



CAPACITY BUILDING COMMISSION

Ministry of Coal

Annual Capacity Building Plan

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List of Abbreviations

Abbreviations	Full Form
NPCSCB	National Programme for Civil Services Capacity Building
CBC	Capacity Building Commission
ACBP	Annual Capacity Building Plans
MoC	Ministry of Coal
MDO	Ministries/Departments/Organisation
FGD	Focused Group Discussions
RACT	Role-Activity-Competency-Training
SO	Section Officer
ASO	Assistant Section Officer
ISTM	Institute of Secretariat Training and Management
GDP	Gross Domestic Product
IMF	International Monetary Fund
PMHRC	Prime Minister's Public Human Resource Council
SPV	Special Purpose Vehicle
FRAC	Framework of Roles, Activities, and Competencies
JS	Joint Secretaries
MoU	Memorandum of Understanding
RTI	Right to Information
ICT	Information technology
CPL	Continuous Professional Learning
CBU	Capacity Building Unit
OM	Office Memorandum
TNA	Training Needs Analysis
GeM	Government e-Marketplace
IFI	International Financial Institutions
FDI	Foreign Direct Investment
APMS	Audit Para Monitoring System
APAR	Annual Performance Assessment Report



Capacity Building Commission, Government of India

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Abbreviations	Full Form
ACR	Annual Confidential Report
ACP	Assured Career Progression
DPC	Departmental Promotion Committees
GFR	General Financial Rules
DFPR	Delegation of Financial Powers Rules
DFPDS	Delegation of Financial Powers Defense Services
RBMS	Results-based management system
SOP	Standard Operating Procedures
ADB	Asian Development Bank
ISB	Indian School of Business

1. Executive Summary

A. Context

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

B. Annual Capacity Building Plan

The Annual Capacity Building Plan (ACBP) of an MDO (Ministries/Departments/Organisation) is a comprehensive and strategic document which outlines all the interventions required for all officials at every level in that MDO along with the overall capacity of the MDO. Through multiple interactions with different stakeholders in the MDO, the ACBP initially captures the present state of the MDO which is then analysed from different lenses to suggest the desired state through trainings/workshops linked to different competencies required to reach the desired state within a particular time-period. The idea is that the desired state is constantly evolving in time and therefore with the progress of time the ACBP becomes a constantly evolving document.



Figure 1: The process of Annual Capacity Building Plan (ACBP)

C. ACBP for the Ministry of Coal

The ACBP preparation for the Ministry of Coal (MoC) began in the month of December 2022 with a kick-off meeting held under the chairpersonship of the Secretary of Coal Amrit Lal Meena on December 8th, 2022, followed by multiple meetings with the Joint Secretaries like with Mr. B.P. Pati on the 19th of December, Additional Secretary Mr. Vinod Kumar Tiwari on 20th December. This was followed by multiple Focus Group Discussions at each level – Directors, Undersecretaries and Section Officers and Assistant Section Officers. These meetings were subsequently followed by several other follow-up meetings with various stakeholders under the ministry.

As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out, to capture data points that would enable in building up a baseline for training and capacity building interventions at an institutional level. Primary surveys and multiple FGDs were carried out through in-person meetings and consultative workshops, spanning various levels of

hierarchy within the ministry, as suggested by the ministry stakeholders. The workshops conducted were targeted to gauge nature of demand on specific areas of competency and training needs that were directly fed into a detailed matrix outlining the major roles and activities being performed across functions.

At an individual level, for every unique role under the Ministry of Coal (MoC), the competency needs were grouped under one of the three buckets as discussed below:

- **Domain:** Knowledge and expertise related to the sector, division, and the respective focus areas
- **Functional:** Cross-cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise
- **Behavioural:** Pertaining to the learning and implementation of soft skills and cultivating certain attitudes

Based on the understanding of the nature of roles and activities at each level, specific areas of competencies were mapped to each role. These competencies were evaluated through primary interaction with these individuals and consultation with higher officials to identify gaps in competency. Based on these competency gaps, basic and advanced levels of trainings interventions were identified and marked out across the **Role-Activity-Competency-Training (RACT)** matrix. At an organizational level, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimization, personnel management, partnerships, and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc.

After the competency requirements were mapped and bucketed under Domain, Functional and Behavioral, a list of common competencies across MDOs were identified and mapped under the best institutes/agencies in the country. A larger portion of functional and behavioral competency mapping was completed under this exercise. The domain specific competencies which emerged from different divisions of the Coal Ministry were then mapped. Since most of these domain competencies were not available on an online module, suggestive options of institutes/organisations with capabilities to design such courses were suggested.

As the next step, one specific institute based on the options provided or otherwise (as best deemed) would be assigned to develop the specific module which will then be updated on i-GoT. This will provide access to that course to all Ministry of Coal employees.

D. Macro picture of Capacity Need Analysis (CNA) exercise and Institute mapping

The Capacity Needs Analysis exercise has been undertaken to identify and assess the knowledge and skills required by all officers to meet their objectives effectively. It involves evaluating the required competencies within the Ministry and identifying gaps that need to be addressed to enhance performance and achieve desired outcomes. In this context, three key dimensions of knowledge are being considered: domain knowledge, functional skills, and behavioral skills and the analysis is being conducted at a Ministry level, hierarchical role level and at an individual and division level.

In terms of domain knowledge, a course on '**Know Your Ministry**' for MoC officials has emerged as the top course required by all officers across the Ministry. For this, an agency is being assigned to Ministry of Coal for creating this module. Officers have also expressed their need for courses on dealing with **Coal Production and Distribution** for which **Coal India Limited** have been suggested as training institutes. In terms of functional competencies, MoC officers have suggested training courses on **Data Analysis and Data Visualization and MS Excel**. For these courses, **Indian Statistical Institute (ISI)** and **Arun Jaitley National Institute of Financial Management (AJNIFM)** have been designated for developing data analysis courses on **R and Python**. For **MS Excel**, **Microsoft** has already developed and uploaded two beginner and advanced level courses on i-GoT which is readily available to all officers. In terms of behavioral competencies MoC officers have highlighted **Problem Solving** and **Emotional Intelligence** as the top two behavioral competencies required at a Ministry level. For Problem Solving, CBC is working with **Harappa** to move its

SOLVE Learning Pathway on i-GoT which is a great course on **Problem Solving and Decision making**. In terms of **Emotional Intelligence**, Harappa again has been designated to share its Leading Self course with i-GoT. A second course has been also suggested under **Emotional Intelligence by Art of Living**.

There is an emerging trend that appears when a comparison is made between the competencies required at a ministry level, a role level and an individual level. While the competencies required at a ministry and a role level have been collected through a questionnaire response, the competencies required at an individual level have been collected through Focus Group Discussions along with visits to the ministry to understand the work each officer does. The trend depicts that in terms of domain competencies knowledge about the entire value-chain of Coal, knowledge of MoC policies and acts and modules on understanding the ministry and its adjoining organisations have been a major competency requirement across the spectrum. Also, since newer technologies are constantly emerging in Coal along with environmental concerns, trainings on Coal Industry trends and Environmental effect and ground level impact have come up as other required domain knowledge areas. For domain related training institutes like **Indian School of Mines (ISM)**, **Central Mine Planning and Design Institute (CMPDI)** have emerged as common institutes across multiple domain skills. For environment-related training **National Centre for Sustainable Development (NCSD)**, **World Bank** has been selected.

E. Conclusion

Based on the training requirements identified across the domain, functional and behavioural competency areas, an annual training plan will be prepared for the Ministry as part of the Ministry's ACBP. This plan will take into account all the competency requirements identified in CNA exercise, offering a macro picture of year-wise capacity building initiatives that would cater to identified gap areas. The Ministry envisages implementation of the ACBP through a Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

2. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world (International Monetary Fund (IMF) estimates India's Gross Domestic Product (GDP) to grow at 9.6 per cent in CY22). This is a positive step towards realising its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future ready civil service that can deliver to larger social and economic mandates.

However, the current civil services capacity building landscape was marred by various challenges. The capacity programmes were largely cadre, service and ministry driven leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There is a non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapse between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

The National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi was launched in 2020, keeping in mind the above challenges. Mission Karmayogi aims at a comprehensive reform of civil service capacity building mechanism at individual, organizational and institutional level for efficient public service delivery, capacity building and continuous learning for India's most vital civil servants. The program believes in the philosophy that a suitable government workforce requires a dynamic, competency-driven capacity building approach, aligned to the demands of the rapidly changing world. Envisioned as one of the largest capacity building initiatives for government organizations globally, the programme envisages to train ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government departments/ministries. Mission Karmayogi aims to embark on a learning transformation programme that will address the capacity building requirements of civil service through a comprehensive online platform – i-GOT Karmayogi. iGOT Karmayogi aims to offer online, face-to-face and blending learning options, while managing and maintaining an extensive record of civil servants. i-GOT is an online learning platform that has been developed under Mission Karmayogi to specifically cater to the capacity building needs of the nation's administrators. The content can be created by different ministries, departments, in-house or through knowledge partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources have already been made available on the iGOT platform. Along with the iGOT platform, Mission Karmayogi aspires to enable all the officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to round-the clock guidance by being able to refer to job-specific learning resources and collaborating with officials who have completed the training previously. This feature aims at enabling the officials to take charge of their own professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.



Figure 3: Institutional arrangement of Mission Karmayogi

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

Under this highly aspirational initiative, CBC aims to facilitate creation of Annual Capacity Building Plans (ACBPs) for all ministries, departments, and organisations of Government of India to enhance competency and efficacy at all the levels- individual, organizational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and

implementation of the Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable:

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

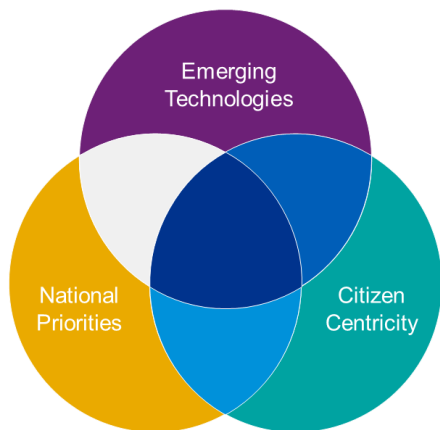


Figure 4: Three lenses of CBC interventions

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

- **National Priorities:** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the Ministry (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times. Gaps, if found any, would then be identified by ACBP. Addressing these gaps through

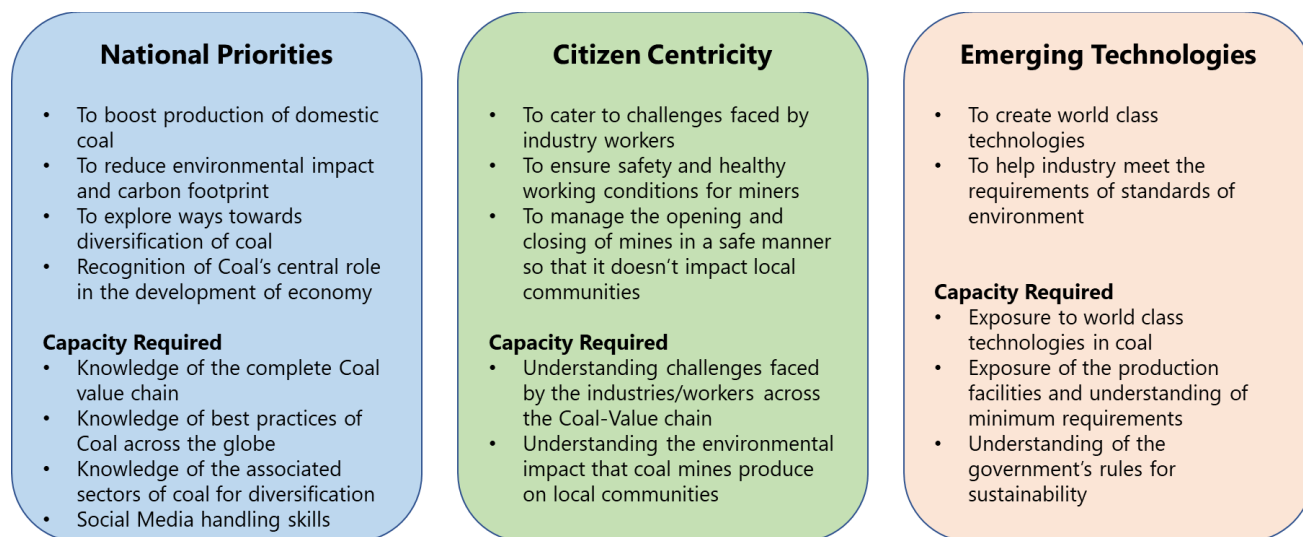
training and organisation interventions would then become the key goal of ACBP.

- **Emerging Technologies:** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which MDO is operating. ACBP will gauge the capacity MDO currently has and need to have to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- **Citizen centricity-** The initiative should raise a set of civil service officers who promote citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level.

CBC is currently conceptualising and developing ACBPs for different Ministries, Departments and Organisations (MDOs) of Government of India. As part of the preparation of ACBP for Ministry of Coal, this report provides an overview of the Ministry. It also summarises the roles and responsibilities of various divisions of the Ministry. Finally, the report will baseline Ministry's capacity-building needs and gaps conducting an as-is assessment of the Ministry's current efforts and practices.

3. Approach and Methodology

This section describes the approach taken by the study to prepare the Annual Capacity Building Plan (ACBP) of the Ministry of Coal. Each MDO was studied from three perspectives: their goals under National Priorities, Emerging Technologies, and Citizen Centricity.



To achieve these goals, a set of competencies required by each role/division of the Ministry was mapped. This report highlights the competency requirements of the Ministry and suggests initiatives to address these gaps. These initiatives are capacity building initiatives – including both training and non-training interventions which would help to enhance the performance of the Ministry at both individual and organisational level. These training initiatives will further become a part of Ministry of Coal's annual training plan. It outlines the trainings required by the Ministry officials, knowledge partners or institutes to be collaborated with for development of these training courses, their mode of delivery, target audience, duration, and time period.

It is to be noted that as a part of delivering the ACBP for the Ministry, the team first conducted the As-is assessment of the Ministry, followed by its Capacity Needs Assessment (CNA). An Immersion Programme was also conducted as part of the non-training intervention with seven officials of Ministry of Coal. As the next and final step to the CNA exercise, this report presents the training plan for competency needs identified in the CNA phase.

The key steps as illustrated above are explained in detail in the table below:

Understanding the role & function of the Department

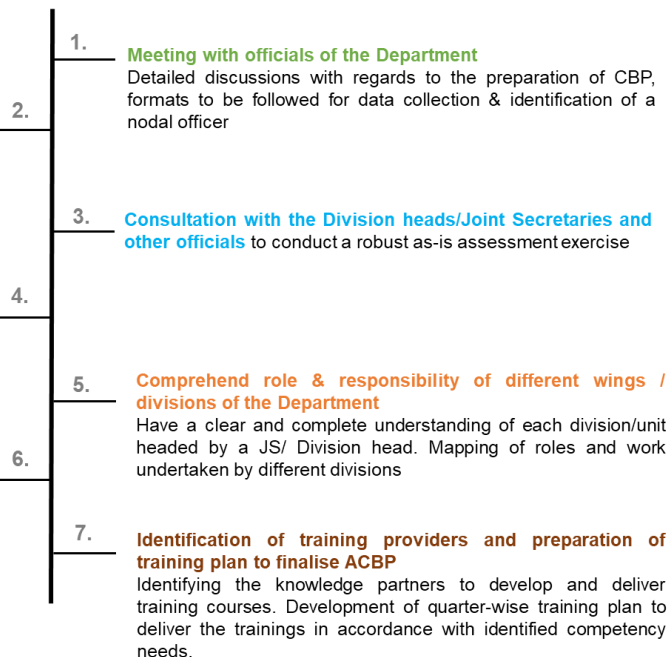
Department's mandate, policies, roles, functions, recent developments, key programs, priorities, strategic objectives and goals, emerging trends/ focus areas , national priorities, citizen focus

Identification and mapping of officials/staff

Mapping of officials/staff working at different hierarchical levels of the Department / Divisions i.e. Under Secretary, Section Officer, Assistant Section Officer etc. to select for FGDs

Identification of existing capacity building practices and Capacity Needs Assessment

Identifying the capacity required at both – individual (role / division) and organisational level to execute the functions of the Department. Giving an overview of current capacity building interventions existing in the Department



Steps	Details	Phase
Step 1- Meeting with officials of the Ministry	<ul style="list-style-type: none"> A kick-of meeting was conducted under the chairmanship of the Secretary of the Ministry of Coal. Introduction to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP) was provided. Details for the formats/tools to be followed for data collection was shared along with identification of a nodal officer from the Ministry. The current agenda which would focus on capacity building at – individual, organisational, and institutional level was shared along with the critical facets encompassing the same. 	As-Is Assessment
Step 2- Understanding the role and function of the Ministry	<p>Following the meeting, team conducted a thorough secondary review of following areas:</p> <ul style="list-style-type: none"> Ministry's mandate, roles, activities, policies, any recent developments/trends from Ministry's website, annual reports, portals etc. The current organisational structure, important stakeholders of the Ministry including its various attached offices, boards and committees, statutory and autonomous bodies under the Ministry. Ministry's key programmes, priorities, future-plan, and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. Sectoral training institutes falling under the Ministry engaged in training of civil servants. 	As-Is Assessment

Steps	Details	Phase
Step 3- Identification and mapping of officials/staff	<ul style="list-style-type: none"> Mapping of officials/staff working at different hierarchical levels of the Ministry / Divisions i.e., Additional Secretary, Joint Secretary, Deputy Secretary, Director, Under Secretary, Deputy Director, Section Officer, Assistant Section Officer etc. to select for Focus Group Discussions. 	As-Is Assessment
Step 4 – Consultation with head/Joint Secretaries and other officials	<ul style="list-style-type: none"> Focus Group Discussions were conducted with Additional Secretary, Joint Secretaries and other staff/officials of the Ministry working at different hierarchical levels. 	As-Is Assessment
Step 5 – Comprehend roles and responsibilities of different divisions/ positions of the Ministry	<p>FGDs were done to understand:</p> <ul style="list-style-type: none"> The roles and responsibilities undertaken by each division of the Ministry. Understanding the Training needs and competencies required to deliver the various roles in the Ministry The current state of trainings/ capacity development/ challenges within the Ministry/divisions. <p>FGD workshops conducted with the officials also involved understanding the existing capacity building initiatives being taken at the Ministry.</p> <ul style="list-style-type: none"> Any structured induction training to explain about the ministry/ division, employee's role and responsibilities, and expectations from them. Types of trainings conducted, if any. Frequency of the trainings. Effectiveness of the trainings provided. <p>Any encouragement/incentive structure provided by the Ministry for participating in capacity building initiatives.</p>	As-Is Assessment
Step 6 – Identification of current capacity building practices and Capacity Needs Assessment (CNA)	<p>Discussions with Joint Secretaries and Directors, and FGDs with Under Secretaries, Section Officers, and Assistant Section Officers were undertaken to understand the following aspects -</p> <ul style="list-style-type: none"> The competencies required to execute the key functions of the division / role The competency gaps as per the experience of the head of the division or other Ministry officials <p>Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives</p>	Capacity Needs Analysis

Steps	Details	Phase
<p>Step 7- Identification of training providers and preparation of training plan to finalize ACBP</p>	<ul style="list-style-type: none"> • The competency requirements of the officials identified as part of CNA exercise were mapped to relevant training providers. The Ministry will collaborate with these training providers for development and delivery of training courses to its officials. • An annual training plan for delivery of such courses is prepared. <p>Steps for identifying a particular institute, training course, mode of delivery, duration are listed below:</p> <ul style="list-style-type: none"> • Relevant courses from a variety of institutes and platforms based on their competency was identified. These include- <ul style="list-style-type: none"> ○ iGOT Karmayogi platform ○ Institutes associated with respective MDOs ○ Other government training institutes ○ Central and State Public Sector Undertakings ○ Indian universities (CBC is developing policies on onboarding & pricing) ○ Private sector organizations within and outside India (Udemy, Coursera, etc.) ○ Foreign universities (CBC is developing policies on onboarding & pricing) • Once the pertinent courses were identified, assessment on their applicability to officials along with their potential usefulness was deliberated. • Further meetings were held with Ministry officials to determine whether if officials prefer online, classroom, or a combination of both for course delivery. • Following mutual discussions with Ministry CBU/institution, the frequency and duration of courses at specific role level was identified. <p>Going ahead, a designated spokesperson will be appointed as a point of contact between CBU and the relevant institute.</p>	<p>Preparation of ACBP</p>

Table 1: Understanding Key Steps undertaken for Preparation of the Capacity Needs Analysis Report

4. Annual Training Plan

4.1. At Role and Division level – Training Plan

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

4.1.1. *Training plan for Domain competencies*

The below table presents the annual training plan for domain competencies required by the Ministry officials at various designations. These competencies are specific expertise related to the Coal sector which are required by the Ministry officials currently and in coming times. The Ministry can collaborate with the listed institutes / Training Providers (TPs) to undertake and complete the required training interventions. All this can be done under the overall guidance and support of CBC. The domain training interventions, along with their partner TPs, training duration, target audience, delivery mode, and training quarter are provided below.

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
1.	"Know Your Ministry" module for Ministry of Coal	Online	MoC & third-party agency empaneled by CBC called FCS	Ad	Ad	Ad	Ad	3-4 hours	Q1
2.	MMDR and CMSP Act	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	NA	1 hour	Q1
3.	Coal and its Exploration	Online	iGoT and Geological Survey of India	B	B	B	B	1h 22m	Q1
4.	<ul style="list-style-type: none"> Process of Identification of coal & lignite blocks, allocation of blocks and development of these blocks Calculating valuation of coal and lignite blocks. 	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	B	2 hours	Q2
5.	Policy on disposal of surplus coal and Ultra Mega Power Projects (UMPP)	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	NA	45 mins	Q2
6.	Energy conservation and restoration process	Online	Energy Conservation and Energy Audit: National Power Training Institute (NPTI)	Ad	Ad	B	NA	3 days	Q1
			Swayam: Energy Conservation and Waste Heat Recovery by Prof. Prasanta Kumar Das & Prof. Anandaroop Bhattacharya, IIT Kharagpur					12 weeks	
			Swayam: Energy Conversion Technologies (Biomass And Coal)					8 weeks	

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
			By Prof. Vaibhav Vasant Goud, IIT Guwahati						
7.	Knowledge and process relating to Mine water utilization	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	B	30 mins	Q3
8.	Development of Mining Plan	Online	i-GoT and Indian Bureau of Mines	B	Ad	Ad	Ad	48 min	Q1
9.	Sustainability and Environment concerns in Coal Mining: Mining Reforms	Online	i-GoT and Indian Bureau of Mines	Ad	Ad	B	B	1h 17min	Q1
	Low Carbon Development: Planning & Modelling	Online	i-GoT and World Bank	B	B	B	B	7h 53m	Q1
	Carbon Markets and Pricing Learning Lab	Online	i-GoT and World Bank	B	B	B	B	36 min	Q1
	Energy Efficiency in Public Buildings	Online	i-GoT and World Bank	B	B	B	B	20h 5m	Q1
	A Course on Environmental Social and Governance	Online	i-GoT National Thermal Power Corporation Limited	B	B	B	B	1h 21m	Q1
10.	Knowledge of best practices of monitoring mechanisms for the monitoring of Coal/Lignite Production of CIL and its subsidiaries, SCCL, NLCIL	Immersion Visit	Visit multiple Govt. or Private Coal Companies to analyse best practices across the sector	Ad	Ad	Ad	Ad	2-3 days	Q2
11.	Coal Production and Distribution Value Chain	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	Ad	Ad	2 hours	Q1

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				SO/ASO	US	DIR/DS	JS		
12.	Mine Planning and Assessment	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	B	1.5 hours	Q1
13.	Knowledge and process of Coal e-auctions	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	B	NA	1.5 hours	Q2
14.	Stages and Techniques of Mineral Exploration	Online	i-GoT and Geological Survey of India	B	B	B	B	1h 18m	Q1
15.	Understanding of the guidelines of the Sagarmala Project, First Mile Connectivity (FMC), National Coal Exchange.	Online	Indian Institute of Coal Management (IICM)	B	B	B	B	1 hour	Q3
16.	Knowledge about the development of transportation infrastructure for Coal	Online	Central Mine Planning and Design Institute (CMPDI)	B	B	B	B	1 hour	Q2
17.	Best Practices of Project Monitoring and Appraisal including projects related to Exploration	Immersion Visit	Visit multiple Govt. or Private Coal Exploration sites to analyse best practices across the sector	Ad	Ad	Ad	Ad	2-3 days	Q3
18.	Process of Crushing & Setting up of Washeries	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	NA	1 hour	Q1
19.	Knowledge about the Heavy Earth Moving Machineries (HEMM) policy	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	B	NA	30 mins	Q3

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
20.	Knowledge of land acquisition under CBA Act and its Administration (For both Coal/Lignite mines)	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	B	NA	1 hour	Q1
21.	Knowledge of National Coal Wage Agreement (NCWA)	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	B	NA	30 mins	Q2
22.	Knowledge of Industrial Dispute cases and Matters related to Illegal Mining	Online	Indian Institute of Coal Management (IICM)	Ad	Ad	B	NA	1.5 hours	Q2
23.	Knowledge of policies around Law and order and Security issues of Coal/Lignite companies	Online	Op 1: Coal India Limited (CIL)	Ad	Ad	B	NA	45 mins	Q3
			Op 2: Central Mine Planning and Design Institute (CMPDI)						
24.	Knowledge of the power sector	Online	i-GoT National Thermal Power Corporation Limited	B	B	B	B	55 min	
	Major policies in the Power Sector		National Power Training Institute (NPTI)					30 mins	
	Conversion of Coal to Electricity		i-GoT National Thermal Power Corporation Limited	B	B	B	B	3h 45m	
	Fundamentals of Energy Modelling		i-GoT National Thermal Power Corporation Limited	B	B	B	B	4h 39m	
25.	Knowledge of Clean Coal Technology (CCT)	Online	L1: Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	B	1 hour	Q1
			L2: IIT Delhi/ IIT Bombay						

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
26.	Understanding the processes of Underground/Surface Coal Gasification (UCG), Coal Bed Methane and Coal Mine methane (CBM/CMM) development and exploration and detailed drilling	Online	Central Mine Planning and Design Institute	Ad	Ad	B	NA	2 hours	Q1
27.	Knowledge of FCIL and Explosives application-based technologies	Online	Indian Oil Corporation Limited (IOCL)	Ad	Ad	B	NA	30 mins	Q3
			Central Mine Planning and Design Institute (CMPDI)						
28.	Knowledge of Disaster Management; Mine Safety; Fire Safety and Rescue	Online	Director General Mine Safety	Ad	Ad	B	B	1 hour	Q2
29.	Knowledge of Quality & Grading of Coal	Online	Central Mine Planning and Design Institute (CMPDI)	Ad	Ad	B	B	2 hours	Q1
30.	Conducting Audit matters of PSUs	Online	Comptroller and Auditor General of India	B	B	Ad	NA	30 mins	Q2
31.	Corporate Social Responsibility Policy	Online	Op 1: Indian Institute of Chartered Accountants of India (ICAI)	Ad	Ad	B	B	30 mins	Q2
			Op 2: National Foundation for Corporate Social Responsibility (NFCSR)						
32.		Online	Op 1: Department of Personnel & Training (DoPT)	Ad	Ad	B	B	30 mins	Q1

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
	Knowledge of matters related to Welfare including living conditions of employees of PSUs		Op 2: Institute of Public Enterprise (IPE)						
33.	Knowledge about Pilferage and Theft of Coal	Online	Indian Institute of Coal Management (ICM)	Ad	Ad	B	B	30 mins	Q3

4.1.2 Training plan for Functional competencies

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

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/D S	JS		
1.	Policy Formulation skills and development of implementation methodologies	Online	i-GoT and Institute of Secretariat Training and Management (ISTM)	B	B	Ad	Ad	2h 30m	Q1
			Indian Institute of Public Administration					2h 48m	
2.	Handling of CPMP portal	Online	National Informatics Centre (NIC)	B	B	B	NA	<TBD>	Q1
3.	Contract Management and Contract Laws	Online	Contract Management – IIM Ahmedabad	Ad	Ad	Ad	NA	<TBD>	Q2
			Contract Management and Arbitration – IIM Calcutta						
4.	Project Planning and Management	Online	Quality Control of India (QCI)	B	Ad	Ad	Ad	<TBD>	Q2
			iGOT & Indian Institute of Public Administration						
			Primavera – Oracle						
5.	Data Analysis (R and Python)	Online	Python – Upgrad	Ad	Ad	Ad	B	<TBD>	Q1
			R – Indian Statistical Institute						
			R and Python – Arun Jaitley National Institute of Financial Management						

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/D S	JS		
6.	Data Visualization (Tableau, Power BI)	Online	Courses from Simply Learn to be moved to i-GoT	Ad	Ad	Ad	B	<TBD>	Q2
7.	Demand forecasting	Online	Institute of Supply Chain Management	Ad	Ad	Ad	B	<TBD>	Q3
8.	Handling C-Adarsh	Online	National Informatics Centre (NIC)	B	B	B	Na	<TBD>	Q1
9.	Budgeting and Accounting	Online	The Institute of Chartered Accountants (ICAI)	Ad	Ad	Ad	Ad	<TBD>	Q1
10.	Basics of Statistics	Online	Indian Statistical Institute	Ad	Ad	Ad	NA	<TBD>	Q3
11.	Establishment Rules (Leave rules, CSS Rules, Pay etc.)	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B	NA	4 hours	Q1
12.	RTI Matters	Online	i-GoT and Institute of Secretariat Training and Management (ISTM) – Part 1& 2	Ad	Ad	B	NA	55 min + 41 min	Q1
			Landmark Judgments- RTI Act, 2005 – iGoT and Institute of Secretariat Training and Management (ISTM)					1 h 10m	
			Haryana Institute of Public Administration					2 days	
13.	Knowledge of Citizen's Charter, India Code Portal	Online	The Institute of Secretariat Training and Management (ISTM)	B	B	B	B	<TBD>	Q3
14.	Knowledge about government online portals such as – RTI portal, e-Samiksha, CPGRAMS, etc.	Online and Physical	i-GoT and The Institute of Secretariat Training and Management (ISTM)	B	B	B	B	4 hours	Q2
15.	Handling of the DRISHTI Dashboard	Online	National Informatics Centre (NIC)	B	B	B	B	<TBD>	Q1

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/D S	JS		
16.	Parliamentary Procedures	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B	B	2 hours	Q1
17.	Noting and Drafting	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B	NA	2 hours	Q1
18.	MS Word	Online	Microsoft Word Beginners	Ad	Ad	Ad	B	2h 56m	Q3
			Word Advanced					2h 49m	
19.	MS PowerPoint	Online	Microsoft PowerPoint Beginners	Ad	Ad	Ad	B	3h 17m	Q2
			PowerPoint Advance					2h 28m	
20.	MS Excel	Online	Microsoft Excel for Beginners	Ad	Ad	Ad	B	7h 3m	Q1
			Excel Advanced					3h 49m	
21.	Promotion/Information dissemination – Digital Marketing	Online	Ministry of Information and Broadcasting	B	B	B	NA	<TBD>	Q2
			Ministry of Electronics and Information Technology						
22.	Knowledge of legal affairs to handle all court cases	Online	Nalsar University of Law	Ad	Ad	Ad	B	<TBD>	Q1
23.	Operating in E-office mode	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	B	B	B	NA	2h 17m	Q1
			National Informatics Centre (NIC)						
24.	Conducting Audit matters of PSUs	Online	Comptroller and Auditor General of India (CAG)	B	B	Ad	Ad	<TBD>	Q3

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/D S	JS		
25.	Artificial Intelligence	Online	Wadhvani Institute of Technology and Policy (WITP)	B	B	B	B	<TBD>	Q3
26.	Establishment & Human Resource Management	Online	State bank of India	Ad	Ad	Ad	B	<TBD>	Q2

4.1.3. Training plan for Behavioural competencies

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

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
1.	Communication – Effective Communication	Online	iGOT & IIM Bangalore (PRARAMBH Course)	✓	✓	✓		5h 35m	Q1
2.	Stress management	Online	Developing Resilience to manage stress – iGOT & IIPA	✓	✓	✓		1h 54m	Q1
			i-GoT and Art of Living						
3.	Change Management	Online	Harappa	✓	✓	✓		<TBD>	Q3
4.	Conflict Management at Workplace	Online	State Bank of India in collaboration with EDx (CBC is in process of collaborating with SBI for course development)	✓	✓	✓		<TBD>	Q2
5.	Emotional Intelligence	Online	Harappa Course: Leading Self	✓	✓	✓		<TBD>	Q2
			Increasing your Emotional Quotient: The Art of Living					1h 7m	
6.	Learning Agility	Online	IIT Delhi	✓	✓	✓		<TBD>	Q3
7.	Motivation	Online	Sri Aurobindo Ashram	✓	✓	✓		<TBD>	Q1
			i-GoT and LBSNAA					1h 35m	

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				SO/ASO	US	DIR/DS	JS		
8.	Negotiation	Online	Indian School of Business (CBC is in the process of collaborating with ISB for course development)	✓	✓	✓		<TBD>	Q2
9.	Problem solving and decision-making skills	Online	Solve: Harappa (Collaboration of CBC with the platform is under progress)	✓	✓	✓		<TBD>	Q2
			Department of Personnel and Training DoPT					1h 45m	
10.	Strategic Thinking	Online	CBC to design a course from IIMs or McKinsey/Bain/BCG	✓	✓	✓		<TBD>	Q1
11.	Team Management and Development	Online	Harappa	✓	✓	✓		<TBD>	Q1
12.	Time Management	Online	Harappa	✓	✓	✓		<TBD>	Q1
13.	Visionary Leadership	Online	High Impact Leadership: IIM Ahmedabad	✓	✓	✓		<TBD>	Q2
			Leadership Development: IIM Lucknow						
			Leadership and Team Building: IIM Calcutta						
14.	Interpersonal skills / Building relationships	Online	Level III CSSS Course to Develop Behaviour Competencies – Interpersonal skills: i-GoT	✓	✓	✓		2h 18m	Q2
			Building Presence: Harappa					<TBD>	
15.	Self-Awareness	Online	Leading Self: Harappa	✓	✓	✓		<TBD>	Q3
			Self-Leadership: iGOT & The Art of Living					1h 26m	

5. Non-training Initiatives

A. Individual Capacity Building Interventions

1. Immersion Program

The Ministry of Coal, based on recommendation by Capacity Building Commission (CBC), proposes to establish an 'Industry Immersion Programme' to allow officers of department to visit different coal companies to cover various aspects of the coal industry, including mining, processing transporting, etc. The duration of this immersive programme is expected to be for a period of one week every six months and will remain subject to revision depending on inputs received.

The key objectives of the 'Industry Immersion Programme' are:

- To provide exposure to how coal companies operate, challenges they face, and how they are adapting to evolving trends in the coal industry
- To broaden officers' perspectives about on-ground issues
- To enable officers' to better understand and appreciate the impact and implications of government's policies on the industry and areas where policies might be needed
- To create a network of people ministry officials may reach out to in the industry

a. Learning opportunities:

The immersion programme will provide officers with opportunity to understand on-ground issues related to their area of expertise/ priority areas, and key challenges in operating a world-class facility. Through this programme, the participating officers will get to an opportunity to create a network of expertise and understand the following:

- The way a coal company operates and deals with changing business, technology, and operating environment.
- To familiarize oneself with the entire value chain of the industry including procurement of lands for mining, procurement of latest technology, mining and production process, transportation, labour laws relating to mining and finally even the closing of mines and its effects.
- Understand how guidelines for managing **environmental impact** are implemented.
- Learn about the different ways the opening, closing or operations of a coal mine can lead to accidents or even large-scale disasters and understand how **disaster management protocols** are implemented to avoid such mishaps.
- Gather information on the areas coal companies **collaborate with national and international agencies**
- Familiarize oneself with the different challenges and issues relating to coal mining.
- Understand how different ministries collaborate across the entire value-chain or coal production, transportation, and use.

b. Planning for the Immersion visit:

Along with planning for logistical and operational details, immersion visits also need to plan towards creating a particular learning experience for selected officers.

- Each immersion visit needs to be connected to certain learning outcomes as applicable to the officers selected for the immersion exercise
- These learning outcomes need to be communicated with officers before the visit
- The officers can be asked to make a list of questions that they'd be able to address during the immersion visit in order to drive their own learning
- Feedback should be collected at the end of every immersion visit for the planning committee to learn and implement viable suggestions

c. Selection of officers for the programme:

Minimum service duration, domain expertise, and specific roles played by the officer will be considered for participation in the programme with selected company (host institution). The officer(s) selected for the programme must not have directly dealt with matters concerning the host institution specifically, in the previous 2-3 years.

The selected officer will be required to disclose any material information that may lead to instances of conflict of interest, for example – if there are any specific financial interests held by the officer in the host institution or by any of his/ her close relations. The trainee officer must also undertake that during the training, the officer cannot engage in outside employment or undertaking of any other work assignments, including seeking, or negotiating for employment opportunities.

d. Expected output:

On completion of the programme, the officer(s) will be required to debrief and share knowledge gained in the Immersion Programme in debriefing session with peers, junior and senior officers as deemed desirable by Ministry.

Officers who complete the programme will be required to make a short presentation covering the following aspects:

- What are areas of my current work I connected with during this immersion visit?
- My key learnings from the visit.
- How will I apply learnings to my work in the Ministry/ Division/ Section in the coming days?

e. Feedback on the immersion exercise (Collected by the immersion-visit planning body)

2. Preparation of an Induction Module for New Joiners

Interactions with various officers of the Coal Ministry suggested that in some cases officers take them more than a year to understand the entire value chain of the coal industry and therefore they take time to adopt to their daily work.

- a. Know Your Ministry:** To ease bottlenecks and increase efficiency, a customized module called the “Know Your Ministry/Department/Division” have been conceptualized. This will help officers understand the entire ministry, department and associated MDOs and the part that they play in facilitating the entire value-chain of work from coal mining, coal production, coal transportation etc.

The process for developing this module has already begun. The ministry is currently working on developing an induction module through a third party empanelled by CBC to understand roles, responsibilities and duties of a particular division and its interlinkage with other divisions. The Ministry's linkage with other MDOs in similar sector will also be covered in this module. This module will be useful for any new official recruited in the Ministry and in the case of transfers.

- b. A compendium of major policies/OMs required for all officers in the Coal Ministry:** Each Ministry/Department needs to access certain policies/OMs for their day-to-day functioning in the ministry. The development of a compendium of all these policies can help a new joiner in getting familiarised with a basic set of domain knowledge in their early days. Later these policies/OMs could also be translated into digital modules which can be a part of officers' regular training program.

B. Organizational Capacity Building Interventions

Organisational Capacity Building initiatives refer to the process of building capacity of collective and shared aspects of the organisation such as existing processes, digital and physical infrastructure and technological capabilities that enable the organisation to achieve its goals.

1. Technology and Data

This dimension deals with the technology solutions employed by the ministry to improve its functioning.

- a. Database management:** An additional secretary of Ministry of Coal has suggested that a database management system in relation to management of data especially to keep track of land (used for coal mining as well as growing complimentary trees to balance environment impact) and map logistics using AI and in collaboration with other MDOs like forests, power, railway or even the state governments which work with coal mining. For setting up these processes a dedicated data management unit can be set up to handle data collection, analysis, privacy as per industry recognized quality standards which can enable the following:
- Data entry only at the primary unit of activity as opposed to at different levels of administrative command
 - Develop a protocol to assess the quality of data collected
 - Procure or commission software that enables encryption of sensitive data
- b. Monitoring and Evaluation Dashboard:** A monitoring and evaluation dashboard for tracking of coal transport through railways on a real-time basis can be done using MIS/GIS dashboarding. This can reduce interdepartmental conflict and allow for more accountability and would help the ministry track progress and access challenges across the country. It could also help the Ministry track the performance of different states and share best practices. For setting this up the following needs to be developed:
- Outcomes-based (results-based) monitoring and evaluation indicators for all programmes across the Ministry
 - Output-outcome monitoring framework (OOMF) & results-based management system (RBMS)
- c. Technology tools:** An Additional Secretary of the Ministry of Coal highlighted that at Coal Mines Provident Fund Organization (CMPFO), there is no usage of technology. Technology should be used effectively for both work and monitoring, thus leading to higher accountability. The usage of AI in tracking and monitoring, managing logistics in coal was another suggestion that came in across different levels.
- d. Learning Management System:** Learning Management systems are being set up for regular updation of

required competencies across the Ministry:

- **iGOT platform** under Mission Karmayogi is the **Learning Management System (LMS)** for all Government MDOs. Ministry of Coal can use the platform as their LMS.
- Different **training content – modules, knowledge briefs etc.** about the coal industry can be uploaded periodically on iGOT. Such content can emphasise on covering aspects such as - latest trends, R&D, investments, sector growth prospects, new technologies etc. of the coal industry. MoC officials (across different hierarchies) may consume these knowledge briefs over the LMS.

2. System and Processes

This dimension includes all the established systems and processes of the Ministry to carry out its day-to-day functions. These include setting up Standard operating procedures (SOPs) and Knowledge Management systems in place.

- a. Project Governance:** Small-scale experimental and innovative pilots with focus on service delivery improvement and knowledge generation goals without a rigid focus on targets could be useful in trying out innovative solutions to certain areas of problems.
Project review cycles or a quarterly gathering to review goals could be institutionalised on a periodic basis where officers could gather to learn about the successes and failures of a particular project and derive key learnings from them to apply in their next project cycle.
- b. Knowledge generation and management:** Regular transfers of officers from one Ministry to another leads to a loss of knowledge that the officer had cultivated in the Ministry. This can be managed through the following:
 - Knowledge dissemination: Monthly/quarterly newsletter for disseminating latest information about the Ministry or experience of handling specific cases along with latest trends in the sector could be set-up.
 - Setting up Standard Operating Procedures (SOPs): Documenting all processes and related outputs of the ministry such that they are easily accessible could help the ministry function more efficiently.
 - Knowledge transfer: Quarterly knowledge transfer sessions where officials can share their work experiences. These sessions could also be set up when one officer is transitioning out of their role and another officer joins in.

3. Partnerships and Relationships

This dimension includes all external partnerships that the MDO is a part of such as those with other ministries/departments, national and international organisations and citizen groups.

1. Outreach and communication

- Documenting and sharing communications of the ministry such that:
 - They are available in all widely spoken (vernacular) languages
 - They cater to people with disabilities
- A mobile-based application for the ministry to increase citizen outreach
- Documenting all citizen feedback online and in the public domain

2. Partner and donor relationship management

- Conduct and document a landscape review of all the stakeholders of the ministry

- Partnerships/MoUs with at least three of the following kinds of entities, towards coordinating workshops, conferences, exposure visits and immersion visits, developing training materials, and conducting induction/refresher training:
 - Government training institutes such as LBSNAA, YASHADA
 - Reputed government academic institutes such as IITs, IIMs
 - Reputed private academic institutes such as ISB or SPJ
 - Global think tanks and academic institutes
 - Multilateral agencies such as World Bank, ADB
 - Other ministries/departments
 - Industry/private sector organizations, including not-for-profit organizations

4. Personnel Management

This includes all the functions associated with managing human resources of the ministry such as performance appraisals, training and development, performance management, etc.

1. Aspects other than training function

• Fellowship programmes:

- Creation of untenured fellow positions across the department
- Dedicated collaboration platforms (workshops, virtual meetings, debates, discussions, etc.), for government officials to come together, to encourage public problem solving and joint learning through the exchange of ideas, co-production and co-learning

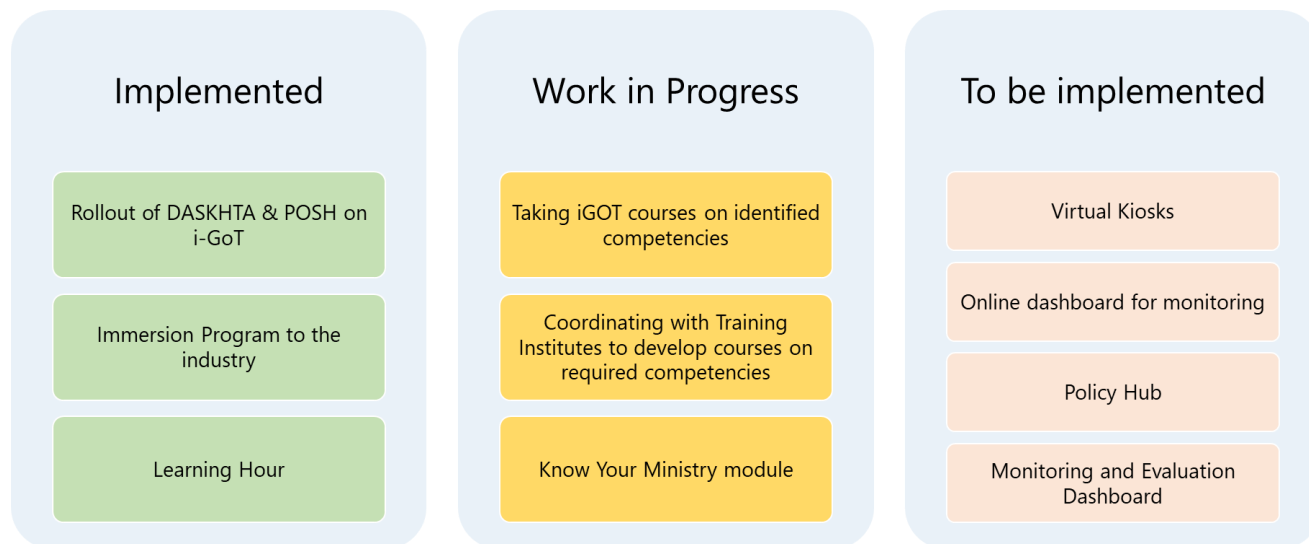
2. Training Support (Learning and Development)

- A Capacity Building Unit (CBU) for leading the L&D function within the department
- Hiring/appointing/bringing onboard subject matter experts

C. Quick Wins

Quick impact initiatives are those that can be implemented within a short span of time and operationalized soon, without requiring enormous budget and planning. Basis the CNA exercise conducted with the Department officials, following Quick Impact Initiatives were identified for the officials:

- a. Ensure all officials up to the level of Assistant Section Officer (ASO) are actively registered on iGOT platform of Mission Karmayogi.
- b. Ensure all officials undergo training in the DAKSHTA / PRARAMBH courses (available on iGOT) within 60 days – These include Under Secretaries (US), Section Officers (SO) and Assistant Section Officers (ASO).
- c. Phygital DAKSHTA course is being launched for Directors may ensure participation of its Director-level officials in the intervention.



1. Under Training interventions:

- All officials may undergo training in the below **DAKSHTA** courses within 60 days – For US / SO / ASO
 - The DAKSHTA courses include modules on – ‘Leave Rules’, ‘Noting and Drafting’, ‘Office Procedures’, ‘Government E Marketplace’, ‘Right to Information Act – Part I and Part II’, ‘Code of Conduct for Government Employees’, ‘Public Procurement Framework’, ‘Parliamentary Procedures’ and ‘Pay Fixation’.
 - Learning hour** - One hour a week may be fixed for learning in the Department with staff / officials undertaking the DAKSHTA courses. The same can be kept completely voluntary.
- A phygital **DAKSHTA** course is being launched for Directors. It is currently under preparation by CBC. MoC may ensure participation of its Director-level officials in the intervention.
- Know Your Ministry / Know Your Department** - Induction training programmes can be provided to new joiners (even if transferred within the same Ministry/ Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each Division / Section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes can include – ‘Know You Ministry’ / ‘Know Your Department’ module.

2. Under Non- Training interventions

A number of both public and private coal industries have been identified for conducting immersion exercises for the Ministry of Coal. These include the following:

Private players for coal for immersion activities

- Hindalco:** Hindalco Industries Limited, formerly called Hindustan Aluminium Company, is the flagship company of India’s largest conglomerate, the Aditya Birla Group. Hindalco is also Asia’s top producer of primary aluminium. Bauxite, **coal**, and other minerals used by power companies and other Indian businesses are also mined by Hindalco.

2. **Adani Enterprises:** Adani Mining has also set up its own Mineral Resource Exploration Division, which provides complete mining solutions for surveying, **coal block exploration and grading assessment**. The mining division manages exploration activity for the group in addition to providing services to other companies.
 3. **JMS Mining Private Limited:** JMS, is the pioneer & market leader in implementation of Mass Production Technology in **Underground Coal Mining** in India. They have implemented world's latest technology – Continuous Miner & Bolter Miner in this country.
 4. **Thrivani Sainik Mining Private Limited:** They are one of the largest **Coal Mining** MDO in India.
 5. **Global Coal and Mining Private Limited:** They are one of the leading private sector **Coal Beneficiation Company** in India headquartered in the Millennium city Gurgaon (NCR).
 6. **Coal Mines Associated Traders Pvt. Ltd. (CMAT):** CMAT (P) LTD. with its sister concerns are a major player in Eastern India in open cast **coal mining**, transportation & handling of coal, other mining operations and activities.
 7. **Maheshwari Mining Pvt. Ltd (MMPL):** They are a one-stop-solution provider as an Underground Coal And Metal Mining Company. Our vast range of works includes proper planning, mine designing, constructing infrastructure along with supplying, operating, and maintaining all Rig machineries and equipment, to finally exploiting the mineral of desire.
 8. **Ambey Mining private limited (AMPL):** They are one of the emerging Companies in the field of Coal Mining, Coal Handling, Infrastructure Development, Coal Washing etc.
 9. **BGR Mining and Infra:** With 8 of ongoing projects that include 3 MDO projects spread across the country, they are dedicated to making India a world-leading coal extractor.
 10. **Pachhwarra Coal Mining private limited:** Pachhwarra Coal Mining Private Limited is majorly in Mining & Quarrying business.
- b. Workshops are another kind of non-training interventions which can be conducted within the Ministry and its organisations or with external organisations to share best practices. In that regard, there has been a discussion on organizing a workshop to develop a sense of pride and belonging in all officers of the Ministry of Coal through an understanding of impact and forward vision.

Suggested Immersion Plans

Option 1

Title: Vision Orientation and Purpose Building Workshop for the Ministry of Coal

Objectives:

- To create a sense of pride in purpose in the work officers do at the Coal Ministry.
- To help officers understand the Ministry's vision and how their work contributes to that vision.
- To empower officers to take ownership of their work and to make a positive impact on the lives of others.

Session One: Introduction (20 – 30 minutes)

1. Introduction by saying purpose of the workshop and outlining objectives and setting expectations. (5 minutes)
2. Stating the schedule for the whole workshop. (5 minutes)
3. Speech by Additional Secretary/Joint Secretary on how MoC's work can impact changes for the country and the implication of such changes on economy, well-being etc. (10 minutes)

Session Two: Vision Orientation (45 minutes – 1 hour)

1. Begin by sharing copies on Ministry's Vision, Mission, and Goals OR Project them if there is a screen
2. Speech by Additional Secretary/Joint Secretary/Director on what the Ministry has achieved (and how officers have contributed to it) and what is the goal ahead. (10 minutes)
3. Small group discussions for reflection: What do they think about the goals? Are they achievable? How do they think that their work can contribute to the goals? What would happen if their section/division would be shut for a week? (Add more thinking questions for discussion as suitable) (20 minutes)
4. Large group together: Share reflections, key takeaways (10 minutes)

Short Tea Break

Session Three: Orienting self and work to purpose (1 hour – 1 hour 15 minutes)

1. Ask participants to take some time to reflect on their own purpose in life and how does their choice to work with the Central govt. relate to that. Share paper for them to write/draw etc. (Think-pair-share) (10 minutes)
2. Large group sharing: Some people share their reflections in the large group. People add to it etc. (10 minutes)
3. Values exercise: Exploring what are my values and how do they affect my life and work? (20 minutes)
4. Frame your mission statement. (10 minutes)

Lunch Break

Session Four: Cultivating Pride in purpose (1 hour – 1 hour 15 minutes)

1. Speech: Importance of Pride in Purpose through personal anecdotes. (10 minutes)
2. Free Writing: What am I proud of in terms of myself and the work I do? (5 minutes)
3. Spectrum Activity (If there's empty space): I feel proud. (15 minutes)
4. Rocket Boys Case Study Discussion: How do you think can this pride in purpose help us to overcome challenges? (10 minutes)
5. Reflection – Large Group Sharing: How do you think we can cultivate a sense of pride in purpose in our own work? (10 minutes)

Short Tea Break

Session Five: Closing (20 – 30 minutes)

1. Summarize the key points of the workshop. (10 minutes)
2. Participants share key takeaways. (10 minutes)
3. Thank participants for their time and participation.

Assessment to gauge on the effectiveness of the workshop:

- The level of participation and engagement of the participants.
- The quality of the discussions and the insights that were shared.
- The participants' understanding of the ministry's vision and how their work contributes to that vision.
- The participants' ability to articulate their own purpose and values.
- The participants' commitment to cultivating a sense of pride in purpose in their work.

Option 2

Title: Industry Visit

Learning Outcomes:

- Officers will be able to describe about the different technologies that are used in the coal industry.
- Officers will be able to explain about the coal value chain and how coal is used to generate electricity.
- Officers will be able to assess the environmental impact of coal mining and power generation.
- Officers will learn about the safety procedures that are in place to protect miners and the public.
- Officers will have the opportunity to meet with senior management and ask questions about the coal industry.

Government Coal Company Visits:

- Visit to a coal mine: Officers will get to see how coal is extracted from the ground. They will also learn about the safety procedures that are in place to protect miners.
- Visit to a coal washery: Officers will learn how coal is cleaned and processed before it is used. They will also learn about the environmental impact of coal mining and how it is being mitigated.
- Meeting with senior management: Officers will have the opportunity to meet with senior management and ask questions about the company's operations.

Private Coal Company Visits:

- Visit to a coal power plant: Officers will learn how coal is used to generate electricity. They will also learn about the environmental impact of coal power and how it is being mitigated.
- Visit to a coal research center: Officers will learn about the latest technologies being developed to improve the efficiency and safety of coal mining and power generation.
- Meeting with senior management: Officers will have the opportunity to meet with senior management and ask questions about the company's operations.

Logistical Planning:

- The industry visit should be scheduled for a day or two.
- The learning objectives should be clearly communicated before the visit.
- The officers should be encouraged to make a list of questions to ask for the visit. A set of questions could be collected and given to the officers also for enabling better interaction with people from the coal industry.
- If allowed, officers should be encouraged to take pictures of what they see during the visit.
- The officers should have a debrief session where they'll share learnings after the industry visit.
- Learnings from the visit could be consolidated with images and descriptions to be presented to a larger set of team members.

Implemented Immersion Plan as a part of Quick Wins

Learning Outcomes:

- To learn about the different technologies that are used in the coal industry
- To gain knowledge about the coal value chain and the usage of coal in different industries
- To assess the environmental impact of coal mining and power generation
- To learn about the safety procedures that are in place to protect miners and the public
- To hold discussions with the senior management and deliberate on the Indian and global coal industry and its impact on the economic growth of a country

Visit to the coal mine: Officers will get to see how coal is extracted from the ground and the technologies used for the same. They will also learn about the safety procedures that are in place to protect miners.

Visit to a coal washery: Officers will learn how coal is cleaned and processed before it is used. They will also learn about the environmental impact of coal mining and how it is being mitigated.

Senior Management Meet: Officers will have the opportunity to hold discussions with the senior management and deliberate on the Indian and global coal industry and its impact on the economic growth of a country. This could also include a session on sharing operational best practices.

Citizen Centricity: Employees of the Tata Coal Mines will help officers understand the different programmes they undertake as a part of community-relations and community building in the area to mitigate the side-effects of environmental impacts etc.

The Immersion Programme with Ministry of Coal was undertaken between June 7th - 9th at Tata Steel Coal Mines, Jharkhand.

As a start to the programme, an Orientation session for all officers visiting the Mines was organised. This space was used to communicate the plan, discuss questions and understand their expectations from the programme. This was followed by two-day visit at West Bokaro mines.

At the West Bokaro mines in Jharkhand, they were greeted by the Vice-President, Tata Steel through an introductory presentation on the history of the Tata Mines, their progress, operations, notable interventions, production statistics and the technologies used in the West Bokaro mines. This was followed by visits to the coal quarries, coal washeries, coal beneficiation plant, highwall mining operations and reclamation sites over the next two days. The team learnt about best practices in terms of their operations, witnessed blasting operations in their open-cast mine, understood the system of highwall mining operations at the site and learnt about the various remote sensing technologies used by Tata Steel. From a non-technical perspective, the team learnt about different partnerships formed by Tata Steel, their training operations (officers visited the training centre and used simulation tools), their sustainability measures and CSR initiatives as well.

As a closure to the Immersion Programme, a Closing Ceremony on June 14th from 1pm to 2pm was organised. The purpose of the closing ceremony was to synthesize the learnings from this immersion programme. Based on the learnings, the immersion team has been instructed to prepare a presentation for knowledge sharing practices with the rest of the Ministry.

Visit schedule of Ministry of Coal officers to Tata Steel West Bokaro division

Time	Agenda
8th June'23	
1st half (10 Am to 1:00 Pm)	Overview of West Bokaro Division
	Safety Briefing

Time	Agenda
	Visit to Q-SEB (Viewpoint) Best practices – 1. Full Maintenance Contract at Central Maint. Complex
2nd half (2:30 Pm to 5:00 Pm)	Mining Operations Best practices – Fleet Management System
	Visit to J N Tata park & Dorabji Tata park
Evening (7:30 Pm to 9:30 Pm)	Get-together with Senior Leadership team of West Bokaro
9th June'23	
1st half (10 Am to 1:00 Pm)	Visit to Q-AB Best practices – 1. Highwall 2. Slope Stability Radar
	Visit to Coal Beneficiation Complex Best practices – 1. Common Control room
2nd half (2:30 Pm to 3:30 Pm)	Visit to Washery-3 Best practices – 1. Froth Floatation Technology 2. Vacuum Bed Filter
Breakfast timing: 8:00 Am to 9:00 Am	
Lunch timing: 1:00 Pm to 2:30 Pm	
Dinner timing: 8:30 Pm to 10 Pm	

Insights through the Visit

Department	Sub-department	Insights
Q-SEB	Viewpoint	Overall visualization of Opencast mining
	Central Maintenance Complex	Go-through on Full Maintenance Contract methodology
Q-AB	Highwall Operation	Go-through on methodology of Highwall operation
	Slope Stability Radar	Understanding of real-time tracking of stability during mine-wall movement
Mining Operations	Fleet Management System	Next step towards remote supervision in mining operations for optimum production

Department	Sub-department	Insights
Coal Beneficiation	Common Control Room	Next step towards remote centralised supervision & operation
W#3	Froth Flootation process	Go-through of Coal Fines Beneficiation
	Vaccum Bed Filter	Go-through of Fines circuit in Coal Beneficiation
Reclaimed mined-out areas	J N Tata park & Dorabji Tata park	Tata Steel's approach towards Sustainable mining