Building Programme as well as the Ministerial rollout of Capacity Building plans. CBC will support the Capacity Building Unit in the ACBP rollout.

a) Finalization of Ministerial Annual Capacity Building plan for the next 2 years, facilitating implementation of ACBP, development of training calendar for meeting the institutional vision and needs, addressing all levels and its effective roll out obtaining approval of the competent authority in the Ministry for annual Training calendar

b) Facilitating monitoring, evaluation of the Annual Capacity Building Plan with close co-ordination between CBC and MDO

c) Support in collecting various data related to Annual State of Civil Services Report and act as data manager

d) Coordinate with all stakeholders covering Training Institutes and various other Knowledge Partners to implement ACBP of the Ministry

e) Facilitate and map existing resource (digital and physical) and make it shareable

f) Global benchmarking: Identify various opportunities of collaboration for departmental functioning and alignment with global practices

3. Approach & Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Department of Fisheries (hereinafter referred to as the "Department") and suggest improvement initiatives which shall assist Department in realizing its vision & goals in a streamlined manner.

These improvement initiatives would form part of the annual CBP. The plan would help in identification of the key challenges in next one (1) to three (3) years. This section covers the approach undertaken by the team to deliver the CBP.

As part of this study, the team has adopted an agile and consultative approach in defining the broad contours of the CBP. The key steps followed by the team are as follows:

Figure 14 Key steps in undertaking the study
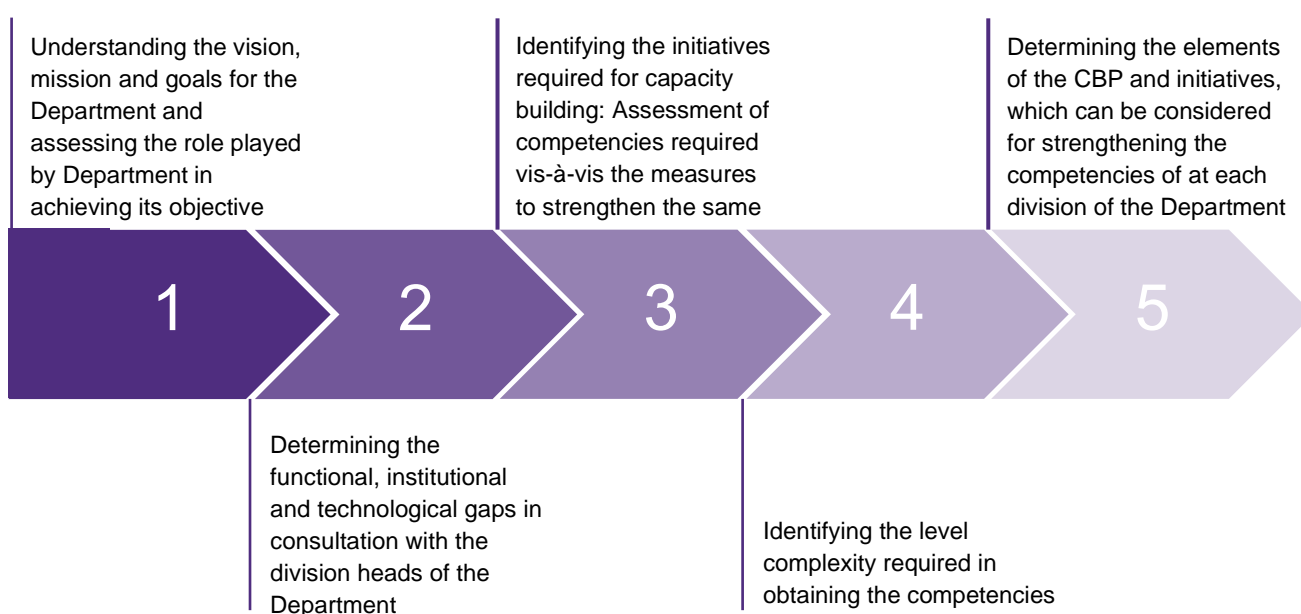
In the initial stage, secondary research was conducted to understand the Vision, Mission, and Goals of the Department, subsequently, focused discussions were held with the Joint Secretaries (JS)/heads of various divisions at the Department. The research and discussions assisted in understanding the vision and goals of the Department and understand the role of each division within the Department.

The current capability gaps (in terms of competency, institutional and technological) were identified along with desired competencies for each division based on the self-assessment of the JS/ heads of divisions at the Department.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building were identified along with their level complexity. Lastly, the elements of the CBP were determined for strengthening the competencies of respective divisions in the Department.

Based on the goal and focus areas of each Division, competency needs of the Ministry have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and citizen-centric capabilities.

Figure 15 Steps undertaken to conduct CNA
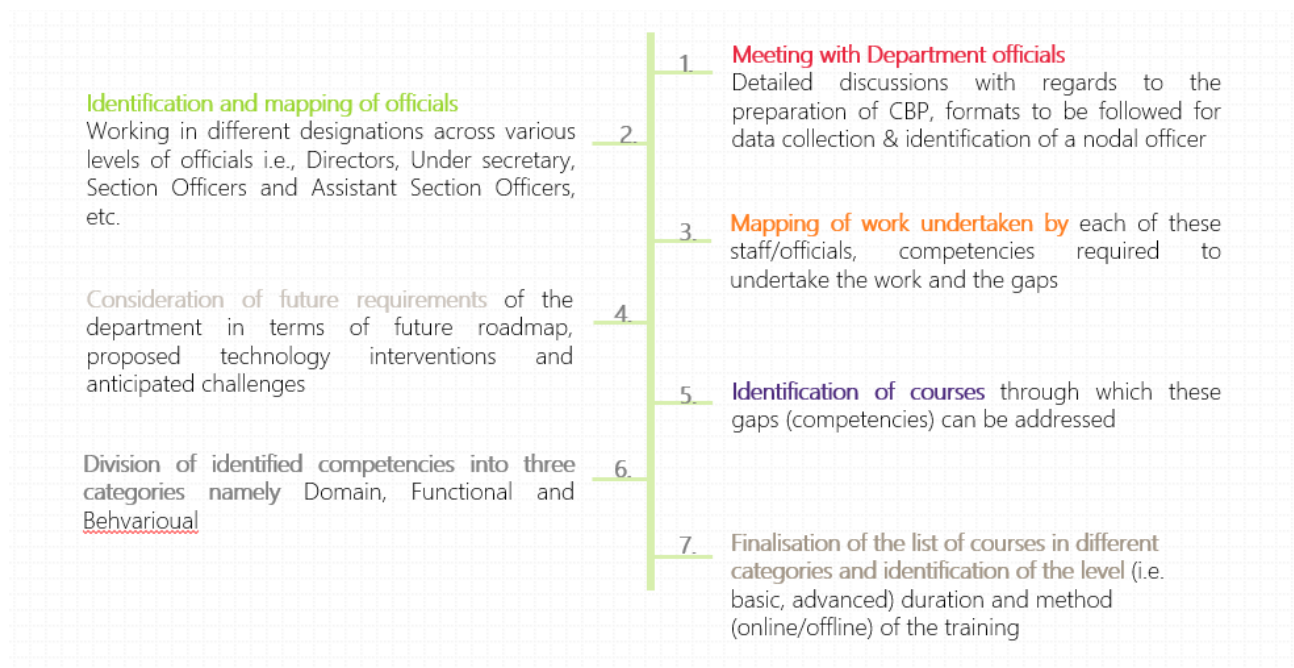
Table 2 Approach to define the broad contours of the CBP

Steps	Details
Step 1: Alignment of objective with the Department	Joint meeting was conducted with Secretary & the JSs. In the meeting, the mandate & the objectives of the CBC were articulated. It was clarified that the framework of CBC is not limited to training, but also incorporates institutional and systemic capacity development. The expectations of Department were also identified from this meeting.
Step 2: Understanding the role & function of the Department	Following the above meeting, team conducted a thorough review of the following areas: • Department's mandate, policies, roles, functions, recent developments and trendlines from Department's website, portals and documents, web search and study reports • Department's key programs, priorities, strategic objectives and goals, emerging trends/ focus areas • National priorities and how Department fulfils/ contributes to same
Step 3: Comprehend role & responsibility of each Division/	The team then further identified the following activities for each division/unit headed by a JS: • Areas of responsibility of the division

Steps	Details
Division of the Department	• Emerging trends, government priorities and Department's objectives that fell within purview of division • Specific schemes/programmes managed by division
Step 4 – Consultation with the Division Head / JS	Multiple consultations were conducted with JS, Division Heads at the Department, to understand the following areas: • Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority and frequency of respective activities • Interrelationships with other units within the Department and coordination/ cooperation with government agencies outside the Department and the larger set of stakeholders the unit engages with for each functional responsibility • Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit • Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome Apart from getting a comprehensive understanding of the roles and responsibility of each division, consultations were held with the divisions to understand the: • 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
Step 5 – Situational analysis and key findings	Based on the consultation with the key stakeholders, the team conducted preliminary competency mapping which highlighted competency gaps and skills required in the Department The team then identified the key interventions that the Department can undertake for the identified gaps which included training courses and other systemic / institutional interventions
Step 6 – Workshop on way forward	Workshops were conducted with relevant stakeholders to discuss key observations & findings, synergies, and commonalities. CBP was prepared based on these discussions.

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

Section	Scope Coverage in the Section	
Section 1	**Overview of the Department**	This section focuses on the Department's Vision, Mission, and Goals. It includes various areas of responsibilities of the Department's' divisions.
Section 2	**Roles & responsibilities of the Divisions and requirements**	This section incorporates division specific mandates and the role these divisions play as part of the Department to achieve the same. This section also captures the competency, institutional and technological gaps as identified by the various Divisions. The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&R) of various Divisions of the Department that have specific focus areas and defined goals that was derived through consultations with these Divisions and assists in identification of the critical areas.
Section 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. It further categorizes the competencies into a framework as identified by the officials of the respective organization.
Section 4	**Key Insights from CBC's CNA Exercise**	This section highlights the insights generated from the Capacity Needs Analysis (CNA) exercise with regards to capacity building.
Section 5	**Capacity Building Plan**	Initiatives required to address the identified competency gaps have been outlined in this section. Initiatives have been categorized as immediate priority, critical priority, and long-term initiatives, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across all MDOs and can be studies further for more structured action.

Table 3 Scope Coverage of the Plan

4. Overview of the Department

This section expands on the Department's vision and mission. It also describes the Department's organizational structure, as well as the various divisions.

4.1   About the Department

The Department of Fisheries is one of the two Departments under the Ministry of Fisheries, Animal Husbandry & Dairying. It came into existence with effect from 05.02.2019 through carving out Fisheries Division from the erstwhile Department of Animal Husbandry, Dairying and Fisheries. The Department is under the overall charge of Shri Parshottam Rupala, Hon'ble Minister for Fisheries, Animal Husbandry & Dairying assisted by two Ministers of State for Fisheries, Animal Husbandry & Dairying namely Dr. Sanjiv Kumar Balyan and Dr. L Murugan. The administrative Head of the Department is Secretary, Fisheries. The Secretary, Fisheries is assisted by two Joint Secretaries.

4.2   Business Rules and Mandates of the Ministry

The Department of Fisheries was incorporated with certain subjects under the Government of India (Allocation of Business) Rules 1961. The following subjects are allocated to the Department:

PART I

The following subjects, which fall within List I of the Seventh Schedule to the Constitution of India:

1. Industries, the control of which by the Union is declared by Parliament by law to be expedient in public interest as far as these relate to development of fish feed and fish products with the limitation that in regard to the development of industries, the functions of the Department of Fisheries do not go further than the formulation of the demand and fixation of targets.
2. Promotion and development of fishing and fisheries (inland, marine and beyond territorial waters) and its associated activities, including infrastructure development, marketing, exports, and institutional arrangements etc.
3. Welfare of fishermen and other fisher-folk and strengthening of their livelihoods.
4. Liaison and cooperation with international organizations in matters relating to fisheries development.
5. Fisheries Statistics.
6. Matters relating to loss of fish stock due to natural calamities.
7. Regulation of fish stock importation, quarantine and certification.
8. Fishery Survey of India, Mumbai.

PART II

The following subjects, which fall within List III of the Seventh Schedule to the Constitution of India (as regards legislation only):

9. Prevention of the extension from one State to another of infectious or contagious diseases or pests affecting fish.
10. Pattern of financial assistance to various State Undertakings, Fisheries Development Schemes through State agencies/Co-operative Unions.

PART III

11. For the Union Territories the subjects mentioned in parts I and II above, so far as they exist in regard to these territories and, in addition, to the following subjects, which fall within List II of the Seventh Schedule to the Constitution of India:
12. Preservation, protection and improvement of fish stocks and prevention of diseases thereof, veterinary training and practice.
13. Insurance of fish stock.

4.3   Vision

Ecologically healthy, economically viable and socially inclusive fisheries sector that contributes towards economic prosperity and well-being of fishermen, fish famers and other stakeholders, food, and nutritional security of the country in a sustainable and responsible manner.

4.4   Mission

Holistic and sustainable growth and management of inland, marine, and coastal fisheries resources and improving the socio-economic condition of the fishers and fish farmers.

4.5   Goals/ Objectives

The focus of the activities of the department is on the following:

- Expansion of Aquaculture in fresh and Brackish Water

- Conservation and sustainability of Marine Fisheries Resources

- Promotion of Mariculture, Seaweed Cultivation, Cage Cultivation, RAS, Ornamental Fisheries, Cold Water Fisheries and Fisheries Trade

- Social security and welfare of fishermen including fisher women

- Harnessing of Deep-sea fishery resources

- Inland Fisheries Development

- Establishment of the network of Aquatic quarantine

4.6   Organogram

The Department has various entities under its purview that include Subordinate Offices and Autonomous Bodies each of them having a specific role which are jointly / independently administered by the key Divisions. The figure below shows the functional structure of the Department.

Figure 16 Organogram of Department of Fisheries

Secretary (Fisheries)

Officer on Special Duty

Dr. J. Balaji,
Joint Secretary (Marine Fisheries & CVO)

Shri Sagar Mehra,
Joint Secretary (Admn & Inland Fisheries)

Shri Antony Xavier,
Fisheries Development Commissioner

Shri Shankar Laxman,
JC (Fy)

Shri Subhash Chandra,
Director (IOFS)

Shri V. Srinivasa Rao
Director (IOFS)

Dr. Niyati Joshi,
Director (FS)

Shri RP Dubey,
DC (FH)
Fishing Harbours, Technical matters of CICEF

Dr. Sanjay Pandey,
DC (Fy)
MCS, Technical matters of Institutes, States/UTs (PMMSY)

Shri Rakesh Kumar,
AC (Fy)
Fisheries Coordination, Fisheries Welfare

Shri Charanjit Gulati,
Deputy Secretary
Parliament, R&I, RTI & General Coordination

Shri SK Jha,
Deputy Secretary
Admn I, Admn V

Dr. SK Dwivedi,
AC (Fy)
Fy International Cooperation, Export, etc

Dr. NA Pawar,
DD (AQ)
AQ, NSPAAD, Disease Monitoring, World Bank etc

Shri GRK Rao,
AC (Fy)
NFDB, Fishing Harbour

Dr. Ansy Mathew,
AC (Fy)
VMS, Real Craft, plan coordination, Vessel Registration, etc

Dr. Fofandi MKD
AC (Fy)
Mariculture, MCS, matter related to Islands etc

Dr. Tarun Kumar Singh,
AC (Fy)
Fisheries Trade, CAA

Shri US Prasad,
Under Secretary
General Administration

Shri Utpal Nath,
DD (FE)
Start up India, FDI, Fy economics

Shri US Prasad,
Under Secretary
Admn V, Cash, RTI, General Coordination

Dr. Gunamaya. Patra,
FRIO
Aquatic Quarantine, Disease Monitoring, Fishing harbour, 13 States/UTs (PMMSY) etc

Ms. Poonam Rani,
FRIO
Fisheries International Cooperation

Dr. Prathvi Rani,
FRIO
NFDB, PMMSY etc

Shri Nikhil Kumar,
Asst Director (FS)
Fisheries Statistics, IT

Dr. Digambar Swain,
FRIO
Fisheries Coordination, Fisheries Welfare etc

Shri V. Naganand,
Section Officer
RTI & R&I section, Parliament

Shri MM Mallick,
Section Officer
Admn I, Vigilance

Shri Sagar Chauhan,
ASO
IFD

Shri Pratyush Das,
STA (Fy)

Dr. Nitin Verma,
STA (Fy)
MCS, deep Sea Fisheries etc

Shri Aryan Raj,
ASO
General Administration

Shri SS Mishra,
FRI (Q)
Aquatic Quarantine, PMMSY Policy, Budget

Shri Ram Phal,
ASO
Parliament

Shri Prasad AM, ASO
(Admn-V)
Shri SR Pandey,
ASO (Cash)

Shri Pardeep,
ASO
Admn I

4.7   Associated Organizations

The Department is responsible for matters relating to formulation of policy and schemes relating to development of Inland, Marine and Coastal Fisheries. And supported by Fishery Institutes namely Fishery Survey of India Mumbai, Central Institute of Fisheries Nautical and Engineering Training (CIFNET), Kerala, Central Institute of Coastal Engineering For Fishery (CICEF), Bangalore, National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT), Kochi, National Fisheries Development Board (NFDB), Hyderabad, Coastal Aquaculture Authority, Chennai.

Subordinate offices/ Fishery Institutions

- Fishery Survey of India, Mumbai
- CIFNET, Kochi
- NIFPHATT, Kochi
- CICEF, Bengaluru

Autonomous and Regulatory Bodies

- National Fisheries Development Board, Hyderabad
- Coastal Aquaculture Authority, Chennai
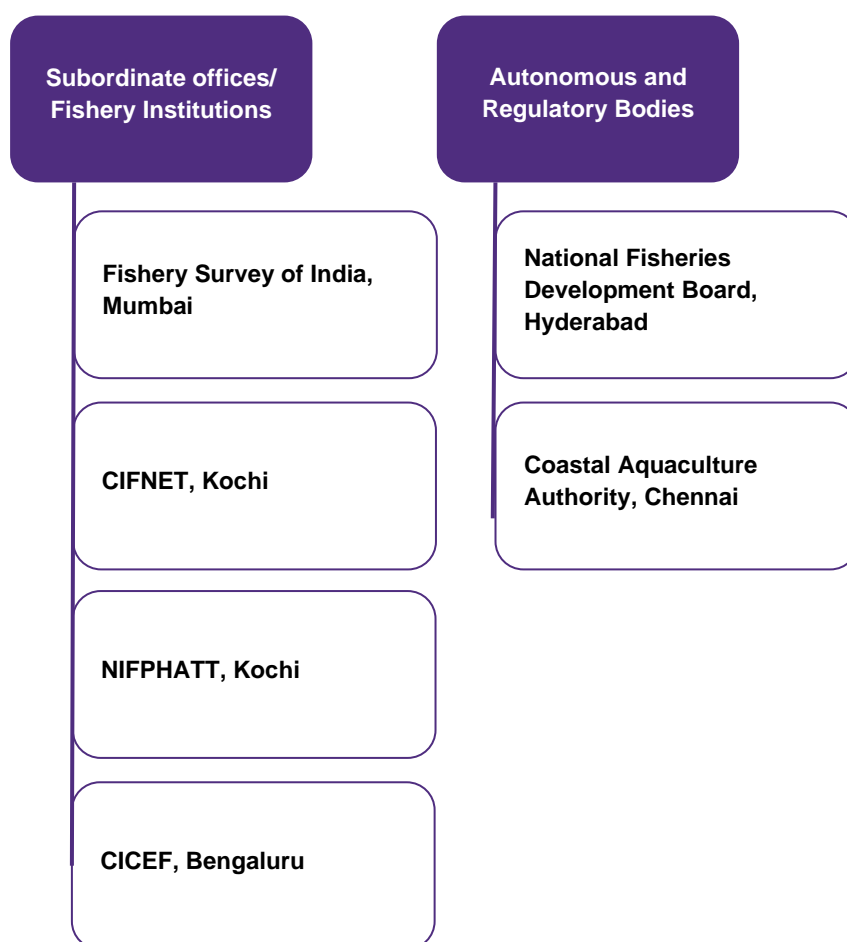
Subordinate offices/ Fishery Institutions

The Department of Fisheries (DoF), Ministry of Fisheries, Animal Husbandry & Dairying has four institutions / sub-ordinate offices under its fold. These institutions are (i) Central Institute for Fisheries Nautical and Engineering Training (CIFNET), Kochi, (ii) National Institute for Fisheries Post-Harvest Technology & Training (NIFPHATT), Kochi, (iii) Fishery Survey of India (FSI), Mumbai and (iv) Central Institute of Coastal Engineering for Fisheries (CICEF), Bengaluru. Besides these four Institutes, DoF also has autonomous / regulatory bodies two namely the National Fisheries Development Board (NFDB), Hyderabad and the Coastal Aquaculture

Authority (CAA), Chennai that have autonomous/regularity authority status with respect to their functioning. A brief on the institutes is as follows:

1. Fishery Survey of India, Mumbai

The Fishery Survey of India (FSI) was established in the year 1946 by Government of India, as a pilot project known as Deep Sea Fishing Station (DSFS) with the objective of augmenting food supply through development of deep-sea fishing. As a humble beginning, the institute started its activities with one vessel named as 'S.T. Meena' - a mine sweeper converted into a trawler. The main objectives of DSFS were charting of fishing grounds and training of deep-sea fishing personnel.

Realizing the gigantic task of DSFS, the Government of India established a number of such stations on both east and west coast of India. FSI has thus emerged as the nodal fishery institute in India with the primary responsibility of survey and assessment of fishery resources in the Indian Exclusive Economic Zone (EEZ) and adjoining areas for promoting sustainable exploitation and management of the Marine Fishery resources. FSI currently undertakes survey of deep-sea demersal resources, coastal pelagic resources, oceanic tuna resources, habitat management and assessment of risk to habitats, investigations, and research in coral reef ecosystems among other activities.

2. Central Institute of Fisheries, Nautical and Engineering Training (CIFNET), Kochi

The Central Institute of Fisheries Nautical and Engineering Training (CIFNET) is the only national institute of its kind in the country to impart the training requirements of technical and certified personnel such as Skippers, Mates, Engineers, Engine Drivers of power fishing vessels as stipulated in the Merchant Shipping (Amendment) Act 1987.

The CIFNET is also responsible for developing the required technical manpower for supporting the shore establishments and for effective operation of fishing vessels. The various short-term courses conducted by the Institute covering an integrated multidisciplinary area of Fishing Technology, Nautical Science and Marine Engineering have benefited personnel working in international institutions and various organizations under the Central/State Government departments, colleges, and other Public/Private sector establishments. The Institute is currently focusing on the skill development trainings of fishermen in deep sea fishing for oceanic tuna, responsible fishing practices and teaches about the devastating effects of marine pollution through their course curriculum.

3. National Institute of Fisheries Post- Harvest Technology & Training, Kochi

The National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT), erstwhile known as 'Integrated Fisheries Project', was established to oversee all-round development of Post-Harvest Technologies. NIFPHATT envisages delivery of the best quality fish and fish products through minimal post-harvest losses and maximised post-harvest fish utilization. Post-harvest technology upgradation is achieved through adaptive research to suit the ever increasing and fast changing consumer needs by developing new processes, products, and packaging. Dissemination of the upgraded technology is achieved through consultancy, training, popularization of products and consumer response surveys etc.

4.   Central Institute of Coastal Engineering for Fisheries, Bengaluru

The Central Institute of Coastal Engineering for Fisheries (CICEF), Bengaluru was established in January,1968 as Pre-investment Survey of Fishing Harbors (PISFH) by the Ministry of Agriculture, Government of India in collaboration with Food and Agriculture Organisation of the United Nations (FAO/UN). The primary objective of establishing the Institute was to carry out engineering and economic investigations and prepare techno-economic feasibility reports for the development of fishery harbors at suitable sites along the Indian coast and to provide fishery harbor facilities to Mechanized Fishing Vessels (MFVs). After the cessation of the FAO/UN assistance, the Institute received technical assistance in the form of equipment and expert consultancy services from Swedish International Development Agency (SIDA) for a period of 2 years from January 1974. In August 1983, it was renamed as Central Institute of Coastal Engineering for Fishery (CICEF). Technical expertise was further developed in the subsequent years since August 1983.

The Institute is also catering to the requirements of Aquaculture Engineering for development of Coastal Aquaculture Farms along the Indian coast. The Institute received United Nations Development Plan (UNDP)/Food and Agriculture Organisation (FAO) assistance in the form of equipment and consultants from 1986 to 1991 for the development of coastal aquaculture farms. The Institute has thus been playing a pivotal role in assisting the maritime States/UTs in extending the necessary technical support in conducting engineering and economic investigations.

Autonomous and Regulatory Bodies

The details of the autonomous and regulatory bodies of the Department are given below:

1.   National Fisheries Development Board, Hyderabad

The National Fisheries Development Board (NFDB) was set up in September 2006, with its Head Quarter at Hyderabad to realize the untapped potential of Fisheries sector in Inland and Marine fish capture, culture, processing & marketing of fish, and overall growth of Fisheries sector with the application of modern tools of Research Development. It has been instrumental in planning and imparting capacity building trainings amongst beneficiaries, establishing e-trading platforms for market price regularisation, organising outreach activities such as fish festivals to boost consumption and providing financial assistance.

2.   Coastal Aquaculture Authority, Chennai

The Coastal Aquaculture Authority (CAA) was established under the Coastal Aquaculture Authority Act, 2005 vide Gazette Notification dated 22nd December 2005. The aims and objectives of the Authority are to regulate 'Coastal Aquaculture' activities in the areas notified by the Central Government as 'coastal areas' and for matters connected therewith or incidental thereto. The Authority is empowered to make regulations for the construction and operation of aquaculture farms in coastal areas, to register aquaculture farms and hatcheries, inspect them to ascertain their environmental impact, remove or demolish coastal aquaculture farms which cause pollution, fixing standards for coastal aquaculture inputs. Through these controls and measures, CAA aims to facilitate environmentally responsible and socially acceptable coastal aquaculture.

4.8   Schemes Undertaken by Department of Fisheries

The Department of Fisheries has 3 major schemes focused mainly on increasing fisheries production and productivity from aquaculture and fisheries resources, both inland and marine. The objective is to increase the overall fish production in a responsible and sustainable manner for economic prosperity, to modernize the fisheries with special focus on new technologies, to ensure food and nutritional security, to generate employment and export earnings, to ensure inclusive development and empower fishers and aquaculture farmers.

1. **Pradhan Mantri Matsya Sampada Yojana (PMMSY)**

To consolidate the achievements of Blue Revolution and provide focused attention to the sector, the Government of India in its Union Budget FY 2019-20 announced a new scheme, the Pradhan Mantri Matsya Sampada Yojana (PMMSY). As the flagship scheme, the PMMSY aims to address critical gaps in fish production and productivity, infuse innovation and modern technology, improve post-harvest infrastructure and management, modernize, and strengthen value chain and traceability, establish framework for a robust fisheries management and fishers' welfare. Emphasis has been laid towards creating awareness for harnessing of fisheries potential in a sustainable, responsible, inclusive, and equitable manner.

Vision

Ecologically healthy, economically viable and socially inclusive fisheries sector that contributes towards economic prosperity and well-being of fishers, and fish farmers and other stakeholders, food, and nutritional security of the country in a sustainable and responsible manner.

Mission

To induct and promote adoption of in production and post-harvest management including High-density aquaculture in ponds, Re-circulatory Aquaculture System (RAS), Bio-floc, cage culture, live feed technology, Block chain, value addition, quality preservations and marketing etc.

Objectives

- Harnessing of fisheries potential in a sustainable, responsible, inclusive, and equitable manner.
- Enhancing of fish production and productivity through expansion, intensification, diversification and productive utilization of land and water.
- Modernizing and strengthening of value chain, post-harvest management and quality improvement.
- Doubling fisher's and fish farmer's incomes and generation of employment
- Enhancing contribution to Agriculture Gross Value Added (GVA) and exports
- Social, physical, and economic security for fishers and fish farmers
- Robust fisheries management and regulatory framework.

Components

The PMMSY is an umbrella scheme with two separate Components namely (a) Central Sector Scheme (CS) and (b) Centrally Sponsored Scheme (CSS). The CSS component is further segregated into non-beneficiary oriented, and beneficiary oriented sub-components / activities under the following three broad heads:

- Enhancement of production and productivity
- Infrastructure and post – harvest management
- Fisheries management and regulatory framework

PMMSY has been approved at a total estimated investment of ₹ 20,050 Crores comprising of Central share of ₹ 9,407 Crores, State share of ₹ 4,880 Crores and Beneficiaries contribution of ₹ 5,763 Crores.

Central Sector Schemes

The entire project/unit cost under Central Sector Scheme of PMMSY is to be borne by the Central Government and wherever direct beneficiary oriented i.e., individual/ group activities are undertaken by the entities of Central Government including National Fisheries Development Board (NFDB), the Central assistance will be up to 40 percent of the unit/ project cost for General category and 60 for SC / ST / Women category. It envisages an investment of ₹ 1,720 Crores for a period of 5 years from FY 2020-21 to FY 2024-25.

The different components/activities included under Central Sector Scheme are:

- Genetic improvement programmes and Nucleus Breeding Centers (NBCs)
- Innovations and innovative projects / activities, technology demonstration including startups, incubators, and pilot projects
- Training, awareness, exposure, and capacity building
- Aquatic quarantine facilities
- Modernization of fishing harbors of central government and its entities
- Support to NFDB, Fisheries Institutions and Regulatory Authorities of Department of Fisheries, Government of India and need based assistance to State Fisheries Development Boards
- Support for survey and training vessels for Fisheries institutes including dredger TSD Sindhuraj owned by the Government
- Disease monitoring and surveillance network
- Fish data collection, fishers' survey and strengthening of fisheries database
- Support to security agencies to ensure safety and security of marine fishermen at sea
- Fish Farmers Producer Organizations/ Companies (FFPOS / Cs)
- Certification, accreditation, traceability, and labeling
- Administrative expenses for implementation of PMMSY (to meet expenses of both CSS and components

Centrally Sponsored Scheme

The Centrally Sponsored Scheme (CSS) Component of PMMSY is further segregated into non-beneficiary oriented and beneficiary oriented sub-components. It envisages an investment of ₹ 18,330 Crores for a period

of 5 years from FY 2020-21 to FY 2024-25. The different broad components/activities included under Centrally Sponsored Scheme are as below:

- Enhancement of Fish Production and Productivity including Technology Infusion
    - o Development of Inland Fisheries and Aquaculture
    - o Development of Marine Fisheries including Mariculture and Seaweed Cultivation
    - o Development of Fisheries in Himalayan and North-Easter States/UTS
    - o Development of Ornamental and Recreational Fisheries
    - o Technology Infusion and Adaptation
- Infrastructure and Post-Harvest Management
    - o Development of Fishing Harbors and Fish Landing Centers
    - o Post-harvest Cold Chain Infrastructure
    - o Development of Deep-Sea Fishing
    - o Integrated Modern Coastal Fishing Villages
    - o Markets and Marketing Infrastructure
- Fisheries Management and Regulatory Framework including Fishermen Welfare
    - o Monitoring Control and Surveillance (MCS)
    - o Insurance fishing vessels and fishermen
    - o Fisheries extension and support services
    - o Strengthening of safety and security of fishermen at sea
    - o Livelihood and Nutritional support for Fishers

Funding Patterns

For the beneficiary orientated i.e., individual/ group activities sub-components/activities under CSS component to be implemented by the States/UTs, the Government financial assistance for both Centre and States/UTs together will be limited to 40 percent of the project/unit cost for General category and 60 percent of the project/unit cost for SC/ST/Women. The Government financial assistance will in turn be shared between Centre and States/UTS in the following ratio:

- North-Eastern & the Himalayan States: 90 percent Central share and 10 percent State share
- Other States: 60 percent Central share and 40 percent State share
- Union Territories (with legislature and without legislature): 100 percent Central share (No UT Share)

For the Non-beneficiary orientated sub- components/activities under CSS component to be implemented by the States/UTS, the entire project/unit cost will be shared between Centre and State/UTs as detailed below:

- North-Eastern & Himalayan States: 90 percent Central share and 10 percent State share
- Other States: 60 percent Central share and 40 percent State share
- Union Territories (with legislature and without legislature): 100 percent Central share

2. **Fisheries and Aquaculture Infrastructure Development Fund**

To address the gaps in fisheries infrastructure, the government has created the Fisheries and Aquaculture Infrastructure Development Fund (FIDF) during FY 2018-19 with a fund size of ₹ 7,522.48 Crores. FIDF provides concessional finance loan to the Eligible Entities (EEs), including State Governments/UT Administrations and State entities for development of identified fisheries infrastructure facilities. The concessional finance under FIDF is provided by the Nodal Loaning Entities (NLEs) namely,

- National Bank for Agriculture and Rural Development (NABARD)
- National Cooperatives Development Corporation (NCDC)
- All scheduled Banks

Under FIDF, the Department provides interest subvention up to 3 percent per annum for providing the concessional finance by the NLEs at the interest rate not lower than 5 percent per annum. Loan lending period under FIDF is five years from FY 2018-19 to FY 2022-23 and maximum repayment period of 12 years inclusive of moratorium of 2 years on repayment of principal.

Under FIDF, so far, proposals to the tune of ₹ 7649.58 Crores have been received from various eligible entities (EEs) including State governments and union territories. These proposals have been received from a total of 21 states/UT namely Andhra Pradesh, Tamil Nadu, Maharashtra, J&K, Telangana, Mizoram, West Bengal, Assam, Lakshadweep, Gujarat, Uttar Pradesh, Odisha and Haryana, Himachal Pradesh, Manipur, Andaman and Nicobar, Kerala, Tripura, Goa, and Bihar.

The Department has approved proposals with the total outlay of ₹ 5588.63 Crores from various States/UTs including the proposals of private beneficiaries. A total of 21 harbors have been approved under FIDF at a total cost of ₹ 3,451.32 Crores for Tamil Nadu (7 harbors), Andhra Pradesh (4 harbors), Gujarat (5 harbors), Maharashtra (5 harbors).

An amount of ₹ 2233.81 Crores has been sanctioned by Nodal Loaning Entities (NLEs). NABARD has sanctioned an amount of ₹ 2221.98 Crores to State Governments and ₹ 11.83 Crores has been sanctioned by scheduled banks to private beneficiaries respectively.

The Tripartite MOA is executed between the:

- concerned (loan availing) State Government
- NABARD and
- Department of Fisheries (DOF) Ministry of Fisheries, Animal Husbandry and Dairying funding the State/UTs projects under FIDF by NABARD.

State Governments of Tamil Nadu, Gujarat, West Bengal, Andhra Pradesh, Karnataka, Kerala, Maharashtra, Haryana, Goa, and UT of Jammu and Kashmir have signed the Tripartite Memorandum of Agreement (MOA) for availing the concessional finance under FIDF.

3. **Kisan Credit Cards (KCC) to Animal husbandry and Fisheries farmers**

The Government of India, in the year 2018-19, extended KCC facility to fisheries and animal husbandry farmers to help them to meet their working capital requirements. The detailed guidelines were issued by the Reserve Bank of India (RBI) on 4th February 2019 covering the eligibility criterion, scale of finance etc.

a) **Eligibility**

Inland Fisheries and Aquaculture

- Fishers, Fish Farmers (individual & groups/partners/sharecroppers/ tenant farmers), Self Help Groups, Joint Liability Groups and women groups.

The beneficiaries must own or lease any fisheries related assets such as pond, tank, open water bodies, raceway, hatchery, rearing units, boats, nets, and such other fishing gear as the case may be and possess necessary authorization/certification as may be applicable in respective states for fish farming and fishing related activities and for any other State specific fisheries and allied activities.

Marine Fisheries

- Beneficiaries listed above, who own or lease registered fishing vessel /boat, possess necessary fishing license/permission for fishing in estuary and sea, fish fanning/mariculture activities in estuaries and open sea and any other State specific fisheries and allied activities.

b) **Credit Limit for interest subvention and prompt repayment incentive**
- For the existing KCC holders the benefits of interest subvention and prompt repayment incentive will be admissible up to the credit limit of ₹ 3 lakhs including fisheries activities.
- In the case of new card holders, the credit limit is ₹ 2 lakhs to meet their working capital requirements for fisheries activities.
- In the KCC scheme @7% is the lending rate to farmers including @2% interest subvention per annum by Govt. of India. Also, another @3% per annum is provided in case of prompt repayment as an additional incentive as per the existing guidelines.
- This implies that the farmers repaying promptly as above would get a loan @ 4% per annum effectively for loan amount upto ₹ 2 lakhs.

c) **Scale of Finance**

The scale of finance will be fixed by the District Level Technical Committee (DLTC) based on local cost worked out on the basis of per acre/per unit/per animal/per bird etc. As per the guidelines issued by National Bank for Agriculture and Rural Development (NABARD), District Level Technical Committees (DLTC) headed by the District Collector/District Magistrate finalizes the Scale of Finance (SoF) for each crop in the District. Fisheries and Animal Husbandry experts of the Govt. may be made members of the committee for giving technical inputs for assessing the cash credit requirement.

d) Current Status

In order to provide Kisan Credit Card facility to all eligible Fishery Farmers and Animal Husbandry and, Ministry of Fisheries, Animal Husbandry and Dairying in association with Department of Financial Services organized a "Nationwide AHDF KCC Campaign from 15th November 2021 to 31st July 2022. During this Campaign, District Level KCC Camps were organized weekly by KCC Coordination Committee coordinated by Lead District Manager (LDM) for on-the-spot scrutiny of applications sourced. "Nationwide AHDF KCC Campaign" resumed from 15.09.2022 for another six months till 15.03.2023. Till Feb. 2023, total 1.29 lakh KCC have been sanctioned to fishers and fish farmers.

5. Mapping of organisational goals – Citizen Centricity, Emerging Technologies, and National Priorities

5.1 National Priorities Influencing the Department of Fisheries: Sustainable Development Goals

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
1	End poverty in all its forms everywhere	SDGs 2, 3, 4, 5, 6, 7, 8, 10, 11, 13	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	1. Fisheries and Aquaculture Infrastructure Development Fund (FIDF) 2. Kisan Credit Cards (KCC) for fisheries farmers
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	SDGs 1, 3, 4, 5, 6, 8, 12	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality 2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including	1. Blue Revolution (Pradhan Mantri Matsya Sampada Yojana - PMMSY) 2. Fishery science 3. KCC 4. Sub-mission on agriculture mechanization 5. Inland Fisheries and Marine Fisheries

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
			through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed	
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	SDGs 1, 3, 4, 5, 6, 8, 12	2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	1. PMSSY 2. Extension and support services (Matsya Seva Kendras) along with DARE
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	SDGs 1, 3, 4, 5, 6, 8, 12	2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility	1. Blue Revolution (Agriculture Marketing and allied interventions - PMMSY) 2. FIDF
6	Ensure availability and sustainable management of water and sanitation for all		6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	1. Ground Water Management and Regulation 2. Development of Water Resources Information System
6	Ensure availability and sustainable management of water and sanitation for all		6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	1. River Basin Management 2. National Water Mission

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
				3. Interlinking of Rivers
				4. Flood Management & Border Areas Programme
				5. National Hydrology Project
12	Ensure sustainable consumption and production Patterns	SDGs 2, 6, 7, 8, 9, 11, 13, 14, 15	12.1 Implement the 10-year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, from land-based activities, including marine debris and nutrient pollution	Neel Kranti Mission (Blue Revolution) – Marine fisheries and aquaculture related components
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported, and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum	1. Neel Kranti Mission (Blue Revolution) – Marine fisheries and aquaculture related components 2. Fishery Science

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
			sustainable yield as determined by their biological characteristics	
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	Marine Fisheries
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported, and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation	PMMSY (Central Institute of Coastal Engineering for Fisheries and Coastal Aquaculture Authority)
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture, and tourism	PMMSY (Central Institute of Coastal Engineering for Fisheries and Coastal Aquaculture Authority)
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	SDGs 9, 12, 13, 15,16	14.b Provide access for small-scale artisanal fishers to marine resources and markets	Neel Kranti Mission (Blue Revolution) – Marine fisheries and aquaculture related components
15	Protect, restore, and promote sustainable use	SDGs 2, 6, 9, 12, 14, 16	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial	1. National Mission on Sustainable Agriculture and

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
	of terrestrial ecosystem s, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements	other relevant components of the umbrella scheme on Green and Blue Revolutions 2. PMSSY
15	Protect, restore, and promote sustainable use of terrestrial ecosystem s, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	SDGs 2, 6, 9, 12, 14, 16	15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	1. Fishery Science 2. PMSSY

5.2   Citizen Centric Goals: Citizen-centric services and customer serviceability

To encourage Fish Farmers Producer Organizations (FFPOs) in coastal fisher villages, government will register Sagar Mitras. Youths will be engaged in fisheries extension by creation of 3477 Sagar Mitras in coastal fisher villages. Large number of Fisheries Extension Services Centers will be set up in private space to create job opportunities to young professionals. Sagar Mitras would be an interface between the Government and fishers and act as first person of contact for any marine fisheries related demands/services of fishers. The primary roles and responsibilities of the Sagar Mitras are:

- To create awareness among the local fishers on various schemes and programmes

- Promote participatory management of fisheries resources

- Sensitize the local fishers about the Government policies, programmes, and regulations

- Dissemination of information on weather forecast, Potential Fishing Zone (PFZ) and natural calamities

- Create awareness about the hygienic handling of fish, personal hygiene, healthy living and working conditions

- To create awareness on sustainable utilisation of fisheries resources and relevant regulation including Code of Conduct for Responsible Fisheries (CCRF), importance of ocean and coastal ecosystem conservation, prevention of IUU fishing etc.,

- To promote women empowerment through alternative livelihood, post-harvest, and marketing activities

- To compile information/data on daily fish production, fishing vessels including their entry and exit, fish price and marketing information and provide such data to the Government

- To mobilize fishers for training or impart training

- Perform any other tasks as may be entrusted by the State Government.

- Sagar Mitras should reside in the village of his/her engagement or in the vicinity of the fishing village of engagement.

A centrally sponsored scheme on Blue Revolution: Integrated Development and Management of Fisheries formulated at a total Central outlay of 3000 crore for five years. The restructured scheme provides focused development and management of fisheries, covering inland fisheries, aquaculture, marine fisheries including deep sea fishing, mariculture and all activities undertaken by the National Fisheries Development Board (NFDB). Following are the highlights:

- Skill training provided to 63,290 fish farmers & other stakeholders

- 318 units of post-harvest Infrastructure facilities viz., ice plants & cold storage have been sanctioned

- 17,499 units of fish transportation facilities viz., refrigerated & insulated trucks, auto rickshaws, motorcycles & bicycles with ice box have been sanctioned

- Sanctioned 6,812 units of fish markets & fish mobile markets

- Approved construction of 12,430 fishermen houses

- Insurance cover provided to 46.8 lakh fishermen annually.

- Financial assistance provided to 2.43 lakh fishers annually under Saving-cum-Relief component during fishing lean/ban period

ReALCRaft (Registration And Licensing of Fishing Craft) is a web enabled workflow based online application system for issuing Registration Certificate (RC) Under MS Act (Merchant Shipping) and Fishing License Certificate (LC) to fishing vessels operating along the Indian Coast under MFR (Marine Fisheries Regulation) Act. It is a demand driven project to enhance coastal security by identifying every fishing vessel with a unique registration number. This helps coastal security agencies in pinpoint and monitoring the fishing vessels, keeping at bay illegal, unregistered and unreported activities. The project also aims at security for our fishermen and improves coastal security, fishermen security, and ensures benefits such as kerosene and petrol subsidy along with insurance to fishermen. Rescue measures can be initiated timely with the help of the Data available in the System during disaster.

Through various government schemes, the sector has given livelihood to about 16 million fishers and fish farmers at primary level and several lakhs along the value chain. To help farmers meet their working capital requirements, KCC facility is extended by the department. For the existing KCC holders the benefits of interest subvention and prompt repayment incentive will be admissible up to the credit limit of ₹ 3 lakhs including fisheries activities. In the case of new card holders, the credit limit is ₹ 2 lakhs to meet their working capital requirements for fisheries activities.

5.3   Emerging Technologies

Fishing technology is a discipline that deals with techniques for catching and storing fish. Nowadays, various large and more efficient fishing gears and crafts have been developed to catch and store fish in large numbers with less energy and manpower, thereby increasing profits. Initially, hand picking, spear, and harpooning, grappling, and wounding, permanent and semi-permanent barriers, line fishing, and gears made of wood, sticks, and flexible branches were used for fishing. These simple gears are now being replaced by larger, more efficient gears and crafts with massive capacities. Below are some emerging technologies which are used in this sector for effectively catching the fishes.

- Certain interventions are aimed at technology infusion and water management to harvest "more crop per drop" both in inland and marine sectors. Few such technological interventions are **High-density aquaculture in ponds; Re-circulatory Aquaculture System (RAS)**; new technology induction such as **Bio floc; aquaponics; cage culture; nano-bubble and micro-bubble oxygen generator; auto feeder; seaweed cultivation** enabling carbon sequestration; communication devices like transponders, etc.

- **Use of Robotics** can aid to carryout laborious work and optimize processes. Robots can be used as underwater divers in inspection and cleaning of the status of nets; fish stock assessment; and to monitor fish behaviors in real time without human intervention. It can also be utilized as a tool to track fishes in order to assess fish health. Additionally, to maintain aquatic health and hygiene, vacuum cleaners can be used by robots to collect waste (plastics, etc.) from the water bodies. **Drone** is one such example which is used for surveillance of marine protected areas (MPAs).

- **3D printing technologies can be utilized to produce tools** for aquaculture industry such as hydroponic system; fish robots; prototypes of 3D vitrification devices for sperm vitrification; water sensor system to detect water parameters and other relevant applications in the industry.

- **Blockchain** can be used as a trustworthy traceability tool to make entire aquaculture supply chain go digital – thereby increasing transparency. Blockchain shall support data sharing, payment processing, money transfers, cloud storage etc. which will enable safe and effective collection, sharing, and analyses of huge data sets. This technology also helps address issues related to food traceability costs, food fraud, food waste etc. and enables reduction in overall transaction processing time. Such advantages have long term impact to the sector for enhancing relationship between producers, retailers, consumers, government.

- **Monitoring, Control and Surveillance (MCS)** – Monitoring refers to the collection, measurement and analysis of fishing activity including, but not limited to, catch, species composition, fishing effort, bycatch, discards and area of operation. Control involves the specification of the terms and conditions under which resources can be harvested. Surveillance involves the regulation and supervision of fishing activity to ensure that national legislation and terms, conditions of access and management measures are observed. MCS is now a standard part of fishing operations and fisheries management.

- **Big data technologies for monitoring of fisheries** – Facing tremendous increase of data for fisheries monitoring, control and surveillance, the Big Data can help in sorting out data coming from new technological tools. It offers an alternative to traditional database and requests tools. Today, data is created and processed on the cloud and displayed in near real-time on mobile devices. Big Data comprises customer transaction records, production databases, web traffic logs, automation, satellites, sensors and IoT. 20.

- **Smart weighing system** – At sea large fishing vessels currently use motion-compensated weighing system at sea in order to directly measure and store raw weight of the catch. The boats' movement at sea does not allow determining the exact weight of the catch. Thus, the smart weighing system at sea calculates the weight of catches while taking into account boats' movement. Data is then regularly sent to fish market and ports by satellite support to update landing forecast. Some of these weighing systems integrate RFID21 tags stuck on fish boxes in order to add traceability features. New **RFID tags** allow reading and writing of information such as vessel ID, voyage, specie, weight, size, date of capture and presentation.

- **Expert systems in fisheries**: Expert system is defined as an interactive computer programme that uses available information and inference to suggest solutions to problems in a particular discipline emulating the logic and reasoning process using artificial intelligence technology, with built-in knowledgeable pool and solutions on different subjects, performs on par with highly skilled experts, and is a simulation of a consultation process between an expert of a particular field and a non-expert. Expert systems are tools for fisheries and aquaculture management since they can provide the site-specific, integrated and interpreted advice that fishers, farmers, and extension agents need to more efficiently manage fisheries and aquaculture concerns. An **Expert System for Shrimp Aquaculture (ESSHA)** has been developed to help the extension personnel with information on shrimp farming technology for knowledge management and onward dissemination to the aquafarmers.

6. Roles & responsibilities of the divisions and requirements

This section captures the roles and responsibilities of the various divisions of the Department and also identifies the various requirements of these Divisions that are necessary for them in imparting their responsibilities and in line with the overall vision of the Department. This has been done predominantly based on the interactions undertaken with the Joint Secretaries/Heads of the respective Divisions of the Department.

During the consultations with the respective Divisions, it was observed that since the fisheries sector is quite dynamic in nature, there is continuous development in technology, process optimization, operating business models, schemes, etc. These developments are driven by domestic requirements as well as international practices and stipulations. Therefore, in order for the Department to be able to performs its role effectively and meet the objectives, the development of capacity and capability by identifying and meeting the following requirements of its divisions is imperative.

1. **Competency Requirements**: With emerging technologies, new business models and disruptive forces, the nature of skills required to cater to the demanding needs of the sector have evolved significantly over the years and it is important to ensure that the Department has such skills.

   The requirements can be in the form of 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.

   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. The specific content may vary from entity to entity, however, the need for capacity building in these areas are mostly common across all divisions and have been mentioned subsequently in this section.

2. **Institutional Requirements:** The various Divisions under the Department have an organization structure and institutional infrastructure that has evolved organically over the years. Therefore, there may be instances where are constraints, capacity or otherwise, to be able to meet the changing demands of the sector. Such requirements have been identified and addressed to enable the Department to impart is responsibilities efficiently and effectively, in the following section.

   In addition to the above, there are requirements in terms of training modules and tools that are common across all Divisions have also been identified and addressed in subsequent sections on competency mapping as well as capacity building plan.

3. **Technological Requirements:** There have been significant technological advancements on fisheries sector operations, management, administration, communications, etc. It is important that the Divisions

have the necessary technological tools and techniques for its efficient functioning. Some of the basic tools and technology requirements are common across all divisions. However, some very domain specific requirements have also been identified that would require interventions.

Hence, for the purposes of this study, the observations based on the discussions with the JS / Department Heads/ Officials have been considered to identify the current gap areas.

Figure 17 Identified Divisions
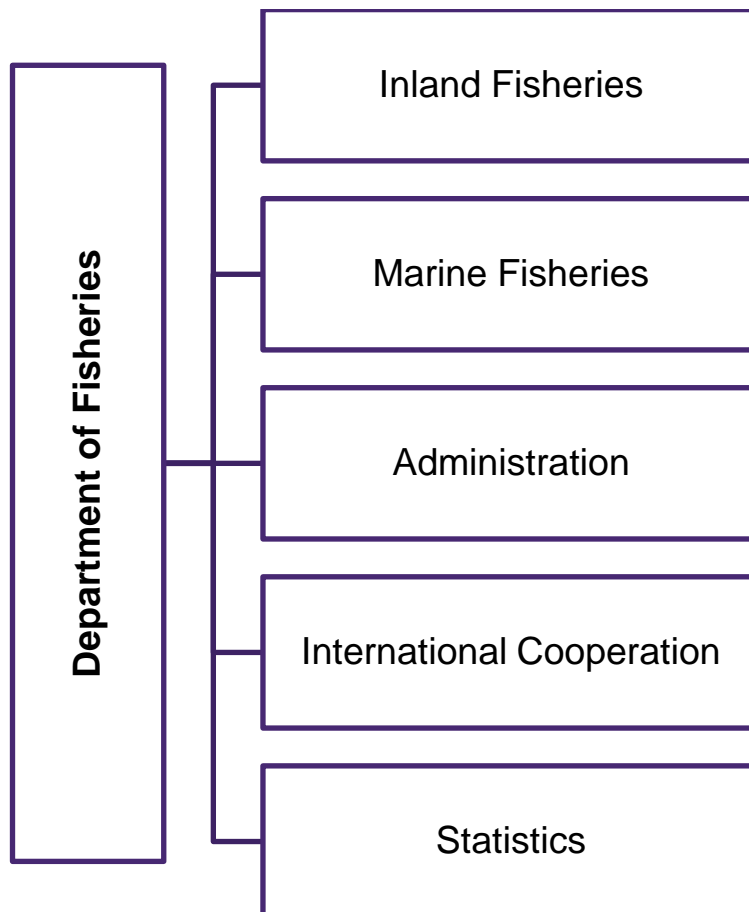
In the following sub-sections, we will cover roles and the aligned requirements of each Division in elaborate detail. The requirements are culled out from our consultations with the Divisions we have covered in the first iteration, tabulation exercises and secondary research.

6.1   Inland Fisheries

The Inland Fisheries Division is headed by Shri Sagar Mehra (Joint Secretary). In the recent past, Indian fisheries has witnessed a paradigm shift from marine dominated fisheries to inland fisheries, with the latter emerging as a major contributor of fish production from 36% in the mid-1980 to 70%. Within inland fisheries, a shift from capture to culture-based fisheries has paved the way for sustained blue economy. The Inland Fisheries Division formulates policies and programmes for Inland aquaculture, Tanks & Ponds, Brackish & Saline Aquaculture, Cold Water Fisheries, Ornamental Fisheries, Cage Culture in Reservoirs, Riverine Fisheries, Natural wetlands. The table below provides goals of the Division in each of these areas along with its role in accomplishing these goals.

Division Head	Area of focus	Function	Role of the Division
Shri Sagar Mehra (Joint Secretary)	Inland aquaculture	To enhance production through optimal utilisation of fisheries, technology infusion and capacity building	All matters related to: ● Inland Fisheries, FIDF and NFDB ● Ornamental & Cold-water fisheries. ● Trade- SIPS, Coordination with ICAR Institutes for Inland Fisheries CIFRI, CIFA, CIFE, DCFR, NBFGR & other institutions related inland fisheries ● Inland Fishing Infrastructure Cold-Chain, Markets, Fish Landing Centers & other Post Harvest Operations ● PMMSY Schemes in all inland states/UTs, KCC related matters, etc.
	Tanks & Ponds	To expand the horizontal area under tanks and ponds	
	Brackish & Saline Aquaculture	To achieve a production boosting productivity to 8 ton/Ha	
	Cold Water Fisheries	To increase cold water fish production boosting productivity to 3 ton/Ha	
	Ornamental Fisheries	To promote public private partnerships for establishment of various fish production units	
	Cage Culture in Reservoirs	To increase fish production through cage culture by tapping minimum 60% of the reservoirs and boosting productivity of all types of cages	
	Riverine Fisheries	To enhance production through natural resources to take up sustainable fishing practices by traditional fishermen	

		To promote sustainable fishing practices while maintaining the ecological integrity	
	Natural wetlands		

During the discussions with the JS and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Since the officials are involved in regular monitoring of the implementation of scheme at ground in close coordination with states, there is a need of regular updating of Inland aquaculture technology such as Bio floc, Recirculatory aquaculture System, Cage culture, etc.

- Due to the unique nature of the sector, it is important that the personnel are well versed with the sector and the basic inland fisheries operations, key terminology, and functions to be able to develop regulations, stakeholder communications, preparation of responses etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.

- Understanding of various act and policies such as National Fisheries Policy, Guidelines for the States for framing a bill on inland fisheries and Aquaculture, Kerala Inland Fisheries and Aquaculture Act, etc.

- Basic skills such as data research & analysis, presentation, drafting of official communication, interpersonal communication skills, document and precis writing, MS Office applications etc. are required for performing day-to-day functions.

- Skill development of the officials in project management, project proposals and DPR appraisal for the projects and program under execution and proposed to be implemented

- As part of its general management, there is a requirement for skills in effectively engaging with the various stakeholder engagement of the division and state offices, communication and information gathering, information management, reporting and monitoring, etc.

- Skill development in Project Finance is also required for financial planning of multi later funded project and to be able to raise finances subsequently for self-sustainability in the long run

Institutional Requirements

Some of the key subjects where there is an institutional gap in the Division, are

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the department, roles, and overall understanding of the sector.

- A digital glossary as a ready reference document for the divisions would also be a helpful guide in this aspect

- Knowledge management has become of the critical requirement of the Division in terms of development of secure databases for filing electronic version of different categories of documents, SOP for submission of all documents by all officers/staff generating and managing documents to these databases, organized by broad subject matter, for proper record keeping and to be able to retrieve the necessary information as and when required

- The career progression of the personnel should allow them to develop specialisations in a specific subject that can ultimately benefit the division/department. This could be done by promoting the practice of deploying/deputing individuals within the related Department only such as Division related to Inland Fisheries so that they can develop a better understanding of various components as well as their challenges and bring key learning from other inland fisheries sectors.

Technological Requirements

Some of the key subjects where there is requirement of Technological interventions in the Division, are

- Updating technology of reporting tools and leveraging various databases for better access to information and reporting

- Development of AV and digital tools specifically for Inland fisheries training needs and online support

6.2   Marine Fisheries

The marine Division is headed by Dr. Jujjavarapu Balaji (Joint Secretary). India has a 8,118 km long coastline stretching along 9 Maritime States and 4 Union Territories. The Marine Fisheries has been playing a pivotal role in the Indian Fisheries Sector. The major marine catches come from the coast of Gujarat, Tamil Nadu, Kerala, West Bengal and Maharashtra. The table below provides goals of the Division in each of these areas along with its role in accomplishing these goals.

Division Head	Area of focus	Role of the Division
Dr. Jujjavarapu Balaji **(Joint Secretary)**	Mariculture	All matters related to: • Coastal Aquaculture & Mariculture • Matters of Coastal areas within the geographical jurisdiction of CAA • Quarantine & Diseases- regulation, surveillance & control
	Open sea cage culture	• Matter related to Fisheries Institutions-FSI, CIFNE TCICEF, NIPHATT except administrative matters, Coordination with ICAR Institutes of CMFRI, CIBA, CIFT, NIO, NIOT, CSRI, NBFGR & other institutions related marine fisheries • Coastal Aquaculture Authority (CAA) • Marine fishing Infrastructure including Fishing Harbours, Fish Landing Centers & other Post Harvest Operations like Cold-Chain, Markets, etc.

During the discussions with the JS and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Keeping in mind as most of the officials have technical background hence knowledge of functional competencies such as E-office, RTI Act 2005, understanding of GeM portal, procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities.

- Understanding of various act and policies such as National Fisheries Policy, Guidelines for import of Asian Seabass/Barramundi (Lates Calcarifer) Seeds and Fingerlings, The Maritime Zones of India Act, Coastal Environment Law, etc.

- Introduction to global best practices vessel technology, infrastructure technology and latest machineries.

- It is important that the officials are well versed with the sector and the basic operations, key terminology, and functions to be able to develop regulations, stakeholder communications, preparation of responses etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel such as knowledge related to Deep Sea Marine, Fisheries Infrastructure Projects, best practices of export and import, Marine fisheries development, and policies.

- There is a requirement for enhancement of skills development in project management (structuring, evaluation, implementation, monitoring KPIs,etc.) using technology and relevant IT tools

- Basic skills such as data research & analysis, presentation, drafting of official communication, interpersonal communication skills, document, and precis writing, etc. are required for performing day-to-day functions.

Institutional Requirements

Some of the key subjects where there is an institutional gap in the Division, are

- Knowledge management has become a critical requirement of the Division in terms of development of secure databases for filing electronic version of different categories of documents SOP for submission of all documents by all officers/staff generating and managing documents to these databases, organized by broad subject matter, for proper record keeping and to be able to retrieve the necessary information as and when required

- Training/Module in organization leadership, behavioral change, and communication skills

- Motivational training and team building among the employees

- Personnel career advancement should allow officials to develop specialisations in a specific subject that will ultimately benefit the division/department. This could be accomplished by promoting the practice of deploying/deputizing individuals only within the related Department, such as in Marine Fisheries Division, so that they can develop a better understanding of various components as well as their challenges and bring key learnings from other sectors.

Technological Requirements

Some of the key subjects where there is requirement of Technological interventions in the Division, are:

- Knowledge management tools for retaining institutional memory

6.3   Administration Division

The Administration Division is headed by Shri Sagar Mehra, Joint Secretary who is assisted by Deputy and Under Secretary. The Division implements all administrative orders issued by Department of Personnel & Training, Ministry of Finance, Department of Pension & Pensioners Welfare, Central Vigilance Commission etc. The table below provides goals of the division in each of these areas along with its role in accomplishing these goals.

Division Head	Area of focus	Functions	Role of the Division
Shri Sagar Mehra (Joint Secretary)	Admin I	Establishment matters of all employees of Department of Fisheries	All matters related to: • Establishment matters of all employees • Framing and amending of Recruitment Rules for ex-cadre posts in Department of Fisheries • Allocation of work, Fixation of pay, Grant of annual increment of all employees • Miscellaneous Establishment matters in respect of all the Officers and staff • Sanction of various advances, Parliament Questions, Audit paras and Court Cases • Maintenance of various portals such as AVMS, CSCMS, SPARROW, e-HRMS etc • Office accommodation, shifting etc. • Implementation/ monitoring of e-Governance Project in Department. • Implementation and monitoring of AEBAS in Department. • Procurement/ AMC of Computers, Printers, UPSs, ACs, Inverters, telephones, TVs/ Fax/ photocopiers, electrical items etc., Staff Cars, Local purchases. • Issue of formal administrative sanctions to meet office expenditure from contingencies in respect of expenditure incurred by various Sections • Passing of bills for refreshments etc. • Establishment matters of Group 'A' Gazetted Officers of subordinate offices. • Framing and amending of Recruitment Rules for all the posts in subordinate offices under Department of Fisheries • Preparation of pay Bills, Arrear bills, Bills relating to office expenses, grants-in-aid sanctioned to various organisations, payment of professional and specialised services, printing/publication charges, through PFMS. • Recovery and online submission of License Fee, Processing of claims for reimbursement of tuition fee in respect of children of Central Government Employees and preparation of bills thereof. • Preparation of Medical reimbursement bills, • Receipt and distribution of all communication addressed to the Department and Officers, excluding registered letters addressed to Officers by name. • Issue of Department's Communications by post and hand letters. • Vigilance cases against Group 'A' and Group 'B' officers • Examination of complaints received from various agencies including CBI/CVC in regard to Board-level officers, ACC appointees and officers of the Public Sector Undertakings and Autonomous Bodies/Commodity Boards • All matters pertaining to appointment of Vigilance Officers in attached and subordinate offices.
	Admin II	General Administration such as procurement & logistics, office accommodation, local purchases, etc.	
	Admin V	Establishment matters of Group 'A' Gazetted Officers of subordinate offices	
	Cash Section	Preparation of pay Bills including leave Salary, advances relating to Pay and allowances in respect of all the officers and staff, claims, etc.	
	Receipt & Issue	Receipt and distribution of communications in the name of the Department, issue of Department's Communications by post and hand letters	
	Vigilance Section	Vigilance cases against Group 'A' and Group 'B' officers, examination of complaints received from various agencies, issue of Vigilance Clearance, etc.	
	Official Language Section	Translation work, Official Language Implementation Work, etc.	

			• Issue of Vigilance Clearance • Translation work from English to Hindi and from Hindi to English and Official Language Implementation Work

During the discussions with the JS and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Competency development in Efficient use of GEM for procurement and developing SOPs to address issues/challenges faced using GEM

- Developing expertise in fundamentals of undertaking a good APAR and SOP for implementing effective competency mapping

- Developing expertise in Basic Accounting/Cash Management, Best Practices and SOPs in LTA/Travel Booking/Event Management

- Skills development in management of legal issues and court procedure on behalf of Ministry/managing lawyers working on behalf of Ministry

- As identified for other Divisions, basic skills development and upgradation requirements are identified in: understanding of the regulations issued by Department of Administrative Reforms and Public Grievances (DAR&PG) and Department of Personnel and Training (DOPT), Service Rules, General Financial Rules (GFR), rules related submission of cabinet notes and drafting techniques for different categories official communications, presentations, interpersonal communication skills, MS Office applications etc., which are required for performing day-to-day functions.

Institutional Requirements

Some of the key subjects where there is an institutional gap in the Division, are:

- A digital glossary as a ready reference document for the division would also be a helpful guide in this aspect

- A specific 'Orientation' Module may be developed for all officials (old or new) to impart comprehensive understanding of the areas of focus of the Department along with role and responsibilities, structure and working of the Department, role of Department in national programs and information on Department's flagship projects (PMMSY, FIDF, etc.)

Technological Requirements

Some of the key subjects where there is requirement of technological interventions in the Division, are:

- Management of data through technological solutions

- Since one of the key functions of the Division is coordination and collation of response to Parliament Questions, a searchable digital database of previous Parliamentary Q&A, and FAQs with automatic

reminder to official whose response is being waited upon to draft response to Parliament Question etc. will be helpful in efficient and timely discharge of the function

- Tool for maintaining database of past requests/requirements of stationery/furniture/equipment and of O/M contracts to allow better planning and procurement practices

6.4   International Cooperation

The International Division is headed by Dr. Jujjavarapu Balaji (Joint Secretary) who is assisted by Fisheries Development Commissioner and Deputy Commissioner. The Division serves as a focal point to facilitate communication and interaction between the Department of Fisheries and the international organisations as well as foreign countries, which paves the way for the Fisheries sectors in India to keep abreast of the latest technological developments/advancements taking place around the globe, particularly in the technologically advanced countries with the objective to take advantage of the know-how for increasing production and productivity in livestock sector. The table below provides goals of the Division in each of these areas along with its role in accomplishing these goals.

Division Head	Goal of the Division	Role of the Division
Dr. Jujjavarapu Balaji **(Joint Secretary)**	To share knowledge and extend technological assistance to technologically backward nations which enables establishing/ strengthening friendly relations	All matters related to: • Processing of cases/proposals for official foreign visits of dignitaries • Processing proposals for signing of Memorandum of Understanding (MoUs)/Agreements with foreign countries/bodies on cooperation in the field of Fisheries • Organising meetings of foreign delegations with dignitaries • Processing air-fare bills for payments in respect of visits abroad • Payment of annual membership fee to International Organisation such as India Ocean Tuna Commission (IOTC), Bay of Bengal-Inter Governmental Organisation (BOBP-IGO) • Collection, consolidation and onward transmission of information for meetings held by other Departments

During the discussions with the JS and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are:

- The sector also needs to conform to the provisions of the international conventions to which it is party to such as MARPOL, SOLAS etc. To keep up with international development and to be able to upgrade domestic regulations in line with it, various subjects under environmental management require skill enhancement.
- To ensure long-term sustainability, officers should understand various global trends in international commerce/trade patterns and their implications for the fisheries sector, domestic macro and micro influencers, industrial development and trade patterns and trade priorities as well as be able to influence growth.

- Understanding of the various rules, laws, acts related to fisheries and trade and the skill of preparation of cabinet notes, response to RTIs and RFIs, response to queries/request for information related to the Department's domain or its many initiatives that are outside of the standard government OM/drafts.

- Knowledge of general laws and procedures related to the Division and its functions, their relevant and applicability to the respective areas of function of the division is also important to be able to undertake tasks related to regulation and administration of the sector.

- Knowledge of functional competencies such as E-office, RTI Act 2005, understanding of GeM portal, procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities.

- There is a requirement for enhancement of skills development in project management (structuring, evaluation, implementation, monitoring KPIs, etc.) using technology and relevant IT tools.

- For performing day-to-day functions, basic skills such as data research and analysis, presentation, drafting of official communication, interpersonal communication skills, document, and precis writing, and so on are required.

Institutional Requirements

Some of the key subjects where there is an institutional gap in the Division, are:

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Ministry, roles and overall understanding of the sector as mentioned above

- Training/Module in organization leadership, behavioral change, and communication skills

- Motivational training and team building among the employees

- Knowledge management has emerged as a critical requirement for the Division in terms of developing secure databases for filing electronic versions of various categories of SOP for submission of all documents by all officers/staff generating and managing documents to these databases, organised by broad subject matter, for proper record keeping and the ability to retrieve the necessary information as and when required.

Technological Requirements

Some of the key subjects where there is requirement of Technological interventions in the Division, are:

- Data management through use of technological solutions

6.5   Statistics Division

The Statistics Division is headed by Shri Sagar Mehra, Joint Secretary who is assisted by Director and Assistant Director. All the matters related to Fisheries Statistics are handled by the Statistics Division like Supply the data on Fisheries Sector to the other MDOs for their release or publication, Handling of all the Parliamentary Questions related to Fisheries Statistics, Develop the methodology to provide the better estimates of indicators related to fisheries sector, Compile the data based on International Organization like Food and Agriculture Organization to compare the Indian Fisheries Statistics with the other countries in the world etc. The table below provides goals of the Division in each of these areas along with its role in accomplishing these goals.

Division Head	Goal of the Division	Role of the Division
Shri Sagar Mehra **(Joint Secretary)**	To provide relevant, timely and comparable Fisheries Statistics and is in-charge of collection, compilation, analysis and dissemination of the Fisheries Statistics data relating to this sector	All matters related to: • Collection, Compilation, analysis and dissemination of the data related to Fisheries Sector from all the States/ UTs and based on it provide the annual publication namely Handbook on Fisheries Statistics. • Coordinate with the Fishery Survey of India and CMFRI for conducting the Fisheries Census in India (both Inland and Marine). • Coordinate with the agencies like National Productivity Council and other renowned institutes for conducting the Study on different aspects in Fisheries sector like demand of Fish, production and productivity level etc.

During the discussions with the JS and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are:

• Due to the unique nature of the sector, it is important that the personnel are well versed with the sector such as key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses, etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.

• Basic skills such as presentation, drafting of official communication, interpersonal communication skills, document and precis writing, MS Office applications etc. are required for performing day-to-day functions.

• As part of its general management, there is a requirement for skills in effectively engaging with the various stakeholder engagement of the division and state offices, communication and information gathering, information management, reporting and monitoring, etc.

- Since officials are involved in other activities such as Press matters, Social media, IT & website related matters so a skill development in these areas may also add value to their current roles and responsibilities.

Institutional Requirements

Some of the key subjects where there is an institutional gap in the division, are

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the department, roles, and overall understanding of the sector.

- A digital glossary as a ready reference document for the Divisions would also be a helpful guide in this aspect

- The career progression of the personnel should allow them to develop specialisations in a specific subject that can ultimately benefit the Division/department. This could be done promoting the practice of deploying/deputing individuals within the related Department only such as officials of Statistics Division so that they can develop a better understanding of various components as well as their challenges and bring key learnings from other sectors.

Technological Requirements

Some of the key subjects where there is requirement of Technological interventions in the Division, are

- Updating technology of reporting tools and leveraging various databases for better access to information and reporting

6.6   Fishery Survey of India

FSI is headed by Dr. R. Jeyabaskaran (HOD) Director General. The Fishery Survey of India, Mumbai, under the Ministry of Fisheries, Animal Husbandry & Dairying, Department of Fisheries is the nodal agency for carrying out the survey, assessment, and monitoring of the marine fishery resources of the Indian EEZ within the framework of a well-defined mandate. Its headquarters is at Mumbai and six bases located at Mumbai, Mormugao, Kochi, Chennai, Visakhapatnam, and Port Blair. The table below provides goals of the department in each of these areas along with its mandate in accomplishing the goals.

Division Head	Area of focus	Mandate of the Department
Dr. R. Jeyabaskaran (HOD) **Director General**	Survey Assessment Monitoring	All matters related to: • Exploratory surveys, charting of fishing grounds, assessment of the fish stocks in the Indian EEZ including adjoining high seas and research thereof besides the specific surveys on request from the States and Union Territories. • Data collection and periodic re-validation of potential of fishery resources to provide advice on fishery management issues enshrined in the national, regional, and global conventions and agreements and other associated activities. • Monitoring survey of Fishery resources in the exploited areas including coral reefs, application of Monitoring, Control and Surveillance (MCS) for regulating fishing activities and promoting Code of Conduct for Responsible Fisheries (CCRF) in the EEZ. • Maintain Data Bank and disseminate information on fishery resources to the end-users and act as an interface between the State/UTs and the Ministry of Agriculture, Government of India for Marine and Inland fish production and related aspects. • Assessment of suitability of fishing gear, accessories, and equipment with special reference to the preservation of environment and ecology of marine habitat. • Fish stock identification and biodiversity studies including application of genetic tools a technique. • Marine fisheries forecasting including application of remote sensing for the benefit of artisanal, mechanized, and industrial sectors. • Human Resource Development through practical training of fishing operatives, fishermen, fisheries officers, and students

During the discussions with the DG and the Department, the following requirements were identified:

Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Keeping in mind as most of the officials have technical background hence knowledge of functional competencies such as E-office, GeM, PFMS, GFR, CPPC, etc. are required for performing day-to-day activities.

- Officials involved in data analysis are required to get the knowledge of various analytical tools such as R, Python, Power BI, etc.

- There is a requirement for enhancement of skills development of technical officials on Safety at sea, Law of the sea, GIS training, stock assessment, fishing latest technologies, upkeep and maintenance of vessels, protection against corrosion, etc.

- Introductory training/ workshops on predictive maintenance, effective fuel consumption, RSW, global best practices, latest machineries.

Institutional Requirements

Some of the key subjects where there is an institutional capacity building requirement at the Institution, are:

- Shortage of manpower is one of the asks from the department

- Requirement of new and modernize vessels to perform their tasks more efficiently

Technological Requirements

Some of the key subjects where there is requirement of Technological interventions at the Institution, are:

- Knowledge and development of Inventory control management system

- Development of knowledge bank/ data repository systems to enable data management and analysis

7. Capacity Needs Analysis

This section provides the key work areas for the Department and the required competencies for efficient and smooth execution of all the areas of its work responsibility.

Competencies required at an organization level 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
- **Behavioral competency:** This includes competencies related to behavior 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, etc.

Institutional and Technological capacity: These include the capacities required to be developed or augmented in terms of process improvements, knowledge management and resources planning for increasing efficiency. Some of the issues also include high attrition, shortage of staff, limited development opportunities and the performance appraisal criterion. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. Based on the goal and focus areas of each Division, competency needs of the Department have been identified. These competency requirements range from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and customer-centric capabilities.

7.1   Methodology adopted for Competency Needs Assessment

7.1.1   Insights from One-on-one Discussions and Focused Group Discussions (FGDs)

- **Visioning exercise held with Secretary** – Department of Fisheries
- **One-on-one Meetings** held with Mr, Sagar Mehra (JS), Mr. Jujjavarapu Balaji (JS), Mr. V Srinivasa Rao (Dir.) and Dr. Niyati Joshi (Dir.)
- FGD conducted with **18 participants** from the Department (ASOs/SOs/US/DS)
- One of the highlights from the one-on-one interactions was the unanimous opinion that **technical staff needed to be trained in administrative matters** and vice versa
- Insights from the meetings and FGDs regarding the high priority competencies are the following:
  - o **Behavioral**: Stress management, Time management, Multitasking, Ethical behavior, and Soft skills (personality development)

- o **Functional**: E-Office, Financial management, Project management and Statistics
- o **Domain**: Induction/Orientation module for Department for all new joiners, Practical knowledge of Quarantine, Vessel Technology

7.1.2   Survey Response Summary

- Overall summary:
  - o The questionnaire was circulated among the staff of the Ministry and answered by **33 officials**
  - o Average number of years of experience of the officials in the Ministry = **8 years+**
- **Past trainings:** 11 officials have attended 1 or more trainings conducted in the last 1 year: mainly on E-Governance, E-Office, and Vigilance
- The most commonly used technical skills was MS Office
- Behavioral competencies: Communication Skills, Empathy, Time Management and Rule Consciousness were the most highly used behavioral competencies identified
- Functional competencies: E-Office, Cabinet note preparation, EFC, or office order, noting and drafting, NIC Applications, MS Office were the most frequently used functional competencies
- Challenges faced by the officials includes the following - inadequate staff strength, interaction and coordination with state governments, time management and lack of practical exposure to fishing harbors

7.2   Top 10 Capacity Building Requirements identified

This section talks about the top 10 Behavioral, Domain and Functional Competency requirements identified while conducting the CNA.

7.2.1   Functional Capacity Building

The top-10 Functional Capacity Building Requirements identified during the ACBP Exercise are as follows:
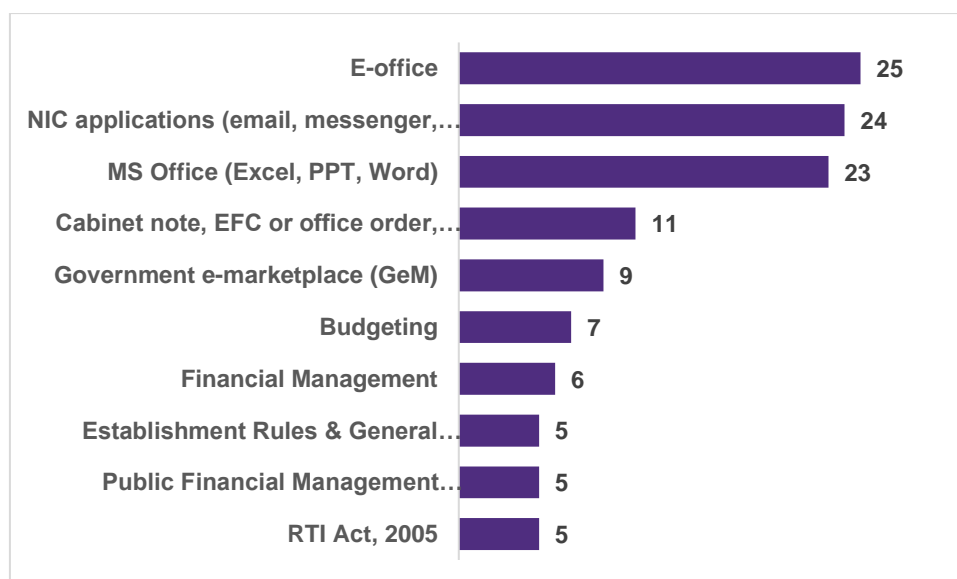
The numbers mentioned against the bars indicate the number of officers who have highlighted the need for the respective training / course. For instance, 25 officers of the Department of Fisheries need training / a refresher course on "E-Office".

7.2.2   Behavioral Capacity Building

The top-10 Behavioral Capacity Building Requirements emerged as a result of the CNA exercise are mentioned in the chart below:
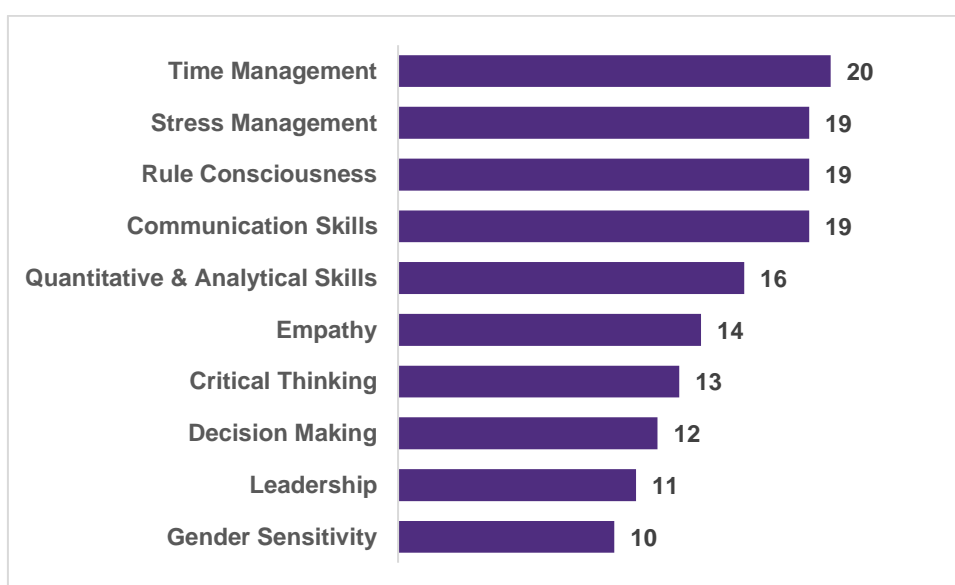
It was observed that the most common capacity building requirement among the officers of the Department of Fisheries were found to be Stress Management, Time Management, Rule Consciousness and Communication Skills.

7.2.3   Domain Capacity Building

The top-10 Domain Capacity Building Requirements identified during the ACBP Exercise are as follows:
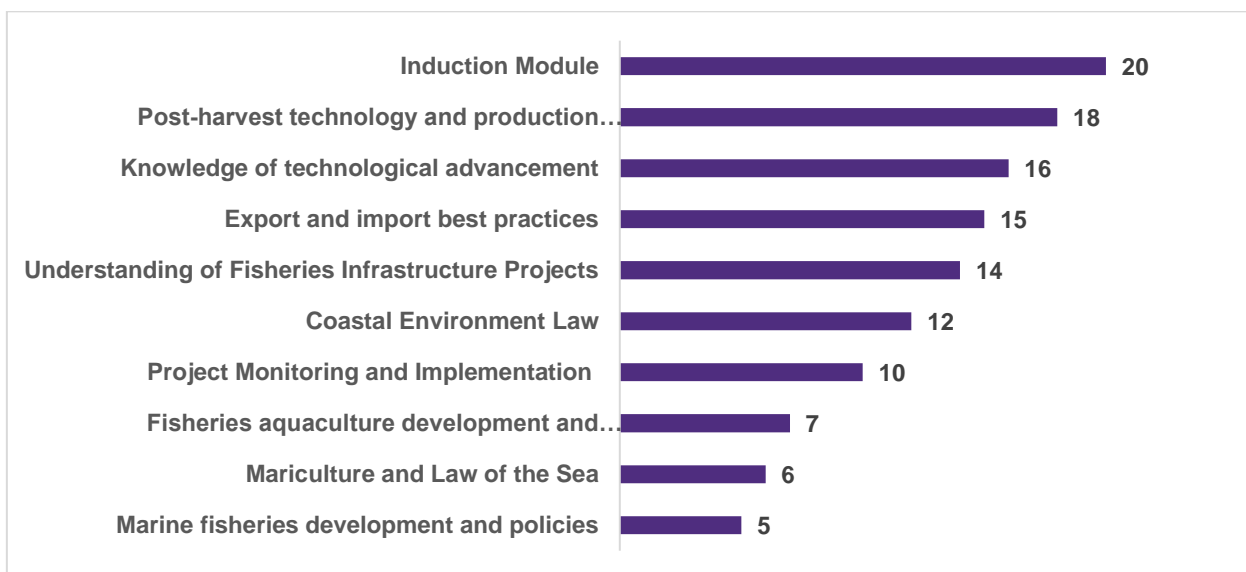
The Domain specific capacity building requirements have been highlighted by the officers of the Department of Fisheries to enhance their domain knowledge.

The most common requirement highlighted by the officers is that of an Induction Training Module, which can help the officers in getting acquainted with the Department's activities, mandates, objectives, Divisions, and various other bodies associated with the Department of Fisheries. It has been learned that a significant amount of time is spent by the officers in getting acquainted with the usual practices and information about the Department. An Induction Training Module would help the incoming, newly posted officers in learning about various aspects of the Fisheries Sector in a much faster and convenient manner

7.3   Detailed Insights from CNA

The detailed analysis of the responses from the CNA is given below:

*Cluster Key for Designations:

S. No.	Division	Cluster	Designations
1	Inland Fisheries	1	Joint Secretary, Joint Commissioner, Director
		2	Assistant Commissioner, Deputy Director
		3	Fisheries Research and Investigation Officer, Assistant Director, FRI
2	Marine Fisheries	1	Joint Secretary, Fisheries Development Commissioner, Director
		2	Deputy Commissioner, Assistant Commissioner, Deputy Director
		3	Fisheries Research and Investigation Officer, Assistant Director, FRI, STA
3	International Cooperation	1	Joint Secretary, Fisheries Development Commissioner
		2	Deputy Commissioner, Assistant Commissioner
		3	Fisheries Research and Investigation Officer
4	Administration	1	Joint Secretary, Director, Deputy Secretary
		2	Assistant Director, Under Secretary
		3	ASO, SO, Junior Translation Officer
5	Statistics	1	Joint Secretary, Director
		2	Assistant Director
		3	Economic Investigator

Figure 18 Cluster-wise responses received
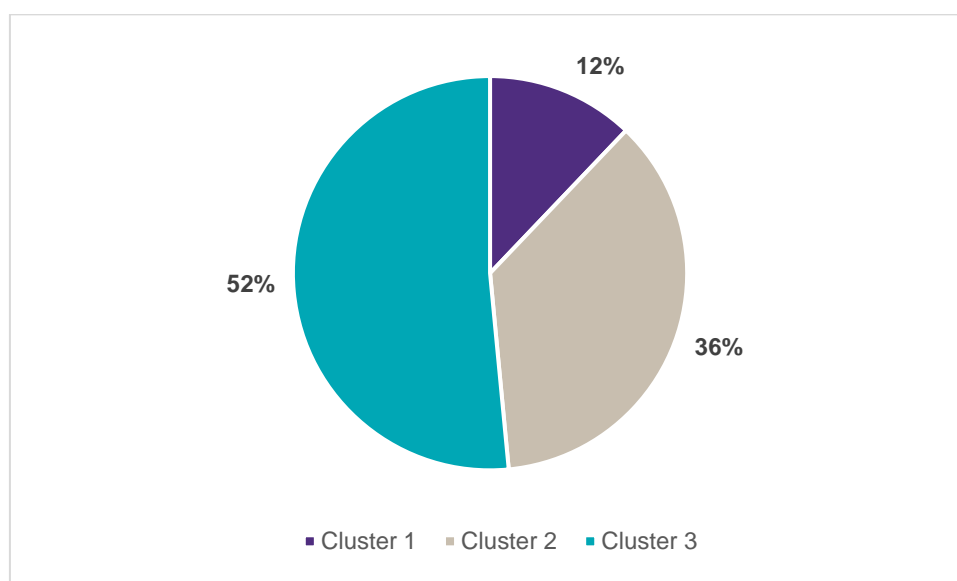
S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
1	**Inland Fisheries**	Domain Competency	2	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	I
				Fisheries aquaculture development and management – Inland aquaculture technology viz Biofloc, Recirculatory aquaculture System, Cage culture	A
			3	Fisheries aquaculture development and management – Inland aquaculture technology viz Biofloc, Recirculatory aquaculture System, Cage culture	B
				Mariculture and Law of the Sea - Deep Sea Marine related knowledge	B
		Functional Competency	1	E-office	A
				PFMS	A
				RTI Act 2005	A
				GeM	A
				GFR 2017	A
				HRMS Rules	A
				Procurement and Tender Writing	A
				Budgeting	I
				Bookkeeping and accounting	I
				Financial management	I
				Vigilance	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Establishment Rules & General Administration Matters of Government Departments	A
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications	I
				MS office	A
				Public Private Partnership	I
				Quantitative and analytical skills	A
				Project management	A
			2	E-office	A
				PFMS	A
				RTI Act 2005	A
				GeM	A
				Project management	I
				Budgeting	I
				Bookkeeping and accounting	I
				Financial management	I
				Vigilance	A
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications	I
				MS office	A
				Public Private Partnership	I
				Quantitative and analytical skills	I
			3	E-office	A
				PFMS	B
				RTI Act 2005	B
				GeM	A
				GFR 2017	B
				HRMS Rules	B
				Budgeting	B
				Vigilance	B
				Project management	B
				Establishment Rules & General Administration Matters of Government Departments	I
				Cabinet note, EFC or office order, noting and drafting	A
				NIC applications	A
				MS office	A
				Public Private Partnership	B
				Quantitative and analytical skills	B
			1	Leadership	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
		Behavioral Competency		Decision making	A
				Communication skills	A
				Empathy	S
				Critical thinking	A
				Time management	S
				Negotiation	A
				Stakeholder management	A
				Stress management	S
				Citizen centricity	S
				Conflict resolution	A
				Gender sensitivity	S
				Rule consciousness	S
			2	Leadership	I
				Decision making	I
				Communication skills	A
				Empathy	S
				Critical thinking	I
				Time management	S
				Negotiation	I
				Stakeholder management	I
				Stress management	S
				Citizen centricity	S
				Conflict resolution	I
				Gender sensitivity	S
				Rule consciousness	S
			3	Leadership	B
				Decision making	B
				Communication skills	A
				Empathy	S
				Critical thinking	B
				Stakeholder management	B
				Time management	S
				Negotiation	B
				Citizen centricity	S
				Gender sensitivity	S
				Rule consciousness	S
2	**Marine Fisheries**	Domain Competency	2	Understanding of Fisheries Infrastructure Projects	I
				Coastal Environment Law	I
				Fisheries specific export and import practices	I
				Marine fisheries development and policies	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Knowledge of domestic/International technological advancement in vessel technology /infrastructure technology /machinery	I
		Functional Competency	2	E-office	A
				PFMS	A
				RTI Act 2005	A
				GFR 2017	A
				HRMS Rules	A
				Vigilance	A
				Project management	I
				Establishment Rules & General Administration Matters of Government Departments	A
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications	I
				MS office	A
				Public Private Partnership	I
				Quantitative and analytical skills	I
			3	NA	
		Behavioral Competency	2	Leadership	I
				Decision making	I
				Communication skills	A
				Empathy	I
				Critical thinking	I
				Stakeholder management	I
				Time management	S
				Negotiation	I
				Stress management	S
				Conflict resolution	I
				Citizen centricity	S
				Gender sensitivity	S
				Rule consciousness	S
3	International Cooperation	Domain Competency	2	Marine fisheries development and policies	A
			3	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	B
		Functional Competency	2	E-office	A
				Public Financial Management System (PFMS)	A
				RTI Act, 2005	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	I
			3	E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Procurement and Tender Writing	A
				Vigilance	B
				Cabinet note, EFC or office order, noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
		Behavioral Competency	2	Communication Skills	A
				Critical Thinking	I
				Stakeholder Management	I
				Time Management	S
				Negotiation	I
				Gender Sensitivity	S
				Rule Consciousness	S
			3	Leadership	B
				Decision Making	B
				Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Stress Management	S
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
4	Administration	Domain Competency	1	Post-harvest technology and production enhancement in Fisheries	A
			2	Knowledge about Fisheries sector	A
			3	NA	

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
		Functional Competency	1	E-office	A
				GeM	A
				GFR 2017	A
				HRMS Rules	A
				Procurement and tender writing	A
				Financial Management	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Cabinet note, EFC, office order, noting, drafting	I
				NIC applications	I
				MS office	A
				Quantitative and analytical skills	A
			2	E-office	A
				PFMS	A
				RTI Act 2005	A
				GeM	A
				GFR 2017	A
				HRMS Rules	A
				Project management	I
				Procurement and tender writing	A
				Financial Management	I
				Establishment Rules & General Administration Matters of Government Departments	A
				Cabinet note, EFC, office order, noting, drafting	A
				NIC applications	A
				MS office	A
				Quantitative and analytical skills	I
			3	E-office	A
				PFMS	I
				GeM	A
				GFR 2017	B
				Vigilance	I
				Procurement and Tender Writing	A
				Cabinet note, EFC, office order, noting, drafting	A
				Establishment Rules & General Administration Matters of Government Departments	I
				NIC applications	A
				MS office	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Quantitative and analytical skills	B
		Behavioral Competency	1	Leadership	A
				Decision making	A
				Communication skills	A
				Empathy	S
				Critical thinking	A
				Stakeholder management	A
				Time management	S
				Stress management	S
				Negotiation	A
				Gender sensitivity	S
				Conflict resolution	A
				Citizen centricity	S
				Rule consciousness	S
			2	Leadership	I
				Decision making	I
				Communication skills	A
				Empathy	S
				Critical thinking	I
				Stakeholder management	I
				Time management	S
				Stress management	S
				Negotiation	I
				Gender sensitivity	S
				Conflict resolution	I
				Citizen centricity	S
				Rule consciousness	S
			3	Leadership	B
				Decision making	B
				Communication skills	A
				Empathy	S
				Critical thinking	B
				Time management	S
				Negotiation	B
				Stress management	S
				Rule consciousness	S
5	Statistics	Domain Competency	1	Knowledge about Fisheries sector	A
		Functional Competency	1	E-office	I
				RTI Act 2005	A
				Budgeting	A
				Financial Management	A
				Vigilance	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Project management	A
				Cabinet note, EFC, or office order, noting and drafting	I
				NIC applications	I
				MS office	I
			2	E-office	A
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications	I
				MS office	A
				Quantitative and analytical skills	I
		Behavioral Competency	1	Leadership	A
				Decision making	A
				Empathy	S
				Communication skills	A
				Stakeholder management	A
				Citizen centricity	S
				Gender sensitivity	S
			2	Time management	S
				Rule consciousness	S

8. Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Divisions. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Department.

8.1 Capacity Building Initiatives

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 **immediate priority initiatives and critical initiatives.** Additionally, certain requirements have been identified that are common across Divisions and are necessary for meeting the overall objective of the Program and these have been categorized under institutional and technological requirements that also need immediate resolution.
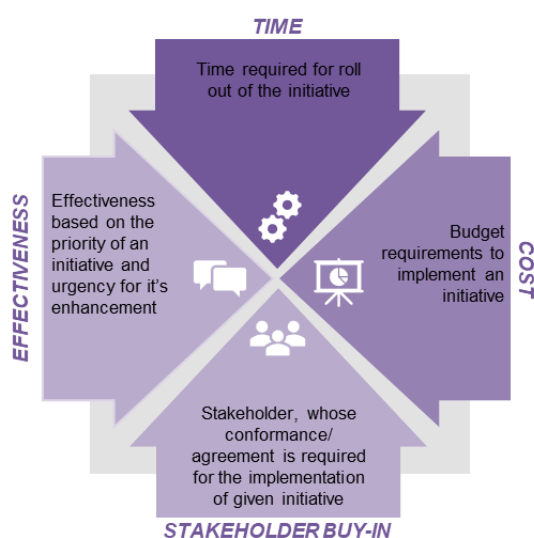
Figure 6 - Key considerations for identification of initiatives in short - medium term

Immediate priority initiatives 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.

With respect to the **long-term capacity enhancement initiatives,** these can be undertaken in the medium term based on the outcome of the in-depth study and assessment of larger institutional and technological issues that can be common across the MDOs. These assessments would need to be a continuous and iterative process and the initiatives recommended may be required to be updated / modified from time to time with customization at a Division / Department level. The benefit of such capacity building planning is that it would build expertise in the Divisions and better align them with the organizational goals/ objectives.

However, based on the preliminary assessment, the Department may undertake and implement the immediate priority initiatives, and critical initiatives followed by long-term capacity enhancement initiatives.

Certain key issues have been identified by the various Divisions of Department of Fisheries that are also common across the various other MDOs with whom consultations have been undertaken under the NPCSCB. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

8.2   Identification of Training Interventions based on CNA

8.2.1   Immediate Priority Initiatives

The **Immediate priority initiatives** have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 5 and 6, along with the implementation strategy and these can be to be taken up on an urgent basis for high impact.

- Domain specific competencies development
  Immersion programs that expose the staff to various Divisions of the Department and provides them a broad overview of the work undertaken by each Division along with providing them with new skills to be able to discharge their responsibilities efficiently in view of the changing business scenarios and technologies.
- Functional competencies development
  A formal upskilling process related to the functional aspects of the role such as stakeholder engagements that activity has multiple impacts hence very vital for the Department and to ensure that the objectives are met. Upskilling on the administrative functions for each role.
- Behavioral competencies development
  Training on ethics, work values, leadership, and motivation.

The table below provides the description of the various immediate priority initiatives (Quick Wins for Department):

Behavioural Competencies	Functional Competencies	Domain Specific Competencies
1. iGoT: Managing Personal Relationships by Art of Living	1. DAKSHATA Module - iGoT Module	1. Know your Ministry - Induction course
2. iGOT: Effective Communication	2. Karmayogi Prarambh Module: Preparation of Cabinet Notes	2. Field Immersion for officers with no domain-based education in Fisheries sector to institutes such as CIFNET, NIFPHATT, and also to various ports such as Odisha, Maharashtra, etc. to understand the entire value chain.
3. iGOT: Ethics and Values by Aditya Pratap	3. iGOT: Public Procurement Framework of GOI	
4. iGOT: Gender equality and development – Overview	4. iGOT: Introduction to Leveraging AI and Chat GPT	

		3. Workshop on Project Management, DPR appraisal and evaluation

8.2.2   Critical Initiatives

The critical initiatives, competency wise, for operationalization in a very short span of time have been identified in this section.

I.   Domain specific competencies development

- On-site training programs to enable practical and on-ground understanding of technical matters/ latest developments in the concerned focus areas. For instance, organizing a workshop at a fish farm to understand the operational aspects associated with aquaculture and fisheries.

However, it is important to note that all the training programs need to be continually updated and kept abreast with the latest technology and best practices for which a systematic approach. One such example is illustrated bellow in Box 1

Box 1: Immersion Training Program at Central Institute of Fisheries Nautical & Engineering Training (CIFNET)

Immersion Training Program at CIFNET
The institution has been specifically established to create technical manpower to operate ocean going fishing vessels. The short- and long-term programmes offered by the institution functioning under the Department of Fisheries, GoI includes training on navigation, fishing technology (gear, equipment etc.) and marine engineering (propulsion, fish preservation etc.) Students for long term courses are selected through a national level competitive exam. Many courses are certified by the DGE&T under the Ministry of Skill Development and Entrepreneurship. Programmes are also affiliated to the Cochin University of Science and Technology (CUSAT).
Regularly Coast Guard, Customs and BSF personnel are trained. Training for them is offered @ return INR 1000 to INR 2000/day as training fees. The institution has AC training hostels as well as non-AC hostel rooms for non-AC students.
Potential
The institution could offer one day training cum orientation programmes for senior government officials on regulatory aspects related to fishing (mesh size, fishing ban periods, etc.) and on international norms related to fishing.
Other line department may be trained over a 2-day programme on regulatory aspects and also including exposure visits to supporting institutions in the region. For example, regular refresher courses may be offered to the officers of the Fishery Survey Institute.

- Project management program that strengthens the capacities of staff in various aspects of managing schemes, particularly in areas such as monitoring, budget management, effective implementation, project marketing, etc.

- Policy designing and development

- Business Case tools – Divisions require deep understanding of strategic, economic, financial, commercial and management aspects for formulating a comprehensive business case for schemes and programs formulated by it. Advanced level trainings to decision-makers could be beneficial.

- Development of case studies/ use cases-based approach to enable learning/ understanding of various technologies

Additionally, domain specific initiatives may also be required for the enhancing capacity of critical domains such as latest technologies/best practices in fisheries sector. Once such example for field visit of officials to build the domain expertise is provided in Box 2 below.

Box 2: Immersion Training Program at National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT)

Immersion Training Program at NIFPHATT
They are devoted to all-round development of Post-Harvest Technologies. NIFPHATT envisages the best post-harvest fish utilization and consumption with the least post-harvest losses and delivery of the best quality fish and fish products. Post-harvest technology upgradation through adaptive research to suit the ever increasing and fast changing consumer needs by developing new processes, products, and packaging on pilot scale. Dissemination of the upgraded technology is achieved through consultancy, training, popularization of products and consumer response surveys.
The institution undertakes long term as well as short duration programmes in the field of post-harvest and processing related training to govt. department representatives and co-operatives and producer organisations from all over the country. Kudumbashree SHGs are also trained regularly. It has also provided consultancy services to organisations such as UNIDO. Also, for representatives from other countries under the Colombo Plan, etc. It has also been offering training programmes for government officials from the Northeast who undergo training programs and exposure visits. The institution has hotel infrastructure in terms of 50 non-A/C double rooms for students in longer duration courses. A few probationary officers have also been supported in terms of orientation, exposure visits to the institutional ecosystem in the region. The fees charged are very nominal in most programmes and INR 1000 per participant each in longer duration programmes. The institution has 7-8 trainers.
Potential
The institution could offer one day training cum orientation programmes on post-harvest technology and processing in the fishery sector, as well as 2-day programme cum exposure visit to the regional institutional and enterprise ecosystem.

II.   Functional competencies development

- A formal upskilling process related to the functional aspects of the role such as administration, accounting, standard operating procedures, legal aspects, and communication management in order to increase the overall efficiency of the personnel to meet the objectives of the Department.

Additionally, IT enabled systems can be developed for transparent communication and leverage institutional knowledge and learning as enumeration in the Box 3 below

Box 3: Leveraging technology for Institutional capacity building

Development of IT Enabled Systems
• Decision support systems (DSS): A dedicated DSS, that is integrated across all the schemes and programs of the Department, with advanced big data analytics and AI capabilities and alert systems that can go beyond mere data entry to situation analysis including automated monitoring and alerts systems with different interfaces for decision makers and operational staff, would greatly improve operational efficiencies and support evidence-based policy making. • Development of knowledge bank/ institutional memory/ data repository systems to enable to data management and analysis, which would help in efficient knowledge management, effective policy designing, process efficiency, preparing responses for Parliamentary/ public meetings, marketing initiatives, trends analysis.

III.   Behavioral competencies development

- Inculcate output-driven attitude in the employees. Work responsibilities linked to measurable goals for performance evaluation and appraisals

- Orientation training program to inculcate necessary behavioral/ individual skills

The table below provides the description of the various critical initiatives (Functional, Domain and Behavioural) along with the key target staff for these training with content and the implementation strategy.

Function al Competen cy Require ments	Division	Cluster Requir ement	Training Intervention	Mode of Training	Intervention Detail
E-Office	Administratio n	**1,2,3**	• DAKSHTA Courses: Office Procedures	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2**			
	International Cooperation	**1,2,3**			
RTI Act 2005	Administratio n	**2,3**	• DAKSHTA courses: RTI Act Part-1 • DAKSHTA courses: RTI Act Part-2	• Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
GeM	Administratio n	**1,2,3**	• DAKSHTA Course: Governmen t e-Marketplac e **Additional courses** • iGoT: Introduction to Governmen t e-Marketplac e by NeGD LMS Team Content	• Online • Online • Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
			Creator One • iGoT: Introduction to GeM for Buyers by Content Publisher GeM • iGoT: Mode of Procurement • iGoT: Payment Process for Buyers	• Online	
GFR 2017	Administration	**2,3**	• iGOT: Course on GFR 2017	• Online	Existing iGOT module to be upgraded in case of any amendments
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
HRMS Rules	Administration	**1,2,3**	• Competency based HRM	• Online	Course material available with ISTM
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			

Function al Compete ncy Require ments	Division	Cluster Requir ement	Training Intervention	Mode of Training	Intervention Detail
Project manage ment	Administratio n	**1,2,3**	• iGOT: course getting curated by CBC in the iGOT portal	• Online	iGOT module is getting curated
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
Procure ment and tender writing (RFP)	Administratio n	**2,3**	• iGOT: Public Procurement Framework of GOI by Susheel Mamgain	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
Budgetin g	Administratio n	**1,2,3**	• iGoT: Budgetary System in Govt • iGoT: Budget by ISTM	• Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
Financial Manage ment	Administratio n	**1,2**	• Financial Management: MCTP Classroom	• Classroom	Physical classroom trainings to be provided with
	Inland Fisheries	**1,2**			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Marine Fisheries	1,2	course (mid-career training program) • Budgeting and Financial Management: CMCTP Classroom course (common mid-career training program at LBSNAA) • Financial management in government, PSUs, and autonomous bodies: ISTM	• Classroom • Classroom	MCTP and CMCTP classroom course provided by LBSNAA
	Statistics	1,2			
	International Cooperation	1,2			
Establishment Rules & General Administration Matters of Government Departments	Administration	1,2,3	• iGoT: Office Procedure by ISTM	• Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	1,2,3			
	Marine Fisheries	1,2,3			
	Statistics	1,2,3			
	International Cooperation	1,2,3			
NIC applications	Administration	1,2,3	• Customised Programmes for NIC applications	• Online	NIC training centre, UP may customize a course basis the requirement.
	Inland Fisheries	1,2,3			
	Marine Fisheries	1,2,3			
	Statistics	1,2,3			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	International Cooperation	**1,2,3**			
MS office	Administration	**1,2,3**	• Microsoft Suite (Word, PowerPoint, Excel: Beginner and Advanced)	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
Vigilance	Administration	**1,2,3**	iGOT: Preventive Vigilance (Ministry of Steel)	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
Public Private Partnership	Administration	**1,2**	• Strategic Perspectives on the Design of Public Private Partnerships (PPPs): Indian Institute of Management Bangalore (IIMB) • Workshop on Public Private Partnership: Institute of	• Classroom • Classroom	Course material available with ISTM and IIMB on PPP.
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1**			
	International Cooperation	**1,2**			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
			Secretariat Training and Management (ISTM)		
Bookkeeping and accounting	Administration	**2,3**	• iGOT: Govt Accounting System • iGOT: Introduction to functions and organization of accounts department	• Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
Cabinet note, EFC or office order, noting and drafting	Administration	**1,2,3**	• DAKSHTA Course: Noting and Drafting • Karmayogi Prarambh Module: Preparation of Cabinet Notes	• Online • Online	Existing iGOT modules / curated Karmayogi Prarambh and DAKSHTA course already available.
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
PFMS	Administration	**2,3**	• Orientation Training Programme on PFMS: ISTM	• Online	Online training available with ISTM of PFMS
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
Quantitative and	Administration	**1,2,3**	• Statistical tools and	• Online • Classroom	Appropriate training

Function al Compete ncy Require ments	Division	Cluster Requir ement	Training Intervention	Mode of Training	Intervention Detail
analytica l skills	Inland Fisheries	**1,2,3**	techniques: ISTM • Big Data Analytics in Government – Basic: ISTM		available with ISTM
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
Coastal Environment Law	Administration	**-**	Training content to be curated	• Classroom / Hybrid	**Ministry of Environment, Forest and Climate Change (MoEFCC):** MoEFCC should have a comprehensive module on this given the pervasiveness of this functions.
	Inland Fisheries	**-**			
	Marine Fisheries	**2**			
	Statistics	**-**			
	International Cooperation	**-**			
Mariculture and Law of the Sea - Deep Sea Marine related knowledge	Administration	**-**	Training content to be curated	• Classroom/ Hybrid	**NFDB** NFDB may have a comprehensive module. If an appropriate module does not exist, Department of Fisheries Capacity Building Unit may work closely with CBC and NFDB to develop one module.
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**-**			
	International Cooperation	**3**			
Fisheries specific export and import practices	Administration	**-**	Training content to be curated	• Classroom/ Hybrid	**Marine Products Export Development Authority (MPEDA)** with Department of Fisheries Capacity Building Unit may work
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**-**			
	International Cooperation	**2,3**			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
					closely to develop one module
Induction Module/Refresher course that are specific to the needs of every division providing a 360o view of the work and functions of that department. Separate Modules each for: • **One module for Marine Fisheries, Aquatic Quarantine,** • **One module for Inland Fisheries** • **One module for Administration** • **One module for International Cooperation** • **One module for Statistics**	Administration	**1,2,3**	Online training content to be curated	• Online	**To be developed by Department of Fisheries** Curriculum development based on comprehensive feedback from the officers of the respective division with the support of a consultant. Online module to be interactive with audio-visual experiential content wherever required. Field visits and 'situational role play' and problem solving using actual past scenarios to be incorporated
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
Domestic/International technological advancement in vessel technology /infrastructure technology /machinery/IT technology (cloud technology) and automation	Administration	**-**	Training content to be curated	• Classroom / Hybrid	**Central Institute of Fisheries Nautical & Engineering Training (CIFNET)** have a short term and refresher
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**-**			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	International Cooperation	-			comprehensive courses on the mentioned competency.
Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Administration	**2,3**	Classroom training content to be curated	• Field Visit	**CIFNET, NIFPHATT, FSI, NFDB,** etc. may support the design and roll-out of such visits and immersion programs.

Complement the Orientation Module and Audio-Visual/Digital Interactive Familiarization with Physical visits to actual facilities like Ports, Vessels, Processing Units, etc. Physical visits can be complemented with short-term workplace immersion.

An annual calendar of such physical visits and short-term immersion programs to be developed by the Capacity Building |
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
					Unit within Department of Fisheries, and monitored for effective utilization across functions
Post-harvest technology and production enhancement in Fisheries	Administration	**1,2**	Training content to be curated	• Classroom/ Hybrid	To be developed in collaboration with **NIFPHATT** and Department of Fisheries: Specific content to be added and curated for Post-harvest technology and production enhancement in Fisheries.
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2**			
	Statistics	**-**			
	International Cooperation	**-**			
Updates on Inland aquaculture technology viz Bio floc, Recirculatory aquaculture System, Cage culture	Administration	**-**	Training content to be curated	• Classroom	**NFDB**: NFDB may have a comprehensive module. If an appropriate module does not exist, Department of Fisheries Capacity Building Unit may work closely with CBC and NFDB to develop one module on topics such as
	Inland Fisheries	**2,3**			
	Marine Fisheries	**-**			
	Statistics	**-**			
	International Cooperation	**-**			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
					- Inland aquaculture technology - Aquaculture management - Biofloc - Recirculatory Aquaculture System - Cage culture
Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Administration	-	Classroom training content to be curated	- Classroom	Curriculum development based on comprehensive feedback from the officers of the respective Division with the support of a consultant.
	Inland Fisheries	**2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2**			
	International Cooperation	-			
Basic Accounting/Cash Management	Administration	**2,3**	Classroom training content to be curated	- Classroom	**ISTM:** Existing online modules available in ISTM to be adopted
	Inland Fisheries	**3**			
	Marine Fisheries	**3**			
	Statistics	-			
	International Cooperation	**3**			
HR Management, including a) **Wage negotiations**	Administration	**1,2,3**	Classroom training	- Classroom	**ISTM:** Given that this requirement

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
b) **Productivity Labor Scheme** c) **Applicable labor regulation**	Inland Fisheries	-	content to be curated		exists across MDOs, ISTM to develop appropriate module. Department of Fisheries - specific content needs to be developed to supplement the ISTM material. This would include special modules on labor law, case studies of previous challenges and learnings etc.
	Marine Fisheries	-			
	Statistics	-			
	International Cooperation	-			
Project Monitoring and Implementation a) **Project evaluation (tech/financial/commercial)** b) **Project Milestone monitoring and associated KPIs** c) **Identification of Project bottlenecks and mitigation strategies** d) **Introduction to project evaluation/management analytics (financial/operational)**	Administration	1,2	Classroom training content to be curated	• Classroom	**Independent Sourcing** this through experts on various subject.
	Inland Fisheries	1,2			
	Marine Fisheries	1,2			
	Statistics	1,2			
	International Cooperation	1,2			
Advanced Course on Business Analytics and	Administration	1	Classroom training	• Classroom	

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
Fishery Economy, with specific modules on: a) **Global trends in international commerce/trade patterns and its implications for fishery sector** b) **Recent industrial development patterns in India and trade lane priorities** c) **Business development and marketing** d) **Forecasting and analytical techniques for Fishery business**	Inland Fisheries	**1,2**	content to be curated		**To be developed by Department of Fisheries** Department of Fisheries to develop comprehensive curriculum drawing from national/global centers of excellence, for ex: CIFNET, FSI, Centre for Environment Fisheries and Aquaculture Science, etc.
	Marine Fisheries	**1,2**			
	Statistics	**1,2**			
	International Cooperation	**1**			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
Citizen Centricity	Administration	**1,2**	• iGoT: Service Delivery Management	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**1**			
	International Cooperation	**2,3**			
Communication Skills	Administration	**1,2,3**	• Karmayogi Prarambh Module: Effective Communication • iGoT: Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations and official words	• Online • Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			
Conflict Resolution	Administration	**1,2**	• iGOT: Interpersonal Skills by ISTM	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2**			
	Marine Fisheries	**1,2**			
	Statistics	**-**			
	International Cooperation	**-**			
Decision Making	Administration	**1,2,3**	• iGOT: Problem Solving & Decision	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Marine Fisheries	1,2	Making by DoPT		
	Statistics	1,2			
	International Cooperation	1,2,3			
Empathy	Administration	1,2,3	• iGoT: Increasing your Emotional Quotient, by Art of Living	• Classroom	Appropriate coursework available on iGOT
	Inland Fisheries	1,2,3			
	Marine Fisheries	2,3			
	Statistics	1,2,3			
	International Cooperation	2,3			
Gender Sensitivity	Administration	1,2	• iGOT: Gender Sensitivity by Ministry of Power	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	1,2,3	• Gender Equality and Development – Overview (World Bank)	• Online	An external party needs to be involved to give gender sensitization workshop at the ministry
	Marine Fisheries	1,2	• Workshop needs to be curated – Gender sensitization	• Clasroom	
	Statistics	1,2			
	International Cooperation	1,2,3			
Leadership	Administration	1,2,3	• Karmayogi Prarambha Module: Self Leadership	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	1,2,3			
	Marine Fisheries	1,2			
	Statistics	1,2			
	International Cooperation	1,2,3			
Negotiation	Administration	1,2,3	• iGOT: course getting curated by		

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Inland Fisheries	**1,2,3**	CBC in the iGOT portal	• Online	iGOT module is getting curated
	Marine Fisheries	**2**			
	Statistics	**-**			
	International Cooperation	**2**			
Rule Consciousness	Administration	**1,2,3**	• Ethics and Values in Public Governance: Institute of Secretariat Training and Management (ISTM)	• Online	ISTM course to be leveraged
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2**			
	Statistics	**2**			
	International Cooperation	**2,3**			
Stakeholder Management	Administration	**1,2**	• iGoT: Managing Personal Relationships by Art of Living	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2**			
	Statistics	**1**			
	International Cooperation	**2,3**			
Stress Management	Administration	**1,2,3**	• Karmayogi Prarambh Module: Stress Management	• Online	Appropriate coursework available on iGOT
	Inland Fisheries	**1,2,3**	• iGoT: Yoga for Excellence by Art of Living	• Online	Art of Living can also be considered as an option. They have curated courses online/physical platforms
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
Time Management	Administration	**1,2,3**	• iGOT: course getting curated by CBC in the iGOT portal	• Online	iGOT module is getting curated
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**2,3**			
	Statistics	**2,3**			
	International Cooperation	**2,3**			
Result Orientation	Administration	**1,2,3**	• <u>Mod 1 and 2</u> of Causing Incredible Performance	• Online	Modules developed by Prof Balaji (IIMA, IRMA) most recently applied to produce extraordinary results in a short period of time in PMUY and Health Department of Government of Odisha. Module 1: To understand the CIP Framework through activities-based learning Module 2: To apply the CIP Framework to cause incredible performance in Key result area at work
	Inland Fisheries	**1,2,3**			
	Marine Fisheries	**1,2,3**			
	Statistics	**1,2,3**			
	International Cooperation	**1,2,3**			

8.3   Long-term capacity enhancement initiatives

Certain key issues that have been identified by the various Divisions of Department of Fisheries as well across the other MDOs with whom consultations have been undertaken under the NPCSCB. These concerns encompass attrition, staff shortage, restricted growth prospects, performance evaluation criteria, and inter/intra ministerial coordination, among other things. However, a more comprehensive investigation might be necessary to formulate a detailed action plan to address these matters. This plan could be part of institutional capacity building initiatives.

Some such key issues / requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

Table 4 List of issues requiring Institutional and Technological interventions

#	Institutional Issues and Technological Requirements	Proposed Action
1)	Parliamentary questions often have queries on a different aspect of a matter that can only be replied to by subject matter experts of the Departments. However, the Department to whom the first part of the question is addressed, ends up having the primary responsibility of responding to all the queries even though these may not be relevant to it.	Segregation of Parliamentary questions should be done based on the subject matter and allocated to the responsible subject matter Department instead of holding the Department, to which only first part of the question is applicable, responsible for responding to the entire query.
2)	The job rotation of the personnel between Ministries at short intervals leaves the personnel with little incentive to invest in skills development and upgradation as they are aware that their tenure at the position is short-term	It is proposed that a) ASO/SO/US are given the opportunity to develop specialization in domain verticals, i.e., for 'Infrastructure Sectoral Ministries', 'Social Sectoral Ministries', 'Economic and Economic Sectoral Ministries' and their job rotation is within their specialization verticals such as

#	Institutional Issues and Technological Requirements	Proposed Action
		with different Infrastructure Sectoral Ministries for instance b) During the process of promotion and setting career development goals, and as mentioned above, the APAR, due consideration is given to training and certifications requirements. The personnel shall then be incentivized to take courses/modules as they are made available by the MDO. c) Excellence in work, which would intrinsically involve being able to acquire domain specific expertise in order to perform duties effectively, should be considered for out of turn promotions
3)	Since the Ministry's division of one Department into two Departments, the reporting of the officials was not done properly, and roles were not defined properly. Also, the Department does not have an IT position in the proposed structure.	The structural change in the Department may be reconsidered to provide better role clarity and proper reporting to the existing staff. Also, the Department may consider outsourcing the job of an IT professional to fill the gap.
4)	Constant deployment of new staff due to high attrition of outsourced staff. This means constant pressure on training new staff and familiarizing them with domain related needs. Cash section do not have any regular staff. This means reliability is a concern. While antecedents are checked, given the constant churn and new people coming in, the risk increases.	The recruitment policy may be reconsidered for capacity augmentation of the institutions along with career development / progression plan for the existing staff. Notice period clause may be extended to 60 days to reduce the attrition. Moreover, having a proper induction module in place would help reduce the number of days required to train the new employees joining the Department.
5)	Coordination with the State offices staffs needs a formal framework for coordination and information exchange	The coordination and engagement with State can improve significantly by formulation of standard operating procedures for periodic engagements and through some of the following recommended methods:

#	Institutional Issues and Technological Requirements	Proposed Action
		a) Single Point of Contact to be nominated b) Regular Online meetings to be schedule c) Online Message board for updated information exchange d) Use of fixed templates for information gathering tasks in which information / data need to be collected from multiple States/entities
6)	The personal development in terms of training undertaken, certifications, upskilling etc. are not evaluated and given due credit as part of performance appraisal for promotion and career growth	This would require a systematic change in the way the Annual Appraisal is done. Due weightage must be allocated to the learning and certification outcomes in the Annual Performance Appraisal report (APAR) and must be linked to promotion and career growth
7)	There is an overlap between qualification and experiential criteria of officers. However, the current organizational structure of these institutions prevents lateral movement of personnel between the departments.	Administrative changes to allow lateral shift needs to be implemented, in the absence of which, the lack of growth opportunities and effective silo like organizational structure will adversely impact morale of the personnel and adversely impact the ability to leverage a 'whole of organization' approach.
8)	FSI – Knowledge of the best practices in upkeep and maintenance of vessels, enhanced resistance to corrosion at sea, etc.	Collaboration with the shipyards to learn about the best practices in upkeep and maintenance of vessels, enhanced resistance to corrosion at sea, etc.
9)	FSI – To establish a robust knowledge bank/ data repository system for maintenance and analysis of available data	Development of knowledge bank/ data repository systems to enable data management and analysis

8.4   Non-Training interventions identified at Organisational level

Certain key issues that have been identified by the various Divisions of DoF as well across the other Ministries with whom consultations have been undertaken under the NPCSCB. These issues are related to technology infrastructure, certain process lagging, shortage of staff, lack of automation, limited development opportunities and the inter/intra ministerial coordination etc. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

Some such key issues requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

Behavioral Non-Training Interventions	Domain Specific Non-Training Interventions
• Knowledge sharing through monthly Get-togethers amongst staff. • Supercoach program: establish program to map officials, as per designation with higher ups to promote non-work camaraderie and increase engagement. • Adherence to Time: Informal celebrations/rewards for adherence to timeliness in office. Framework can be designed on frequency, levels, and Divisions	• Taxonomy of Domain specific Terms • Process automation such as creating online tools for data collection. This may involve use of simple tools such as Google Forms, Google Spreadsheets, etc. to ensure uniformity in data collection and dynamic updation. Moreover, NIC may be involved to create specific tools similar to google forms/spreadsheets, etc. considering the data security concerns related to the Department. • Creating a **knowledge hub /bank** including Internal Wikipedia, Newsletters, Process documentation, Research papers, Reports • Initiatives such as **Learning Hour*** to develop confidence, inspire staff, cover newly introduced initiatives/ circulars and build capabilities regarding various policies/act changes.

1. **Developing Feedback Systems:** To gather information about performance, skills, and teamwork that employees of a company exchange with each other. The idea is that managers and peers provide positive

and negative feedback to curb bad habits and promote best practice, to create a harmonious working environment. Employee feedback systems are the methods used for capturing feedback data, analyzing it, and using the results to drive improvements.

2. **Commissioning Innovative Research Projects and Studies**: Innovation must be given sufficient consideration. Senior Officers and leaders must have a design thinking approach, with an inclination towards adopting innovative methodologies, which will help effectively implement the GoI Projects and Schemes, thereby benefitting a larger group of target beneficiaries. Design Thinking and Innovative Mindset must be made an integral part of policy formulation as well as implementation.

***Learning Hours –** It is a training format that provides an opportunity to MDOs to develop confidence, inspire staff, cover initiatives and build capabilities in Domain Knowledge, Functional Skills, and Behavioral Attitude. The Learning Hour will create a culture of learning, maximize its effectiveness and promote collaboration. Every Learning Hour, someone within the organization/ Subject Matter Expert runs a session to help teach others on the new topic. Learning Hour may be conducted fortnightly for a minimum of one hour. This may be conducted in offline or online mode.

Tentative topics

- iGOT Orientation
- Understanding of Autonomous Institutes & PSUs
- Understanding of changes in the policies and acts
- Understanding of Schemes & Programmes of DoF

9. Operational Plan

The Operational plan of the Annual capacity building exercise will be implemented by the Capacity Building Unit of the Department. As first part of the implementation phase, all the available training programs with ISTM, iGoT, etc. will be concluded in the first year of implementation.

CBU will coordinate the following activities as mentioned below:

1. Collaboration with knowledge partners

2. Implementation of ACBP and monitoring in first year

3. Evaluation of initiatives during the last quarter.

4. Strengthening activities before initiation of second year

The non- training programmes will be initiated from first year of implementation. Evaluation will be completed in last quarter. The Non training interventions will be strengthened basis the evaluation assessment before initiation of third year.

9.1   ACBP Blueprint

<table>
<tr><td colspan="3" align="center">ACBP Blueprint
Department of Fisheries</td></tr>
<tr><td colspan="3" align="center">Vision for Capacity Building</td></tr>
<tr><td colspan="3">Enabling the officials of DoF through demand-driven capacity building interventions focusing on the use of technology and partnerships to contribute towards economic prosperity and well-being of fishermen, fish famers and other stakeholders, food, and nutritional security of the country in a sustainable and responsible manner.</td></tr>
<tr><td colspan="3" align="center">Three Lenses of Capacity Building</td></tr>
<tr>
<td align="center">National Priorities</td>
<td align="center">Emerging Technologies</td>
<td align="center">Citizen Centricity</td>
</tr>
<tr>
<td>
Enhancing the share of Fisheries Sector in GDP by focusing on following SDGs:

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure sustainable consumption and production patterns
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore, and promote sustainable use of terrestrial ecosystem s, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
</td>
<td>
- Increased use of GIS, Drones, and Remote Sensing Technologies.
- Robust ecosystem for promoting international trade.
- Robust ecosystem of public-private partnerships.
- Big data technologies for monitoring of fisheries
- Monitoring, Control and Surveillance (MCS) system
- Smart weighing systems and RFID
- Gagan Enabled Mariner's Instrument for Navigation & Information (GEMINI)
</td>
<td>
- Citizen centric service delivery through the use of latest technology to reduce the overall turn-around-time.
- Making credit available to the needy fish farmers.
- Encourage Fish Farmers Producer Organizations (FFPOs)
- Introducing Fisheries Extension Services Centers and creating new opportunities to young professionals as Sagar Mitras
- Training services to skill fish farmers and other stakeholders, sanctioning of fish markets, infrastructure for post-harvest units, etc.
- ReALCRaft (Registration And Licensing of Fishing Craft) for issuing Registration Certificate (RC)
</td>
</tr>
<tr><td colspan="3" align="center">Identifying Capacity Gaps</td></tr>
<tr><td colspan="3" align="center">Vision, Mission, and Goals of the DoF

Vision

Ecologically healthy, economically viable and socially inclusive fisheries sector that contributes towards economic prosperity and well-being of fishermen, fish famers and other stakeholders, food, and nutritional security of the country in a sustainable and responsible manner.</td></tr>
</table>

Mission
Holistic and sustainable growth and management of inland, marine and coastal fisheries resources and improving the socio-economic condition of the fishers and fish farmers. Note: Goal and Work Allocation of the Department are described, in detail, in Sections 4.

Three Pillars of Capacity Building		
Individual Capacity Building Detailed competency gap assessment for all the officials of the Department of Fisheries in terms of: • Domain Competencies • Functional Competencies • Behavioural Competencies	**Organisational Capacity Building** An organizational capacity assessment for: • Visioning exercise with senior officials on emerging technologies of the sector • Workshop on Project management program that strengthens the capacities of staff in various aspects of managing schemes such as DPR evaluation • Developing a scientific temperament • Knowledge Management	**Institutional Capacity Building** Institutional frameworks for: • Formal framework for coordination and information exchange with state officials • Ensuring that the cloud data is updated regularly with optimum accuracy.

Capacity Building Interventions	
Training Interventions	**Non-Training Interventions**
• Induction training module • Functional training at ISTM, iGOT Karmayogi Platform, etc. • Domain training at CIFNET, NIFPHATT, NFDB, FSI, etc. • Behavioural training at ISTM, iGOT Karmayogi Platform, etc.	• Immersion Modules with institutes/ports • Brainstorming sessions with industry • National level conclaves / workshops • Case Studies of PPP Models through Learning hours

SMART GOALS FOR EACH INTERVENTION Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals		Year 1
Provide trainings as per Training Calendar	A. Establish CBU B. Deploy staff C. Hold regular review meetings to keep track of the developments. Identify training partner institutions to	• Measure reduction in the turn-around-time with regards to matters related to e-Office, GeM Procurement, e-HRMS cycle, e-office, etc. • Measure quality of data analyses done using MS Excel • Measure quality of reports generated

	a) Develop course curriculum and training modules b) provide online and offline trainings c) certification Domain competency, Functional competency D. Develop Training Calendar for Department staff E. Create separate Budget Head for CBP implementation	• Measure reduction in turn-around-time with respect to financial evaluation of DPRs
SMART GOALS FOR EACH INTERVENTION **Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals**		**Year 2**
Collaborate with training institutions for specific needs	CBU to ensure that various institutions highlighted in the ACBP Report are onboarded for curating training programs for the officials of the DoF.	• Design the training calendar with the help of the onboarded training institutions and ensure that the officials are timely released to attend the training programs. • Take feedbacks from the participants to find out the quality of the training programs and the learnings of the officials
SMART GOALS FOR EACH INTERVENTION **Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals**		**Year 3**
Refer to the ACBP Report and take a note of all the national-level conclaves / seminars / workshops proposed for the DoF officials	A. CBU to enlist the participants of the conclaves / seminars / workshops in consultation with the Joint Secretaries of various Divisions B. CBU to develop a timeline for organising the events C. CBU to take note of the outcome / learnings of the events and share a report to the Secretary, DoF.	• CBU to submit a list of total number of training programs attended by each official of the DoF. • CBU to develop a report of the conclaves / seminars / workshops / brainstorming sessions and submit it to the Secretary, DoF for review and effective implementation. • CBU to ensure that all the identified interventions have been implemented.

9.2 Training Calendar

The Training Calendar depicts the division wise required training interventions. Identified Quick wins can be implemented immediately in the first year of implementation of ACBP, and other training interventions can be classified as Mandatory or Optional trainings for each level of Officers and can be implemented in further progress of plan. Optional trainings should have an essential quota of completion as well. The Optional and Mandatory trainings for a division will be decided by the CBU in consultation with Divisional heads.

Further, the detailed division wise classification of training calendar is listed below for reference.

Training Calendar for addressing the identified CB Requirements of the officials of the Department of Fisheries:

9.2.1 Inland Fisheries

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L1	Q2
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership,	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
	Stress Management								
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	Joint Secretary, Joint Commissioner, Director, Assistant Commissioner, Deputy Director	L1	Q3
Functional	Establishment Rules & General Administration Matters of	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and	All Officials	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Cours e	Timeli ne
	Government Departments					Managem ent			
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretaria t Training and Managem ent	All Officials	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretaria t Training and Managem ent	All Officials	L3	Q4

Mission Karmayogi May 2023

Strictly private and confidential

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	All Officials	L2	Q3
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhwani Institute of Technology and Policy	iGOT	All Officials	L1	Q2
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q2
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
Behavioural	Conflict Resolution	Interpersonal Skills	1:37 hours	Online	Institute of Secretariat Training and Management	iGOT	Joint Secretary, Joint Commissioner, Director, Assistant Commissioner, Deputy Director	L1	Q3
Behavioural	Decision Making	Problem Solving and Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q4

Mission Karmayogi May 2023

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	All Officials	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretaria t Training and Managem ent	All Officials	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performa nce Facilitator s	All Officials	L4	Q3
Domain	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	*1 day	*Physic al	National Fisheries Development Board	National Fisheries Developm ent Board	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L2	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
Domain	Fisheries specific export and import practices	Fisheries specific export and import practices	*1 day	*Online	Marine Products Export Development Authority (MPEDA)	Marine Products Export Developm ent Authority (MPEDA)	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L2	Q3
Domain	Induction Module/Refresh er course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Domestic/Intern ational technological advancement in vessel technology /infrastructure technology /machinery/IT technology (cloud technology), communication and automation	Domestic/International technological advancement in vessel technology /infrastructure technology /machinery/IT technology (cloud technology), communication and automation	*TBC	*TBC	Central Institute of Fisheries Nautical & Engineering Training (CIFNET)	Central Institute of Fisheries Nautical & Engineeri ng Training (CIFNET)	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L2	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	*2 days	*Physical	*Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L3	Q2
Domain	Post-harvest technology and production enhancement in Fisheries	Post-harvest technology and production enhancement in Fisheries	*1 day	*Physical	National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT)	National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT)	All Officials	L2	Q3
Domain	Updates on Inland aquaculture technology viz Biofloc, Recirculatory aquaculture System, Cage culture	Updates on Inland aquaculture technology	*TBC	*TBC	National Fisheries Development Board	National Fisheries Development Board	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L2	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Scrutiny and appraisal of Projects	*1 day	*Physical	Grant Thornton Bharat LLP	Grant Thornton Bharat LLP	Joint Secretary, Joint Commissioner, Director, Assistant Commissioner, Deputy Director	L2	Q2
Domain	Disease diagnosis, control & management in Biofloc & Pond culture	Disease diagnosis, control & management in Biofloc & Pond culture	5 days	Physical	Central Institute of Freshwater Aquaculture (CIFA), Bhubaneswar	Central Institute of Freshwater Aquaculture (CIFA), Bhubaneswar	Joint Secretary, Joint Commissioner, Director	L4	Q3
Domain	Fish disease diagnosis & management in bio-floc aquaculture	Fish disease diagnosis & management in bio-floc aquaculture	5 days	Physical	Central Institute of Freshwater Aquaculture (CIFA), Bhubaneswar	Central Institute of Freshwater Aquaculture (CIFA), Bhubaneswar	Joint Secretary, Joint Commissioner, Director	L4	Q4
Domain	Animal quarantine measures and certification	Animal quarantine measures and certification	*1 day	*Physical	AQCS Station, Delhi	AQCS Station, Delhi	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Cours e	Timeli ne
							Officer, Assistant Director, FRI		

*To be decided by CBU after discussions with the Inland Fisheries Division, and the mentioned training institutes/ partner organisations.

9.2.2   Marine Fisheries

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duratio n (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organizati on	Platfor m/Locat ion	Target Group of Participants/ Designation	Level of Cours e	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Manageme nt	iGOT	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Commissioner, Deputy Director		
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L3	Q4
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and	Institute of Secretariat	All Officials	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Management	Training and Management			
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhwani Institute of Technology and Policy	iGOT	All Officials	L1	Q2
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L2	Q3
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9, 10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Conflict Resolution	Interpersonal Skills	1:37 hours	Online	Institute of Secretariat Training and Management	iGOT	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L1	Q3
Behavioural	Decision Making	Problem Solving and Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L1	Q4
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Joint Secretary, Fisheries	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
		Gender Equality and Development – Overview	1:45 hours		World Bank		Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director		
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L1	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
		developed by Prof Balaji							
Domain	Coastal Environment Law	Coastal Environment Law	*1 day	*Physical	Centre for Environment Education Ahmedabad, Centre of Excellence under the Ministry of Environment, Forest and Climate Change	Centre for Environment Education Ahmedabad, Centre of Excellence under the Ministry of Environment, Forest and Climate Change	Deputy Commissioner, Assistant Commissioner, Deputy Director	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	*1 day	*Physical	National Fisheries Development Board	National Fisheries Development Board	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L2	Q2
Domain	Fisheries specific export and import practices	Fisheries specific export and import practices	*1 day	*Online	Marine Products Export Development Authority (MPEDA)	Marine Products Export Development Authority (MPEDA)	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L2	Q3
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Domestic/International technological advancement in vessel technology /infrastructure technology /machinery/IT technology (cloud	Domestic/International technological advancement in vessel technology /infrastructure technology	*TBC	*TBC	Central Institute of Fisheries Nautical & Engineering Training (CIFNET)	Central Institute of Fisheries Nautical & Enginee	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation	L2	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
	technology), communication and automation	/machinery/IT technology (cloud technology), communication and automation				ring Training (CIFNET)	Officer, Assistant Director, FRI, STA		
Domain	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	*2 days	*Physical	*Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Deputy Commissioner, Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI, STA	L3	Q2
Domain	Post-harvest technology and production enhancement in Fisheries	Post-harvest technology and production enhancement in Fisheries	*1 day	*Physical	National Institute of Fisheries Post Harvest Technology and Training	National Institute of Fisheries Post Harvest Technology and Training	Deputy Commissioner, Assistant Commissioner, Deputy Director	L2	Q3

Mission Karmayogi May 2023

Strictly private and confidential

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organizati on	Platfor m/Locat ion	Target Group of Participants/ Designation	Level of Cours e	Timeline
					(NIFPHATT)	(NIFPH ATT)			
Domain	Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Scrutiny and appraisal of Projects	*1 day	*Physical	Grant Thornton Bharat LLP	Grant Thornto n Bharat LLP	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L2	Q2
Domain	To enhance the undertanding of maintainance and upkeep of shipping vessels	To enhance the undertanding of maintainance and upkeep of shipping vessels	*1 day	*Physical	Cochin Shipyard Ltd (CSL)	Cochin Shipyar d Ltd (CSL)	Joint Secretary, Fisheries Development Commissioner, Director, Deputy Commissioner, Assistant Commissioner, Deputy Director	L2	Q3
Domain	Marine Fishery Advisory, Coastal Geospatial Application, Satellite Oceanography	Marine Fishery Advisory, Coastal Geospatial Application, Satellite Oceanography	*2 day	*Physical	Indian National Centre for Ocean Information Services (INCOIS), Hyderabad	Indian National Centre for Ocean Informat ion Services	Joint Secretary, Fisheries Development Commissioner, Director	L2	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organizati on	Platfor m/Locat ion	Target Group of Participants/ Designation	Level of Cours e	Timeline
						(INCOIS), Hyderab ad			
Domain	Recent advances on diagnosis and management of brackishwater fish diseases	Recent advances on diagnosis and management of brackishwater fish diseases	6 day	Physical	Central Institute for Brackishwa ter Aquacultur e (CIBA), Chennai	Central Institute for Brackish water Aquacul ture (CIBA), Chennai	Joint Secretary, Fisheries Development Commissioner, Director	L4	Q3
Domain	Fish disease diagnosis & management w.r.t. marine fisheries and mariculture	Fish disease diagnosis & management w.r.t. marine fisheries and mariculture	*2 day	*Physical	Central Marine Fisheries Research Institute, Cochin	Central Marine Fisherie s Researc h Institute, Cochin	Joint Secretary, Fisheries Development Commissioner, Director	L3	Q4
Domain	Animal quarantine measures and certification	Animal quarantine measures and certification	*1 day	*Physical	AQCS Station, Delhi	AQCS Station, Delhi	Assistant Commissioner, Deputy Director, Fisheries Research and Investigation Officer, Assistant Director, FRI	L2	Q3

*To be decided by CBU after discussions with the Marine Fisheries Division, and the mentioned training institutes/ partner organisations.

9.2.3   Administration Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q2
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Assistant Director, Under Secretary, ASO, SO, Junior Translation Officer	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L1	Q3
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/D ays)	Mode of deliver y	Training Institute/ Partner Organization	Platfor m/Loca tion	Target Group of Participants/ Designation	Leve l of Cour se	Timelin e
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	All Officials	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretar iat Training and Manage ment	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretar iat Training and Manage ment	Assistant Director, Under Secretary, ASO, SO, Junior Translation Officer	L3	Q4
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretar iat Training and Manage ment	All Officials	L3	Q4

Mission Karmayogi May 2023

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhwani Institute of Technology and Policy	iGOT	All Officials	L1	Q2
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L2	Q3
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
Behavioural	Conflict Resolution	Interpersonal Skills	1:37 hours	Online	Institute of Secretariat Training and Management	iGOT	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L1	Q3

Mission Karmayogi May 2023

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Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/D ays)	Mode of deliver y	Training Institute/ Partner Organization	Platfor m/Loca tion	Target Group of Participants/ Designation	Leve l of Cour se	Timelin e
Behavioural	Decision Making	Problem Solving and Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q4
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretar iat Training and Manage ment	All Officials	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	Joint Secretary, Director, Deputy Secretary, Assistant Director,	L1	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Under Secretary		
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3
Domain	Labour Laws	Contract Labour Act and other Labour laws	00:26 hours	Online	Bharat Sanchar Nigam Limited(BSNL)	iGOT	All Officials	L1	Q2
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	*2 days	*Physical	*Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Assistant Director, Under Secretary, ASO, SO, Junior Translation Officer	L3	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Post-harvest technology and production enhancement in Fisheries	Post-harvest technology and production enhancement in Fisheries	*1 day	*Physical	National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT)	National Institute of Fisheries Post Harvest Technology and Training (NIFPHATT)	Joint Secretary, Director, Deputy Secretary, Assistant Director, Under Secretary	L2	Q3

*To be decided by CBU after discussions with the Administration Division, and the mentioned training institutes/ partner organisations.

9.2.4   International Cooperation

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q2
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Department (DAD)				
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	Joint Secretary, Fisheries Development Commissioner, Deputy Commissioner, Assistant Commissioner	L1	Q3
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	All Officials	L1	Q2

Mission Karmayogi May 2023

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Fisheries Development Commissioner, Deputy Commissioner, Assistant Commissioner	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L3	Q4
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhwani Institute of Technology and Policy	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L2	Q3
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
Behavioural	Decision Making	Problem Solving and Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q4
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L1	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3
Domain	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	Mariculture and Law of the Sea - Deep Sea Marine related knowledge	*1 day	*Physical	National Fisheries Development Board	National Fisheries Development Board	Fisheries Research and Investigation Officer	L2	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Fisheries specific export and import practices	Fisheries specific export and import practices	*1 day	*Online	Marine Products Export Development Authority (MPEDA)	Marine Products Export Development Authority (MPEDA)	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L2	Q3
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	*2 days	*Physical	*Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L3	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Knowledge of Export Import policies and international cooperation matters related to Fisheries sector	Knowledge of Export Import policies and international cooperation matters related to Fisheries sector	*2 day	*Hybrid	IIFT	IIFT	Joint Secretary, Fisheries Development Commissioner, Deputy Commissioner, Assistant Commissioner, Fisheries Research and Investigation Officer	L3	Q4

*To be decided by CBU after discussions with the International Cooperation Division, and the mentioned training institutes/ partner organisations.

9.2.5   Statistics Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q2
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	Assistant Director, Economic Investigator	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	Joint Secretary, Director, Assistant Director	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Programmes for NIC applications	E-Office & Office Management	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	All Officials	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Director	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and	Assistant Director, Economic Investigator	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/D ays)	Mode of delivery	Training Institute/ Partner Organization	Platfor m/Loc ation	Target Group of Participants/ Designation	Level of Course	Ti mel ine
						Manag ement			
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institut e of Secreta riat Trainin g and Manag ement	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhwani Institute of Technology and Policy	iGOT	All Officials	L1	Q2
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administratio n	iGOT	Assistant Director, Economic Investigator	L2	Q3
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,1 1,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Decision Making	Problem Solving and Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	Joint Secretary, Director, Assistant Director	L1	Q4
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Joint Secretary, Director, Assistant Director	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Assistant Director, Economic Investigator	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	Joint Secretary, Director	L1	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	Familiarization with physical visits to actual facilities like Ports, Vessels, Processing Units, etc.	*2 days	*Physical	*Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Immersion Module in collaboration with the CIFNET, NIFPHATT, FSI, NFDB, etc.	Assistant Director, Economic Investigator	L3	Q2
Domain	Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Scrutiny and appraisal of Projects	*1 day	*Physical	Grant Thornton Bharat LLP	Grant Thornton Bharat LLP	Joint Secretary, Director, Assistant Director	L2	Q2
Domain	Advanced technology for data collection and analysis with R, Python, etc.	Advanced technology for data collection and analysis with R, Python, etc.	*1 day	*Physical	NSSTA	NSSTA	Assistant Director, Economic Investigator	L2	Q3
Domain	Sampling Methods and Techniques used in large Scale Sample Surveys	Sampling Methods and Techniques	*1 day	*Physical	NSSTA	NSSTA	Assistant Director,	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/D ays)	Mode of delivery	Training Institute/ Partner Organization	Platfor m/Loc ation	Target Group of Participants/ Designation	Level of Course	Ti mel ine
		used in large Scale Sample Surveys					Economic Investigator		

*To be decided by CBU after discussions with the Statistics Division, and the mentioned training institutes/ partner organisations.

9.3   ACBP Standardized Templates

9.3.1   Responsibility Allocation

The responsibility allocation matrix mentioned below serves as a guideline for the CBU to effectively and efficiently implement the ACBP plan.

#	Activities	Responsibility of	Reporting and Accountable to	In Consultation of	Approval by	Informed to
1	Organisational Interventions	CBU head	Nodal Officer*	Senior Leadership (JS)	Hon'ble Secretary	CBC
2	Institutional Interventions	CBU head	Nodal Officer*	CBU	Hon'ble Secretary	CBC
3	Divisional Trainings	Divisional heads/ POC appointed by Divisional head	Nodal Officer*	Division heads	Hon'ble Secretary	CBC

*The CBU Head will be delegating the responsibility to various CBU members based on their discretion.

9.3.2   Monitoring and Evaluation Matrix

The CBU will assess the performance of all trainings based on the matrix provided below. This matrix serves as a tool to gauge the effectiveness and efficiency of the training. An indicative entry has also been included for future reference, allowing for evaluation and comparison.

#	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organization	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (eg: attendance sheet, IGOT records, etc.)	Start date	End date	KPI Completed (Y/N)	General feedback for the course
1	26-May-23	Office Procedure	iGOT	US SO ASO	US (4), SO (4), ASO (7)	SO (2), ASO (4)	iGOT Records	1-April-23	26-May-23	Yes	The included course covers all the aspects of Office procedures. Average rating out of 10, given by all the participants in the feedback form

9.3.3.   KPIs

The KPIs for productivity improvement are divided into two levels: Organizational and Individual. Additionally, the KPI matrix will assist the CBU in assessing the quality and effectiveness of each course recommended in the ACBP plan, as well as identifying any delays in completing training modules. The CBU is obligated to adhere to the KPI matrix provided below. An indicative entry has also been included for future reference.

#	Target Competency	Name of the course	Name of the training institution/ platform	Mode of training delivery	Stipulated timeline	Delay (Yes/No)	Delayed by (how many days/ months)	Effectiveness of the course (through survey instrument)	Any other skill retained/ gained (NA/ Name of the skill(s))	Employee engagement (How many officials turned up and completed the training/course)	Improvement in productivity (individual/ organisational)	Quality of the course (for assessed course whether there has been any significant improvement in assessment score over a long term)
1	Functional	Office Procedure	iGOT - ISTM	Online	2h 17m	Yes	15 days	Effective	NA	10	Individual	Average rating out of 10 given by all the participants in the feedback form

Annexure 1 – CBU Formation Letter

Most Immediate
By Fax/Speed post

A-8-13/2022 -Admin V (20739)
Government of India
Ministry of Fisheries, Animal Husbandry and Dairying
Department of Fisheries

1st Floor, Chander Lok Building
36 Janpath, New Delhi
Dated the   December, 2022
9th

OFFICE MEMORANDUM

Subject: - Constitution of Capacity Building Unit in the Department of Fisheries - regarding.

In pursuance of email dated 22.11.2022 from the Capacity Building Commission, it has been decided to constitute a Capacity Building Unit (CBU) in Department of Fisheries with the following composition, with immediate effect:-

I.	Shri Sagar Mehra, Joint Secretary(Admn) - 9868937771	Head of CBU
II.	Dr. (Smt.) Suvarna Chandrappagari, Chief Executive, NFDB 9440 816295	Member
III.	Dr. Vasant Kripa, Member Secretary, CAA 9495317931	Member
IV.	Shri Shankar Laxman, Joint Commissioner (Fisheries) 98182 32354	Member
V.	Shri A. Antony Xavier, Fisheries Development Commissioner 98947 35385	Member
VI.	Shri Sushil Kumar Jha, DS(ADMN)	Member
VII.	Dr. R. Jeyabaskaran, Director General, FSI 9446128960	Member
VIII.	Shri A. K. Choudhary, Director, CIFNET 97896 34107	Member
IX.	Shri N. Venkatesh Prasad, Director, CICEF 94490 09965	Member
X.	Dr. Shine Kumar CS, Director, NIFPHATT 80780 81953	Member
XI.	Dr. Ravishankar C. N., Director, ICAR-CIFE, Mumbai 94464 74368.	Member
XII.	Shri Yoginder Kumar, Under Secretary 98187 11469	Member-Secretary

2.   The CBU of this Department, with the support of a domain expert appointed by Capacity Building Commission, would help the Department identify the capacity needs of its officials, besides the relevant interventions to meet these needs and create an Annual Capacity Building plan for the organization.

Shot on OnePlus
Powered by Quad Camera

Annexure 2 – Kick-off Meeting Minutes

Meeting Minutes-Kick Off Meeting with Department of Fisheries

1. Kick off meeting for Department of Fisheries was held on 14th December,2022 at 11:00 am. The meeting was chaired by Sh. J. N. Swain, Secretary, Department of Fisheries. The meeting was participated by:

    a. Praveen Pardeshi, Member Administration, CBC

    b. Sagar Mehra, Joint Secretary, Admin, Department of Fisheries

    c. Dr. K. Balaji, Joint Secretary, Department of Fisheries

    d. SK Jha, Deputy Secretary, Admin, Department of Fisheries

    e. Yuvraj, Consultant, CBC

    f. N. Vasudevan, UNDP

    g. Chetan Bhakkad, Partner, GT

    h. Ritika Mathur, Partner, GT

    i. Chandan Sangal, Director, GT

    j. Karan Sharma, Director, GT

    k. Bharat Mathur, Asst. Manager, GT

2. During the meeting Sh. Pardeshi acquainted the participants about the PMHRC, Mission Karmayogi, the 3 lenses and the understanding of the department's key opportunities, functions and challenges. He had also informed that this year the agenda would be to focus on individual competency development and comprehensive organizational development would follow later.

3. During the meeting, Sh. Pardeshi spoke about the focus areas such as aquaculture and the challenges of juvenile bye catch of juvenile fish. He also introduced the participants to certain reforms such as mangrove crab farming.

4. Sh. Pardeshi established that the next step would be the Competency Needs Analysis (CNA) which would be a self-assessment from the employees within Fisheries.

5. Sh. Swain, Secretary, Dept. Fisheries then shared his experiences and challenges regarding the Department of Fisheries. He informed the participants that he had faced challenges regarding the organization structure and the key result areas of the Joint Secretaries since the department is relatively new. He mentioned that they also faced challenges of not having sufficient manpower. Another challenge was that a lot of their time is occupied in compliances regarding international sustainability conventions and norms. He spoke about needing more support on knowledge management in the long run as well.

6. Sh. Pardeshi spoke about the possibilities of finding relevant learning resources for which Sh. Vasudevan from UNDP could provide support. He mentioned that CBC could help in creating a "Know your Department" module for all new joiners which would be an interactive module with Q&A and all information like orders, procedures, information about the department. It was discussed that the CBU has already been created. He also spoke about how they had created a course for answering parliamentary questions designed for SOs and ASOs. Sh. Pardeshi spoke about uploading content related to Fisheries – Finance and Fisheries – Law and making it easily available on google drive for now as part of knowledge management as the access to an online library for orders etc. would be helpful.

Annexure 3 – Minutes of Meeting - Minister of Department Fisheries, Animal Husbandry and Dairying of India

Meeting Minutes- Meeting with Minister of Department, Fisheries, Animal Husbandry and Dairying of India

1. Meeting with Department of Animal Husbandry & Dairying and Fisheries was held on 11th January,2023 at IST 09:30 AM. The meeting was chaired by Shri Parshottam Rupala, Minister of Fisheries, Animal Husbandry and Dairying of India. The meeting was participated by:

   i. Sh. Parshottam Rupala, Hon'ble Minister for FAHD

   ii. Sh. Praveen Pardeshi, Member Administration, CBC

   iii. Sh. Ram Singh, PS to Hon,ble Minister for FAHD

   iv. Sh. Rajesh Kumar Singh, Secretary, AHD

   v. Sh. Jantindra Nath Swain, Secretary, Fisheries

   vi. Ms. Varsha Joshi, AS (C&DD)

   vii. Dr. O. P. Chaudhary, JS (NLM)

   viii. Sh. Upamanyu Basu, JS (LH)

   ix. Sh. G. N. Singh, JS (Admn)

   x. Dr. Jujjavarapu Balaji JS (Marine Fisheries & CVO) Fisheries

   xi. Sh. Sagar Mehra , J.S Fisheries

   xii. Sh. A.N. Tiwari, OSD to Hon,ble Minister for FAHD

   xiii. Sh. S.C. Srivastava, Director

   xiv. Sh. P.S. Raghuvanshi, SO

   xv. Sh. Vikas Kumar, SO (Gen)

   xvi. Sh. Naveen kumar, SO (Estt)

   xvii. Sh. Siddharth Shankar, SSO

   xviii. Sh. Yuvraj Saswade, CBC

   xix. Sh. Chetan Bhakkad, CBC Consultant

   xx. Ms. Varsha Menon, CBC Consultant

   xxi. Sh. Sameer Sahai, CBC Consultant

   xxii. Dr. Mohan Lal, CBC Consultant

2. During the meeting Sh. Praveen Pardeshi acquainted the participants about the PMHRC, Mission Karmayogi, the 3 lenses, best practices and progress so far for both the departments.

3. Sh. Praveen Pardeshi also mentioned that modules for functional trainings like PFMA, GEM, Parliamentary questions, etc. are available on IGOT portal. Also, CBC will start monitoring courses completed by the officials of the departments in IGOT platform.

4. Sh. Purushottam Rupala established that the Competency Needs Analysis (CNA) for all the officials of the departments to be completed in a week and a framework is required to be created post the assessment. He further added that he also would like to undergo with functional trainings.

5. Sh. Rajesh Kumar Singh, Secretary that the department is proposing to combine the training institutes CFSP&TI and CPDO&TI, Bangalore and create a CoE for DAHD.

6. Sh. Praveen Pardeshi further added that DoPT has shared the norms to create a CoE with all the departments. He also established that the ACBP of the departments will be prepared by February 2023.

Key action points:

   a. Departments to provide the list of trainings needs.

   b. Yuvraj to share the list of online courses available on IGOT for Dakshata programme

   c. CNA to be completed in a week for both the departments.

Annexure 4 – Snapshots of various meetings with the Minister, Secretary, FGDs with officials

Snapshot of meeting with Minister

Snapshot of meeting with Secretary

Snapshot of FGDs conducted with department officials

Annexure 5 – Gaps identified and capacity building initiatives

Details of the competency gaps identified of the Department are provided herein.

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
1	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on working of Inland, Marine, International Cooperation, Schemes, etc.
2	Basic soft skills for day-to-day functions	Providing basic training on document writing along with training in MS-tools like PowerPoint, Excel focused on data representation (graphs, bar charts figures etc.)
3	Knowledge of general legal procedures	Training Module for management of legal issues and court procedures and lawyers working for the Department
4	General Finance Rules, introductory and advanced module on financial planning and development of fisheries business	Training module for management of financial issues and understanding the general financial rules of the Department including strategic pricing/costing and developing long term investment plan
5	Business analytics and Maritime economy	Advanced course on business analytics and Maritime economy, with specific modules on: • Global trends in international commerce/trade patterns and its implications for fisheries sector • Recent industrial development patterns in India and trade lane priorities
6	Basic drafting techniques for official communication & rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.
7	Management of IT and Operations	Modules and knowledge of • Contract management of outsourced works such as of Cash section only outsourced staff is deployed • IT Security/SOP in case of issues of data breach
8	Mandatory courses for level transitions	Special modules for officers undergoing level transition to fully familiarize them with changed expectations, roles, and duties. Such modules would have to be customized to specific roles/departments and respective hierarchies and would best be delivered by experienced former officers, in combination with faculty who are experienced in the overall domain expertise

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
9	Manpower shortage	Appropriate recruitment of the staff as required
10	Knowledge of Project management and Risk management	Training Module focusing on Project evaluation, project proposals, DPR appraisal, milestones monitoring and KPI's, identifying bottlenecks and risk mitigation strategies to the officials handling schemes and projects
11	Lack of practical exposure	Immersion training programs to institute CIFNET, NIFPHATT, NFDB, etc. ports, quarantine centers, etc. to increase the practice knowledge
12	Behavioral training for the officials	Training on various behavioral competencies such as • Motivation • Time Management • Stress Management • Moral & Ethics • Personality Development
13	Data management through technological solutions	• SOPs for Drafting of Parliamentary Question Responses, GeM portal, Cabinet Notes, Notifications, Circulars, Public Notice, Press Releases, etc. • SOPs for submission of all documents by all officers/staff generating and managing documents to these databases for proper record keeping • Development of secure databases for filing electronic version of different categories of documents, organized by broad subject matter • Developing a 'Search' application for this database for easy retrieval of relevant documents later
14	Orientation module for freshers	Develop an online 'Orientation' Module for all freshers in the Department that would include 360 understanding of the Department's work, role and responsibilities, structure and working of the Department, role of Department in national and flagship programs like Atmanirbhar/PM Gati Shakti, FIDF, PMMSY, etc.
15	Basic understanding to perform day-to-day functions	Procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities
16	Accounting modules	Training Module on Basic Accounting/Cash Management, SOPs in LTA/travel booking/event management to be developed for Administration division
17	Use of Government portals for procurement management	Training module for efficient use of GEM for procurement including developing SOPs for special requirements of

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
		Ministries/common issues and challenges and their resolution when using GEM
18	Understanding latest technologies and best practices in Marine fisheries	Knowledge of domestic/International technological advancement and best practices in vessel technology, infrastructure technology/machinery
19	Knowledge of various policies/rules/acts w.r.t. fisheries sector	Training module on various policies/rules/acts such as policies to develop marine fisheries, The Indian Fisheries Act, National Fisheries Policy, Coastal Environment Law, Mariculture and Law of the Sea, etc.
20	Understanding latest technologies and best practices in Inland fisheries	Knowledge of Inland aquaculture technology viz Biofloc, Recirculatory aquaculture System, Cage culture, etc.
21	Post-harvest technology and production enhancement	Module on proper handling and processing of fish along with activities designed to increase the size and numbers of fish for production enhancement.
22	Developing a scientific temperament	Brainstorming session with various case studies focusing on Discussion, argument and analysis aimed to inculcate the values of scientific thinking and an attitude of questioning and reasoning.

Annexure 6 – List of training courses available on IGOT

DAKSHTA Module

Course Name				
Leave Rules	Noting and Drafting	Office Procedure	Government E Marketplace	Right to Information Act - Part 1
Right to Information Act, 2005 - Part 2	Code of Conduct for Government Employees	Public Procurement Framework of GOI	Parliamentary procedures	Pay Fixation
Annual Performance Appraisal Report (APAR)				

Apart from mandatory DAKSHTA module several effective modules are curated such as:

1. Karamyogi Prarambh Module

2. Karmayogi Prarambh Module for newly appointed DS/Directors

3. Karmayogi Prarambh Module for newly appointed JS

4. Microsoft Courses