



CAPACITY
BUILDING
COMMISSION

CAPACITY BUILDING COMMISSION

ANNUAL CAPACITY BUILDING PLAN
NITI AAYOG
AUGUST 2023



Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Executive Summary

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 extensive capacity building, and is based on the philosophy of creating an ecosystem of “competency driven training and human resource management” by transitioning from a 'rule-based' system to a 'role-based' system”. Under this Programme, Capacity Building Commission (CBC) has been set up to ensure effective training and development of civil servants to enhance their skills and capabilities and is currently working extensively on developing Annual Capacity Building Plans (ACBPs) for the MDOs that includes NITI Aayog.

Annual Capacity Building Plan (ACBP)

CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails specific, measurable, attainable, realistic, and time-bound capacity building interventions of the Department. An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon’ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

ACBP for NITI Aayog

The ACBP preparation process of NITI Aayog (hereby referred to as “the Organisation”) began in the month of December 2022 with a kick-off meeting held on 12th December under the leadership of the Hon’ble CEO and Secretary, NITI Aayog and Chairman CBC, Secretary CBC, and Member Admin CBC. Interactions with the leadership of the Organisation were conducted to understand the organizational structure of the Organisation, key functions of the various verticals, cells, and attached offices & autonomous bodies within the Organisation, past capacity building interventions and key priorities of the Organisation. Following this, in order to analyse the competency needs across designations in the Organisation a competency needs analysis form was circulated in February 2023 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Organisation, competency needs were analysed across domain, functional and behavioural areas. Following that, departmental FGDs were conducted to validate the competency needs emanating from the analysis.

As a next step, annual capacity building plan for the Organisation has been drafted. The plan consists of both training & non-training interventions. At an individual level, based on competency requirements identified for each unique role training interventions have been recommended across domain, behavioural & functional areas. At an organizational level, non-training interventions for enhancing organizational

capacity like institutionalizing induction training for all new joiners in the Organisation, leveraging AI & ML for data analysis related to public grievance, Mentor/Buddy Program, Process walk throughs, etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Organisation, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on digital fluency, data analysis, office procedures, communication, stress management, etc. were decided to be undertaken by all employees of the Organisation.

Finalization of the Annual Capacity Building Plan for the Organisation

For finalization of the Annual Capacity Building Plan training courses have been mapped to the competency requirement of the Organisation summarized in the table below:

Category	Summary of identified competencies	
Domain	<ul style="list-style-type: none"> • Evolution of sector in long term • Trends and best practices in the sector • Key technologies impacting the sector 	
Functional	<ul style="list-style-type: none"> • Policy Making • Government Program Formulation & Implementation • Establishment & Human resource Management • Cabinet Note Preparation 	<ul style="list-style-type: none"> • Public Relations & Communication • Digital Fluency • Project Management • Office Procedure, Noting & Drafting • Governance • Financial Management (Budget / PFMS)
Behavioural	<ul style="list-style-type: none"> • Visionary Leadership • Teamwork • Result Orientation 	<ul style="list-style-type: none"> • Learning Agility • Analytical Thinking • Communication
Technological	<ul style="list-style-type: none"> • Data Visualization Tools • Data Analytics Tools • Accessing Data Bases (Bloomberg, NDAP, NSS, NFHS, other important databases) • Industry 4.0 incl. Internet of Things (IoT) 	<ul style="list-style-type: none"> • MS Office Application • Tools on Communication • Use of Artificial Intelligence • Blockchain technology

Conclusion

Every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of NITI Aayog was constituted on 23rd December 2022 under the leadership of the Joint Secretary, NITI Aayog to lead the exercise within the organization. The Organisation's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.



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List of Abbreviations

ABP	Aspirational Block Program
ACBP	Annual Capacity Building Plan
ACC	Advance Chemistry Cell
ADB	Asian Development Bank
ADP	Aspirational Districts Program
AI	Artificial Intelligence
AIM	Atal Innovation Mission
AoB	Allocation of Business
AS	Additional Secretary
ASO	Assistant Section officer
CAG	Comptroller and Auditor General
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CNA	Competency Needs Assessment
CSMOP	Central Secretariat Manual of Office Procedures
Dir	Director
DMEO	Development Monitoring and Evaluation Organization
DPIIT	Department of Promotion of Industry & Internal Trade
DS	Deputy Secretary
EAC	Economic Advisory Council
EFC	Expenditure Finance Committee
GCS	Governing Council Secretariat
GFSN	Global Financial Safety Net
GIS	Geographical Information System
HRMS	Human Resource Management System
IESS	India Energy Security Scenarios
IFC	International Finance Corporation
iGOT	Integrated Government Online Training
IIPA	Indian Institute of Public Administration
IMF	International Monetary Fund
ISPP	Indian School of Public Policy
ISTM	Institute of Secretariat Training and Management
JS	Joint Secretary
JSA	Junior Secretariat Assistant
KIH	Knowledge and Innovation Hub
LBSNAA	Lal Bahadur Shastri National Academy of Administration
MDO	Ministry, Department & Organization
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act

MSME	Micro Small and Medium Enterprises
NCDNSNT	National Commission for Denotified, Nomadic and Semi-Nomadic Tribes
NCOBC	National Commission for Backward Classes
NCSC	National Commission for Scheduled Castes
NCST	National Commission for Scheduled Tribes
NDAP	National Data and Analytics Platform
NFHS	National Family Health Survey
NILERD	National Institute of Labour Economics Research and Development
NIRDPR	National Institute of Rural Development and Panchayati Raj
NITI	National Institute of National Institution for Transforming India
NPCSCB	National Programme for Civil Services Capacity Building
NSS	National Service Scheme
OLC	Online Learning Consortium
PA	Personal Assistant
PAMD	Project Appraisal and Management Division
PIB	Public Investment Board
PMAY	Pradhan Mantri Awas Yojana
PMGSY	Pradhan Mantri Gram Sadak Yojana
PMHRC	Prime Minister's Public Human Resource Council
PMKSY	Pradhan Mantri Krishi Sinchayee Yojana
POSH	Prevention of Sexual Harassment Act
PPP	Public Private Partnership
PPS	Principal Private Secretary
PS	Private Secretary
RTI	Right To Information
SDG	Sustainable Development Goals
SFC	Standing Finance Committee
SO	Section officer
SPV	Special Purpose Vehicle
SSA	Senior Secretariat Assistant
SSM	State Support Mission
US	Under Secretary
VAC	Voluntary Action Cell
VR	Virtual Reality
WCD	Women and Child Development

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1. Background

1.1 Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions, formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred to as 'Mission Karmayogi'. The program aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is improvement of governance through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision. 'Mission Karmayogi' envisages a paradigm shift from a rule-based to a role-based approach, recognizing that 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme.

The following institutions have been created to operationalize the Mission:

- **Prime Minister's Human Resource Council (PMHRC):** Apex body that provides strategic direction to the Mission
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and oversee all capacity building interventions
- **Capacity Building Commission:** Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forward recommendations on standardization of training and capacity building
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall own and operate the digital asset - iGOT Karmayogi platform - created for implementation of NPCSCB

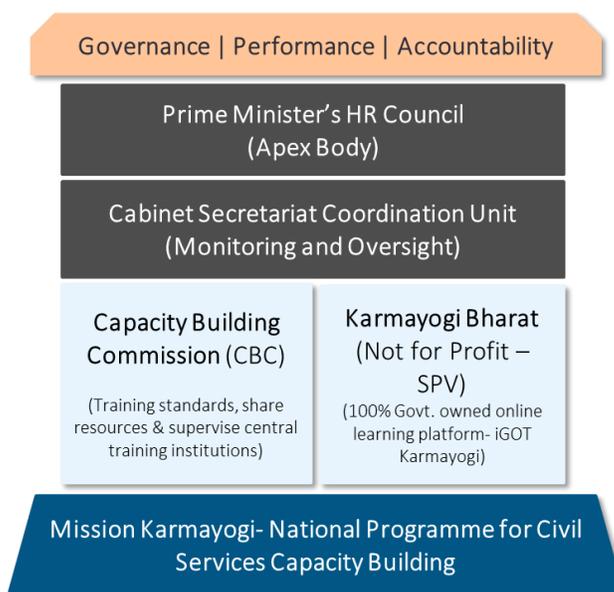


Figure 1: Framework for Implementation and Monitoring

1.2 Capacity Building Commission (CBC)

The Capacity Building Commission (CBC) was constituted in April 2021 to act as the custodian of the civil services capacity building ecosystem. The core purpose of the Commission is to build a learning culture in the whole of Government and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs). The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3 Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) is facilitating the preparation of ACBPs for participating MDOs.

CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

The Annual Capacity Building Plan (ACBP) details out Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions for the Department. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Department.

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

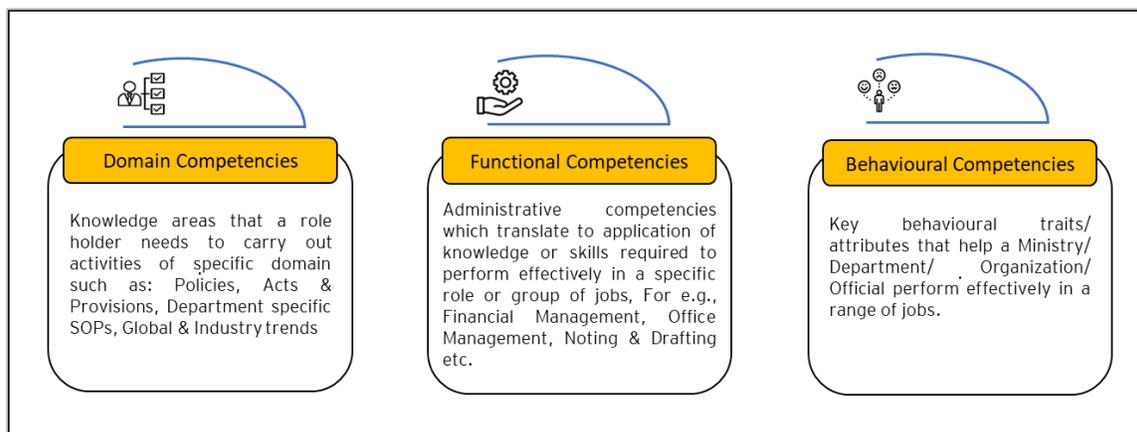


Figure 2: Definition of Competencies

At the Organizational Level: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

An orientation workshop for all participating MDOs was conducted on 1st December 2022 chaired by Hon'ble Cabinet Secretary for explaining the conceptual framework of ACBP, key steps for developing ACBPs and guidelines for monitoring implementation of the ACBPs.

This document details out the Annual Capacity Building Plan for NITI Aayog.

2. Approach and Methodology Adopted for the ACBP Exercise

Following the orientation workshop with all MDOs, a kick-off meeting was organized at NITI Aayog on 14th December 2022 chaired by the Hon'ble CEO NITI Aayog and Secretary, CBC and Member Admin, CBC to plan the process of development of the capacity building plan for the organization and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Organisation:

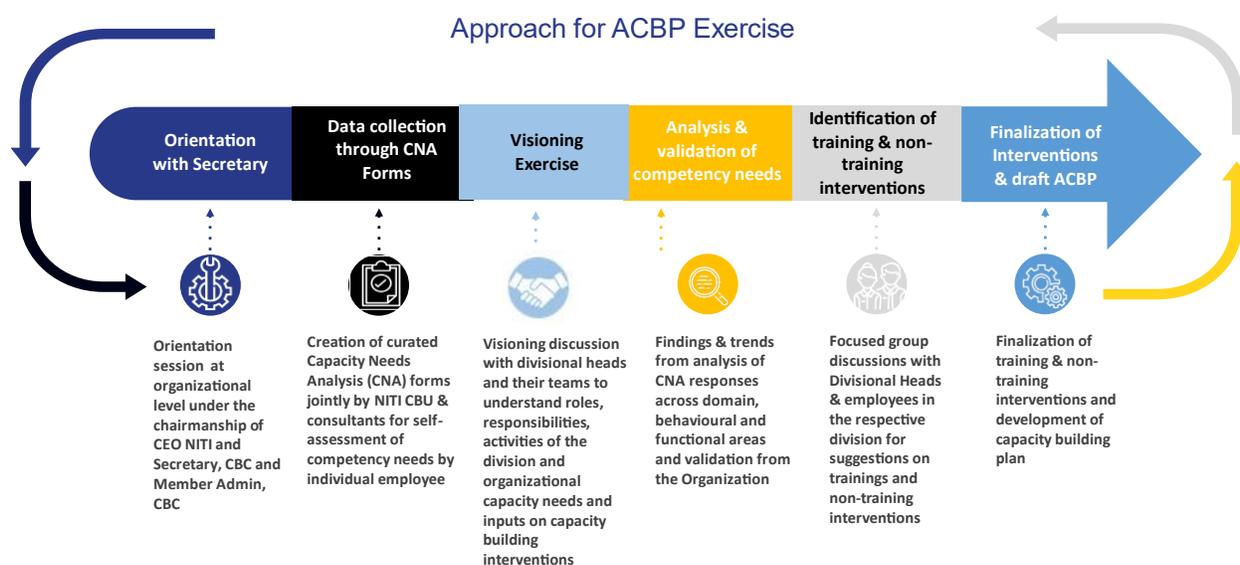


Figure 3: Steps for Developing ACBP

Further the three key lenses for designing the capacity building plan were explained – contribution to national priorities, ability to assess emerging technologies impacting the future of the Department/ sector and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Organisation, under the three lenses, are summarized in the illustrative below:

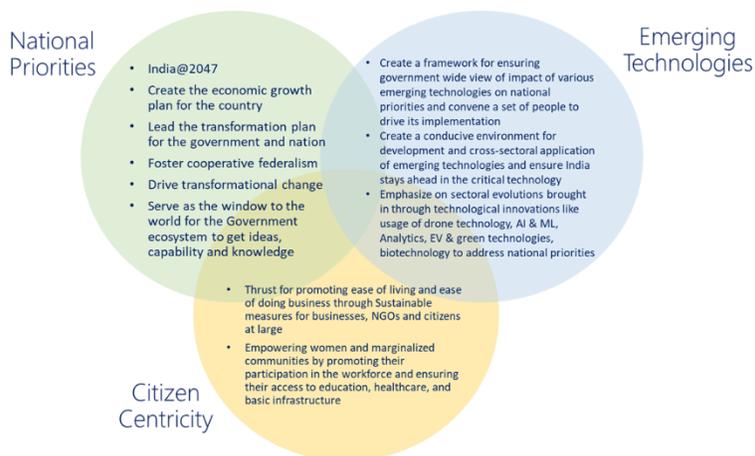


Figure 4: Lenses of Capacity Building for NITI Aayog

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO has been requested to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of NITI Aayog was constituted on 23rd December 2022 under the leadership of the Joint Secretary, NITI Aayog to lead the exercise within the organization.



Figure 5: CEO, NITI Aayog meeting with ACBP Consultant

3. Overview of NITI Aayog

NITI Aayog has been constituted as the policy think tank for the Government of India and operates directly under the guidance of Hon'ble Prime Minister. NITI Aayog acts as the quintessential platform for the Government of India to bring States to act together in national interest and thereby foster cooperative federalism.



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NITI Aayog acts as a Resource centre with the necessary knowledge and skills that enables it to act with speed, promote research and innovation, provide strategic policy vision for the government. NITI is also responsible for designing strategic and long-term policy and programme framework and monitors the progress and efficacy of initiatives undertaken as part of these programmes.

NITI facilitates partnerships between key stakeholders and national and international like-minded think tanks, as well as educational and policy research institutions.

In nutshell, the following figure highlights the focus areas of the NITI Aayog:



The Government of India (Allocation of Business) (AoB) Rules 1961, formulated by the President in accordance with clause (3) of Article 77 of the Indian Constitution and administered by the Cabinet Secretariat, assign various responsibilities to NITI Aayog. As per these rules, NITI Aayog is tasked with developing a shared vision of national development priorities, sectors, and strategies in collaboration with the States. It aims to promote cooperative federalism by providing structured support initiatives and mechanisms to the States, recognizing the integral role of strong States in building a strong nation. NITI Aayog also works towards formulating credible plans at the grassroots level and aggregating them at higher levels of government. It ensures the incorporation of national security interests into economic strategy and policy for specific areas referred to it. Special attention is given to vulnerable sections of society to ensure their equitable inclusion in economic progress. NITI Aayog advises and facilitates partnerships between key stakeholders, think tanks, educational institutions, and research organizations. It also establishes a collaborative community of national and international experts to foster knowledge, innovation, and entrepreneurship.

Furthermore, NITI Aayog maintains a resource centre for research on good governance, sustainable development, and best practices, disseminating this knowledge to stakeholders. It actively monitors and evaluates program implementation, identifies resource requirements, and focuses on technology upgradation and capacity building. NITI Aayog undertakes any necessary activities to advance the national development agenda.

As part of the ACBP exercise, an As-Is assessment of NITI Aayog was conducted to gain understanding on the organization's current state. Interactions were held with the leadership of the organization (Additional Secretary, Joint Secretary, Senior Advisers, Advisers, Deputy Advisers) along with heads of various verticals, cells, and attached offices & autonomous bodies for gaining understanding on the organizational structure and key functions of the different verticals, cells etc. within the organization. The following sub-section provides a summary of the As-Is assessment.

3.1 Summary of As-is assessment of the Organisation

The As-Is assessment focused on documenting the organisation structure of the Organisation along with functions of the divisions. Qualitative data regarding roles and responsibilities was captured to comprehend the mandate of each vertical / cell/ attached offices & autonomous bodies. Documentation provided by the Organisation, as well as information available on the official website were used to comprehensively understand the organizational structure, schemes, programmes, etc. of the Organisation, a summary of which is presented in the subsequent sections of this report. The As-Is assessment report developed based on this understanding covered the following aspects:

- **Focus areas** of the organization
- **Mapping of organization structure** of the NITI Aayog along with functions of the different verticals/ cells/ attached offices & autonomous bodies
- Inputs on **past training initiatives** undertaken by the organization
- **Identified priorities of the organization and future path in alignment with national priorities, citizen-centric goals and emerging technologies impacting the functioning of the organization** by performing secondary research (studying NITI Aayog's annual report, website, induction material, etc.) and primary consultations
- Existing challenges and opportunities at **organizational as well as institutional level** and way forward

The As-is assessment report was finalized basis the inputs received from CBU and the Organisation.

3.1.1 Organizational Structure of NITI Aayog

The different verticals, cells, attached of NITI provide the requisite coordination and support framework needed to carry out its mandate. Presently, the organization is led by a CEO and has more than twenty Divisional heads (AS/ JS, Senior Advisers/ Advisers). The list of verticals, cells, strategic sectoral programmes, support systems and attached offices and autonomous bodies is given below:

1. Administration/HR including GA, RTI
2. Agriculture & Allied Sectors
3. Atal Innovation Mission (AIM)
4. Circular Economy Cell
5. Communications and social media
6. Data Management & Analysis, Frontier Technology
7. Development Monitoring and Evaluation Office (DMEO)
8. Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)
9. Economics & Finance II (a. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment, b. Trade & Commerce)
10. Education

11. Energy & International Cooperation
12. Governance & Research
13. Governing Council Secretariat & Coordination
14. Health & Family Welfare, Nutrition, Women and Child Development
15. Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion, and investments)
16. Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, blue economy, Heavy Industries, Steel, Public Enterprises)
17. Infrastructure - Connectivity (Transport) and Electric Mobility, National Programme on Advance chemistry Cell (ACC) battery Storage
18. Managing Urbanization
19. Mission LiFE (Lifestyle for the Environment)
20. MSME
21. Natural Resources & Environment
22. North-East States
23. Parliament
24. Project Appraisal and Management Division (PAMD)
25. Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both GoI and States), InvITs and REITs
26. Rural Development
27. Science & Technology
28. Skill Development & Entrepreneurship, Labour & Employment
29. Social Justice & Empowerment including Voluntary Action Cell (VAC)
30. State Finances and State Coordination {State Support Mission (SSM), Aspirational Districts Program (ADP), Aspirational Block Program (ABP)}, National Chief Secretaries Coordination Division
31. Sustainable Development Goals
32. Water Resources & Land Resources/PMKSY

The overall organogram of NITI Aayog is shown below:

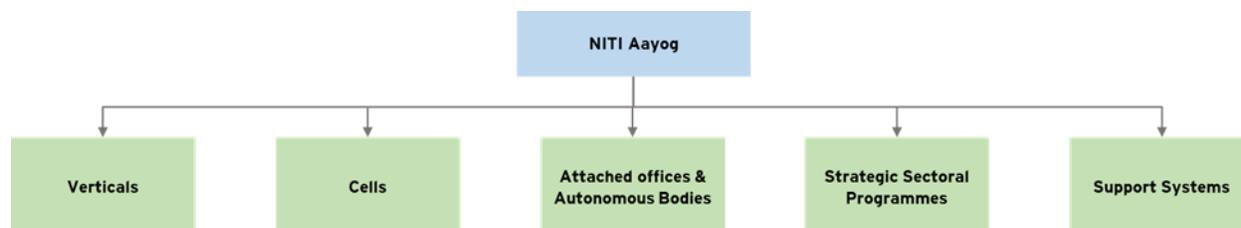


Figure 6: Organogram of NITI Aayog

The table below summarizes the broad functions of the thirty-one divisions in the organization:

Table 1: Overview of Divisions

Divisions	Description
Administration/HR including GA, RTI	This division includes the sections performing core support functions for the NITI Aayog. Administration section looks after the appointment, promotion, pay fixation, postings/transfers, relieving of the Flexi Pool officers and Gazetted posts. The vertical also formulates the guidelines for engagement of consultants, interns, and young professionals. Integrated Finance is closely associated with the formulation of schemes and the Budget, from the initial stages. The vertical also looks into RTI matters.
Agriculture & Allied Sectors	The vertical is responsible for planning village development and working with fresh mandates to bring transformation in agriculture and its sub-sector through the development of horticulture, food-processing, fisheries and aquaculture, animal husbandry, and dairy development
Atal Innovation Mission (AIM)	Atal Innovation Mission (AIM), NITI Aayog is a Government of India's flagship initiative to promote a culture of innovation and entrepreneurship in the country setup in 2016. AIM has taken a holistic approach to ensure creation of an innovative mind set in schools and creating an ecosystem of entrepreneurship in universities, research institutions, private and MSME sector
Circular Economy Cell	The Circular Economy initiative of NITI Aayog, in consultation with Ministry of Environment, Forests, and Climate Change, identified 11 key areas for transitioning from a linear to a circular economy. The circular economy cell coordinates and monitors the progress of the action plan taken by the respective Ministries/Departments
Communications and social media	The Communication and social media cell are responsible for facilitating internal communication between the different verticals and acting as the centralized knowledge support unit of NITI Aayog. This vertical also plays a significant role in meetings, conferences and seminars organized by NITI Aayog from time to time. The vertical is also involved in the Creation of Intranet based knowledge sharing platform and HRMS system for improving internal coordination among various verticals of NITI Aayog and over various social media forums.
Data Management & Analysis, Frontier Technology	This vertical is responsible for transforming data management and data utilization in the Government. It also ensures the inclusive use of emerging technologies in the mainstream reformative policies and agenda of the country.
Development Monitoring and Evaluation Office (DMEO)	The vertical is responsible for monitoring progress and efficiency of strategic and long-term policy and program frameworks. It actively monitors and evaluates the implementation of programs and initiatives including the identification of the needed resources. DMEO is also responsible for Capacity Building of the States
Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	The main goal of this vertical is to ensure that India remain on a sustainable path as the world's fastest-growing large economy by driving policy reforms to increase productivity, accelerate capital formation, improve access to finance and lower cost of capital, and strengthen the competitiveness of the Indian economy.

Divisions	Description
<p>Economics & Finance II</p> <p>a) All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment</p> <p>b) Trade & Commerce</p>	<p>This vertical mainly looks after all the matters which are not under the purview of Economics & Finance 1 vertical. This cell provides inputs for shaping India's position at G20 through direct involvement with Ministry of Finance and the Ministry of External Affairs. The vertical also looks into the multilateral bodies interface with the World Bank, IFC, IMF, ADB, etc.</p>
<p>Education</p>	<p>The Education vertical is responsible for the development and planning in the field of Education, Sports, and Youth Affairs. It strives to build a conducive learning environment through policy and programmes, and aims to facilitate socio-emotional learning, critical and high-order thinking, and grade level competency amongst children. It seeks to empower youth with employability skills, and access to high quality, equitable, accountable, and affordable education system</p>
<p>Energy & International Cooperation</p>	<p>The vertical aims to enhance the domestic supply of energy and the energy infrastructure of India to make the nation energy secure. It deals with five key sectors: power, coal, petroleum and natural gas, new and renewable energy, and atomic power. The vertical provides policy support to all stakeholders to build an ecosystem that is efficient, sustainable, and based on clean energy. The verticals also perform functions related to formulation, implementation, and evaluation of power sector schemes/ programmes of three inter-related aspects of power sector which includes generation, transmission, and distribution. NITI Aayog collaborates with foreign organisations to establish strategic dialogue to deliberate on issues aimed at promoting bilateral economic cooperation, by way of undertaking joint research and visits, workshops, and seminars to facilitate exchange of best practices. The aim is to create a knowledge, innovation, and entrepreneurial support system through collaborative community of national and international experts, practitioners, and other partners.</p>
<p>Governance & Research</p>	<p>The governance vertical deals with the issues concerning policies, programme formulation in the Central Sector, its implementation and monitoring. It also deals with issues which have a bearing on efficient delivery of Public Services in the country. The Research division administers the 'Research Scheme of NITI Aayog, 2018. The scheme aims at supporting various research studies as per the objectives of NITI Aayog.</p>
<p>Governing Council Secretariat & Coordination</p>	<p>The Governing Council is a premier body tasked with evolving a shared vision of national development priorities, sectors, and strategies with the active involvement of states in shaping the development narrative. This vertical presents a platform to discuss inter-sectoral, inter-departmental and federal issues to accelerate the implementation of the national development agenda.</p>
<p>Health & Family Welfare, Nutrition, Women and Child Development</p>	<p>The vision of the Health and Family Welfare, Nutrition, Women and Child development division is to provide policy inputs aligned to the National Health Policy 2017, gender empowerment, improve the nutritional outcomes of women and children and make India's health sector robust, economically affordable, and accessible.</p>

Divisions	Description
Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion, and investments)	The Industry I vertical of the Knowledge and Innovation Hub (KIH) provides policy inputs and directional support for the promotion and development of the Industrial sector in India. The main sectoral domains dealt in this vertical are- Industry and Internal Trade, Industrial development, and promotion.
Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, blue economy, Heavy Industries, Steel, Public Enterprises)	The Industry II vertical of the Knowledge and Innovation Hub (KIH) provides policy inputs and directional support for the promotion and development of the Industrial sector in India. The main sectoral domains dealt in this vertical are Textiles, Handloom, and Handicraft; Food processing; Marine Products & Plantation Crops; Capital goods and Engineering Sector; Automotive industry; Circular economy and blue economy
Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	The infrastructure connectivity vertical strives to create a transport system that is common, connected, convenient, congestion-free, clean, and cutting-edge. The vertical facilitates policy formulation and evaluation with the aim of sustained and holistic development of the transport and logistics sector. This vertical is tasked with appraisal and evaluation of projects, policy research, advocacy, monitoring and evaluation in roads & highways, railways, ports etc.
Managing Urbanization	The vision of this Vertical is to provide data-based policy inputs for making India’s urbanization manageable, economically productive, environmentally appropriate, and equitable for all. The Vertical also provides advice and policy guidance to key stakeholders involved in urban planning, development, and management. The Vertical engages with the Ministry of Housing and Urban Affairs, State Governments as well as local governments in formulating policies, programmes, initiatives, and reforms
Mission LiFE (Lifestyle for the Environment)	Life stands for “Lifestyle of Environment”. LiFE was introduced by Hon’ble Prime Minister at COP26 in Glasgow on 1 November 2021—as a mass movement for “mindful and deliberate utilization, instead of mindless and destructive consumption” to protect and preserve the environment. It aims to nudge individuals and communities to practice a lifestyle that is synchronous with nature and does not harm it
MSME	The core function of the MSME vertical includes improving the policy framework for the MSME sector. The vertical also empowers MSME’s to emerge and grow by effectively implementing support programs/ policies that enhance their competitiveness
Natural Resources & Environment	The natural resources and environment vertical prepare vision document, strategy document and action plans related to environment, forest, and climate change. It is also the nodal looking into holistic development of identified islands in Lakshadweep and Andaman & Nicobar administrations; preparation of vision document, strategy document and action plans related to island development and water resources.
North-East States	The primary objective of this vertical is to address various challenges in the North-East region and recommend requisite interventions to achieve sustainable economic growth

Divisions	Description
Parliament	This vertical is responsible for co-ordinating Parliament matters of NITI Aayog which includes addressing parliamentary questions during sessions, calling attention notices, laying of reports/statements in both houses of Parliament, informal consultative meetings, etc.
Project Appraisal and Management Division (PAMD)	The PAMD Vertical is engaged in appraising public-funded programmes, projects and schemes costing Rs 500 crore and above. It takes inputs from subject divisions of NITI Aayog to improve the efficacy of public sector schemes in terms of delivery, outcomes, and spending
Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both GoI and States), InvITs and REITs	The PPP vertical is working at the forefront of policy formulation for deepening the reach of PPP as the preferred mode for implementation of infrastructure projects with an objective of time-bound creation of world class infrastructure and attracting private sector and institutional capital in infrastructure. The PPP vertical has developed asset monetization dashboard and a national monetization pipeline as mandated under the Union Budget 2021.
Rural Development	The Rural Development Vertical provides policy guidance and support to Ministry of Rural Development (MoRD) and monitors the progress of various schemes like MGNREGA, PMAY, PMGSY, etc.
Science & Technology	This is the nodal division for all matters relating to Science and Technology, appraisal and monitoring the S&T programmes of Central S&T Departments/Ministries as well as States/UTs. The main role of the vertical revolves around providing inputs to the line Ministries for the formulation of appropriate policies, formulating the India Innovation Index and improving India's ranking in the Global Innovation Index
Skill Development & Entrepreneurship, Labour & Employment	The Skill Development and Employment (SDE) Vertical of NITI Aayog plays a key role in contributing critical inputs for initiatives and reforms in the areas of skill development, employment, livelihood creation and social security. The vertical engages with the Ministry of Skill Development & Entrepreneurship and the Ministry Labour & Employment to provide recommendations on schemes and initiatives being undertaken in the labour, employment, and skill sector.
Social Justice & Empowerment including Voluntary Action Cell (VAC)	The major goal of the vertical is to act as a vital think tank and link with Central Ministries/ Departments, State/UTs, Academia, social media, National and International agencies including UN Bodies. The vertical provides overall policy and guidance to frame tangible policies and programmes for inclusive empowerment and human capital development of underprivileged sections of the society. Voluntary Action Cell is engaged in the following activities: CSO standing Committee: The core objective is to have a coordination and active participation of Voluntary organizations CSO standing Committee has been constituted. Administrative matters: The division is set up to discuss the RTI, parliament questions, public grievances, audit etc.
State Finances and State Coordination (State Support Mission (SSM), Aspirational Districts Program (ADP), Aspirational Block Program	The mandate of vertical SSM is to ensure implementation of a structured initiative aimed at achieving transformational and sustained delivery of infrastructure projects under 'Development Support Services for States (DSSS)'. The key objective is to create PPP success stories and reboot infrastructure project delivery models. The ADP/ABP program aims at a quick and effective

Divisions	Description
(ABP)), National Chief Secretaries Coordination Division	transformation of 112 most under-developed districts across the country. With States as the main drivers, this program focuses on the strength of each district, identifying low-hanging fruits for immediate improvement and measuring progress by ranking districts monthly.
Sustainable Development Goals	This vertical is the nodal agency for coordinating and monitoring the Sustainable Development Goals. It works towards accelerated adoption, implementation, and monitoring of the SDG framework and related initiatives at the national and sub-national levels
Water Resources & Land Resources/PMKSY	The mandate of this vertical is to prepare vision document, strategy document and action plans for the water and land sector. It is also responsible for coordination with the concerned ministries and departments and other stakeholders for expeditious implementation of Pradhan Mantri Krishi Sinchayee Yojana (PMKSY).

Economic Advisory Council to Prime Minister (EAC to PM) – It is an independent body constituted to give advice on economic and related issues to the Government of India, specifically to the Prime Minister. The Terms of Reference of EAC-PM include analysing any issue, economic or otherwise, referred to it by the Prime Minister and advising him thereon, addressing issues of macroeconomic importance and presenting views thereon to the Prime Minister.

3.1.2 Summary of Past Capacity Building Interventions

In order to understand existing capacity building initiatives in the Organisation and exposure of its employees to trainings a question on last training attended by the employees was asked. A snapshot of the analysis is presented below:

It was observed that almost 63% of respondent have not attended any training in last one year and 20% of the respondents have never attended any training (Fig 7).

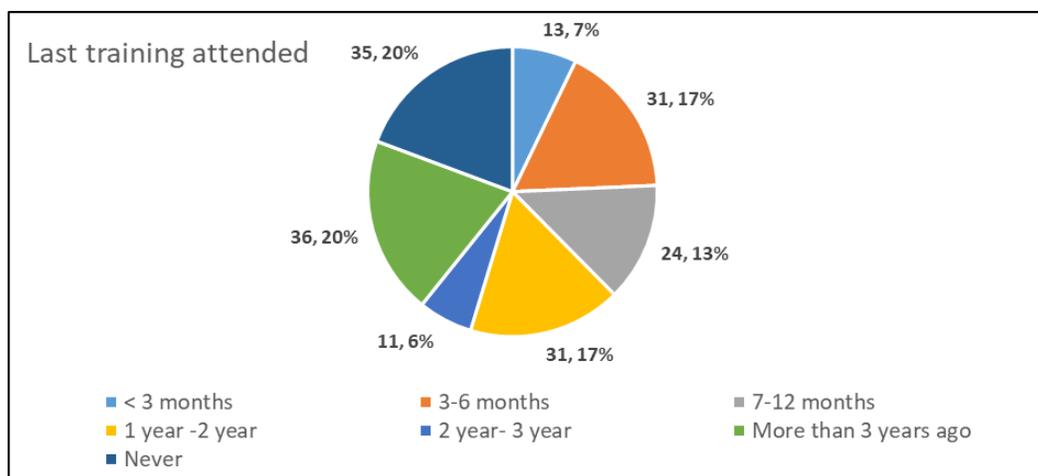


Figure 7: Last Training Attended

Based on the above data and the mandate of NITI, there is a strong need of increasing training interventions in the organization to keep the employees abreast of the advancements in the domain and upskill them. Byte sized learning programs needs to be developed and make learning more accessible and learner driven. Also, classroom trainings alone cannot address the growing need to upskilling employees – anyplace, anytime trainings should be accessible and available to learners at their comfort. Focus on training in domain areas along with functional and behavioural areas, needs to be developed - a comprehensive capacity building plan including the best of training courses and institutes needs to be developed to address the employees need.

4. Competency Need Analysis for the Organisation

Based on work allocation and functions of the different divisions at NITI Aayog, secondary research as well as primary consultations were conducted to identify the required competencies at unique role level. These individual level competencies were segregated into domain, functional and behavioural categories.

Additionally, a competency needs assessment form was also circulated within the Organisation to perform self-assessment of required competencies at individual level by the present incumbents.

4.1 Data collection for competency need analysis

A survey questionnaire was designed for the purpose of self-assessment of competency needs by the present incumbents in the Organisation. Following steps were taken to ensure a well-crafted and effective questionnaire:



Figure 8: Interactions at NITI Aayog

- Devise comprehensive questionnaire (attached in Annexure) to capture:
 - **Profile of employee:** Basic details like designation, department, cadre, nature of engagement with NITI etc.
 - **Roles and responsibilities** of the present incumbents
 - **Previous trainings:** Document participation of the incumbent in previous training intervention, provider institutes, last instance of training, duration of training, etc.
 - **Competency requirement at individual level:** Domain, Functional, Behavioural and Technology competency needs of the present incumbents

- **Employee's Voice:** Suggestions from employee to improve upon service delivery of the organization to make it more citizen centric, understand organizational and institutional challenges faced by employees and seek suggestive solutions on these areas
- Inputs/feedback were taken from the organisation for finalization of the questionnaire
- Finalised questionnaire was reviewed and approved by CBC and CBU
- Identify and finalize the **means of sharing questionnaire:** For circulating the survey form amongst all employees, a dedicated Gmail account [niti.acbp@gmail.com] was created for the organisation, and the survey was distributed using Google Forms

A robust follow-up mechanism was set with CBU to encourage employees to fill in the forms within the stipulated time period and to achieve a statistically significant response rate.

4.1.1 Survey coverage and data validation

The google form circulated in the organization on 9th February 2023, and responses were collected from the employees until 3rd March 2023. A total of 181 responses were received from employees across designations and divisions. The table below tabulates responses received across designations in the organization.

Table 2: CNA Response Details

Designation	No. of Responses received
AS-JS	2
Dep Adv-Sr Adv	12
DS-Director	20
US	5
ASO-SO	15
PPS- PS	7
Consultant	16
Innovation Lead	9
Others – 1	25
Others – 2	9
Young Professional	44
Research Officer	17
Grand Total	181

Once a significant response rate was achieved across all designations in the organisation, a confirmation was sought from the organisation and CBC to close the survey form to move towards the analysis stage.

The following steps were taken to analyse the responses:

- Initiated Competency Need Analysis basis the questionnaire responses by present incumbents
- Identified required functional, behavioural, technological competency at individual level for each unique role
- Identified competency requirements division wise, position wise as well as at an organizational level
- Validated the preliminary findings from the CNA through FGDs with vertical/wing head
- Deduced the most essential/must-have individual and organizational level competencies across all designations/roles by creating heatmaps
- Suggested the appropriate type of training interventions to address identified competency gaps for effective capacity building within the Organisation



Figure 9: Validation of CNA with Vertical/ Wing Head, NITI Aayog



Figure 10: ACBP consultants in meeting with, CEO, NITI Aayog

4.2 Key insights from CNA exercise

Based on the responses received across divisions and designations, the response data was analysed to identify the competency needs arising out of the survey at individual level for unique job roles. The following sub-sections highlight key findings from the survey.

4.2.1 Respondents Analysis

An analysis of profile of the respondents was done to understand the cadre of employees working in the organisation, type of engagement with NITI etc. for developing a baseline of employee profile of the organisation. A snapshot of the employee profile is provided below:

Others-1	Others-2	DS-D	Consultant
Associate	Economic Investigator	Director	Consultant
Economic officer	Lead	Deputy Secretary	Consultant (F&A)
Senior Specialist	Assistant Welfare Officer	Assistant Director	Consultant (F&A) - Retired Govt Servant
Senior Associate	Canteen Manager	Deputy Director	Consultant Gr I
Senior Research officer	Head (Admn)	---	Consultant Grade II
Specialist	Monitoring and Evaluation	---	Senior Consultant
---	Monitoring and Evaluation Lead-	---	---

Figure 11: Details of Designation Grouping

*NITI- 128
DMEO- 28
AIM- 25

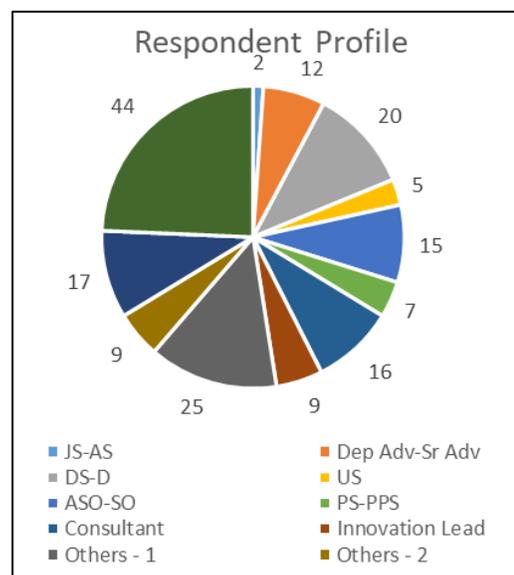


Figure 12: Analysis of Respondent Profile

4.2.2 Competency needs identified across Organisation and levels

4.2.2.1 Functional Competency Analysis

The graph below identifies the top 15 functional competencies highlighted by the organization in the survey.

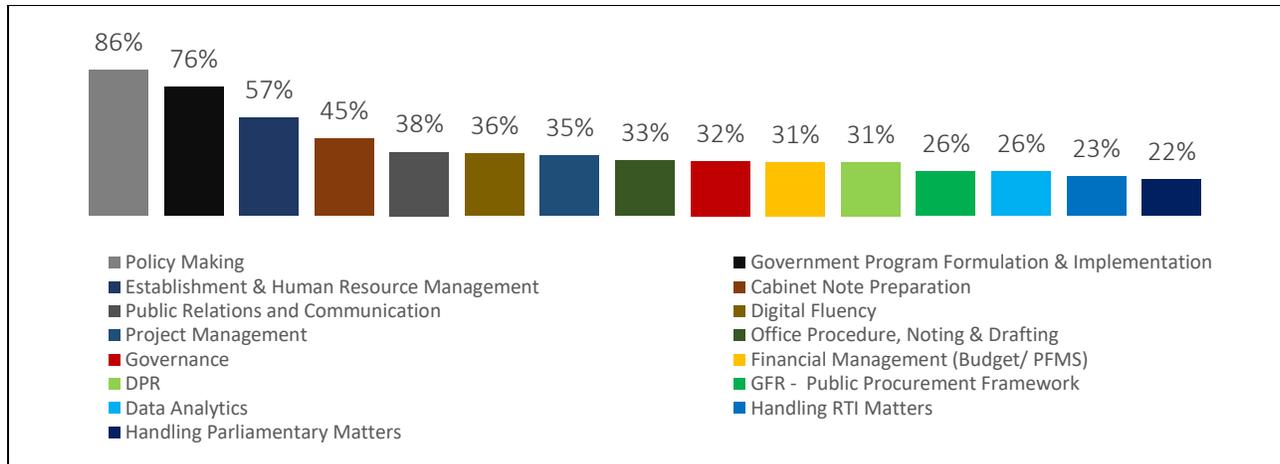
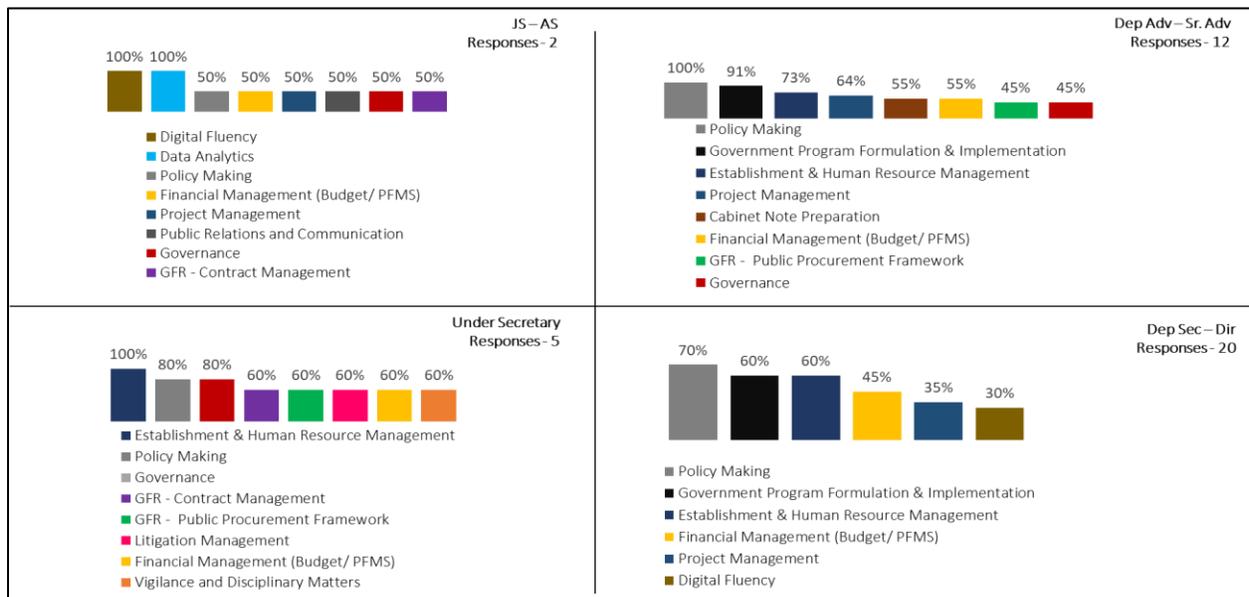
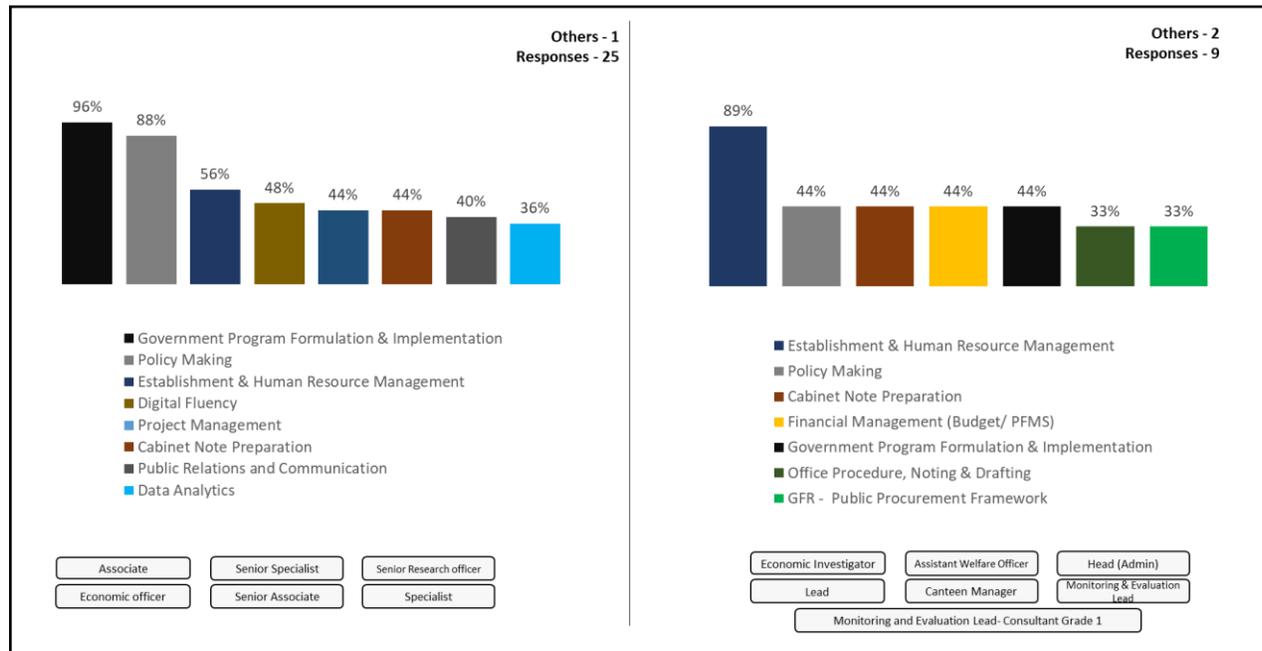
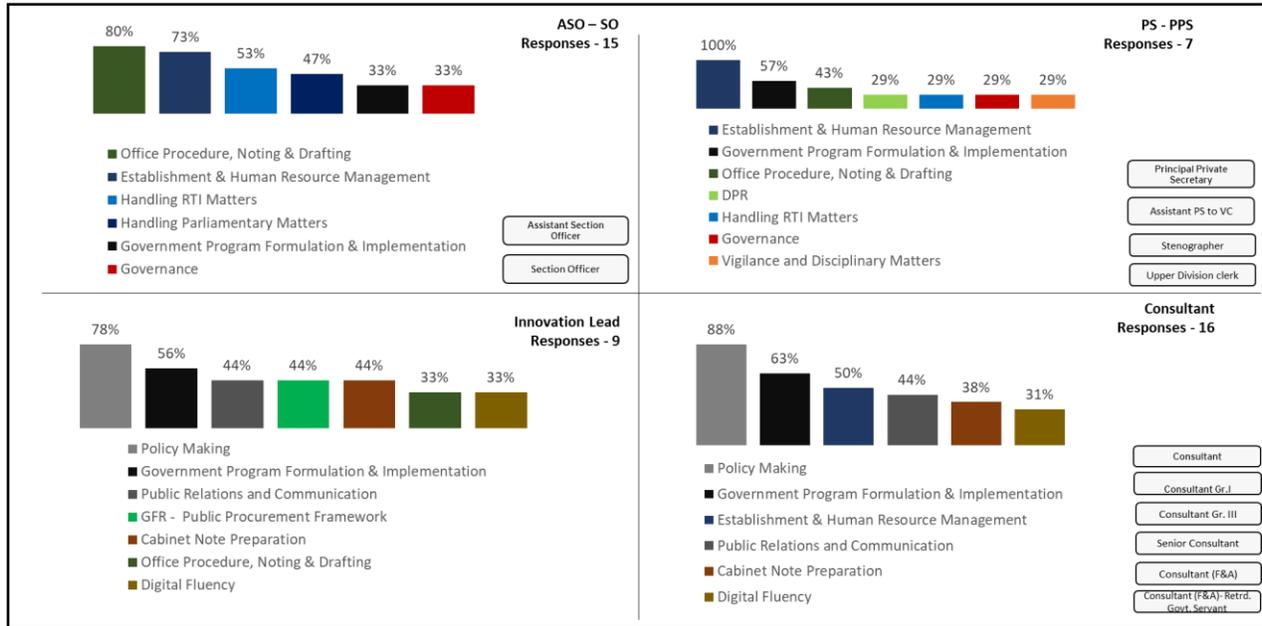


Figure 13: Organization Level Functional Competency Needs

Top functional competency needs from the CNA response analysis are Policy making, Government program formulation & implementation, Establishment & Human Resource Management, Cabinet notes preparation, public relations, and communication. Further analysis was done on the functional competency requirements for each designation level as depicted in the graphs below (Fig 14).





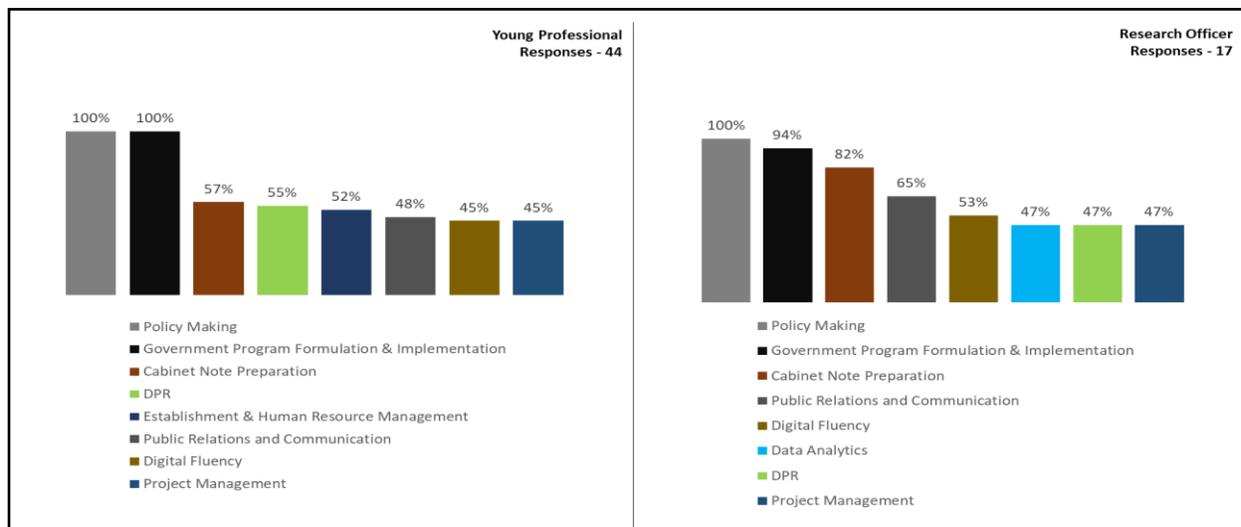


Figure 14: Designation wise Functional Competencies

The finalized domain and functional competency required for each vertical is mapped in section 4.3.

4.2.2.2 Behavioural Competency Analysis

The graph below identifies the top 5 behavioural competencies highlighted by the organization in the survey.

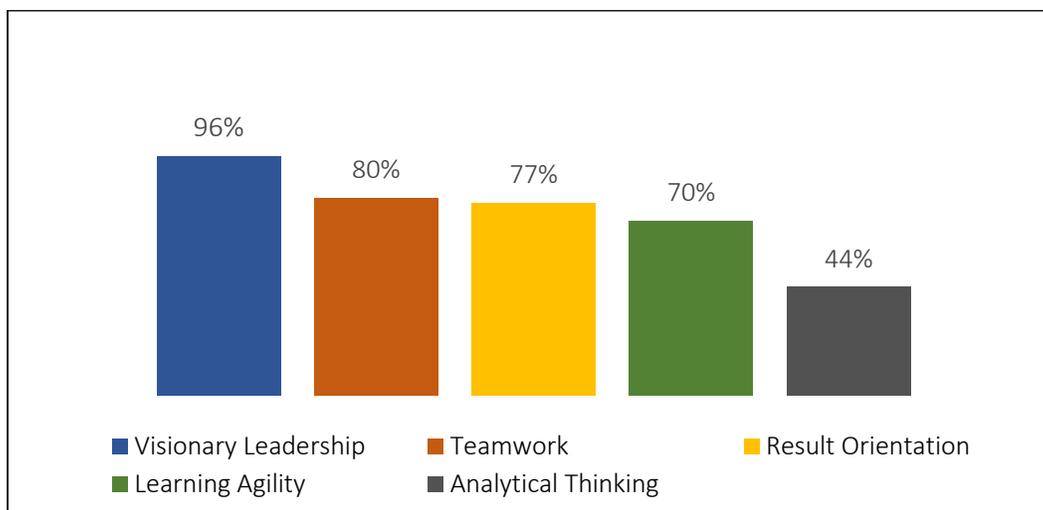


Figure 15: Organization Level Behavioural Competency Needs

The top behavioural competency needs for the organization are Visionary Leadership, Teamwork, Result Orientation, Learning Agility, and Analytical Thinking. Further analysis was done on the behavioural competency requirements for each designation level as depicted in the graphs below (Fig 16).

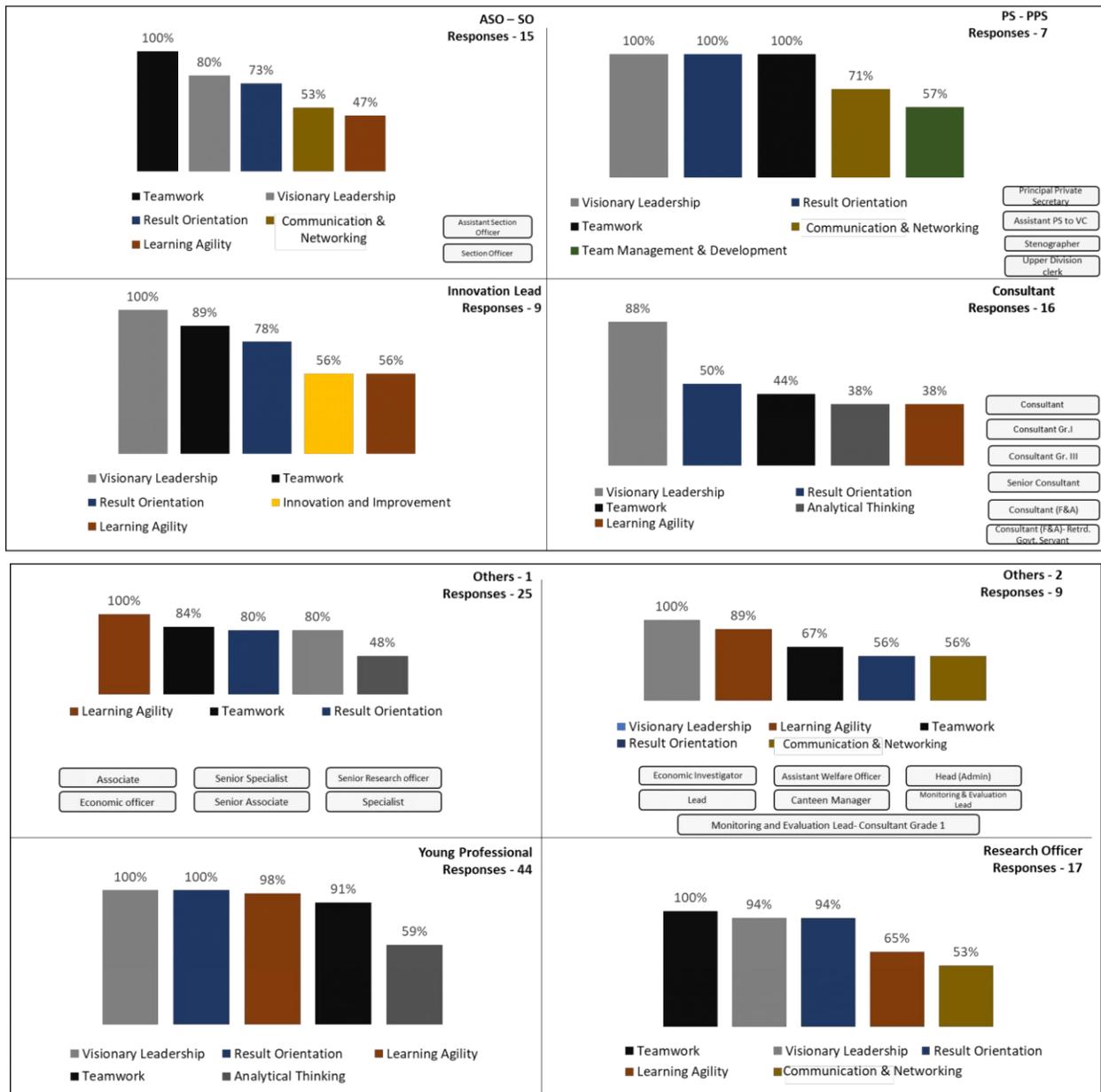


Figure 16: Designation wise Behavioural Competency Needs

The behavioural competencies are arising out of two major needs:

1. Personal development: For improving upon personal capacities, employees need the right attitude along with requisite skills and knowledge. Learning agility, result orientation, stress management etc. are key behavioural competencies that would help in personal growth of employees
2. Interpersonal development: Employees also need to improve upon their ability to interact with others. Communication (verbal, non-verbal, listening skills) and teamwork are some of the competencies which would help to increase the overall effectiveness of organization through improved collaboration

4.2.2.3 Technological Competency Analysis

The graph below identifies the top 5 technological competencies highlighted by the organization in the survey:

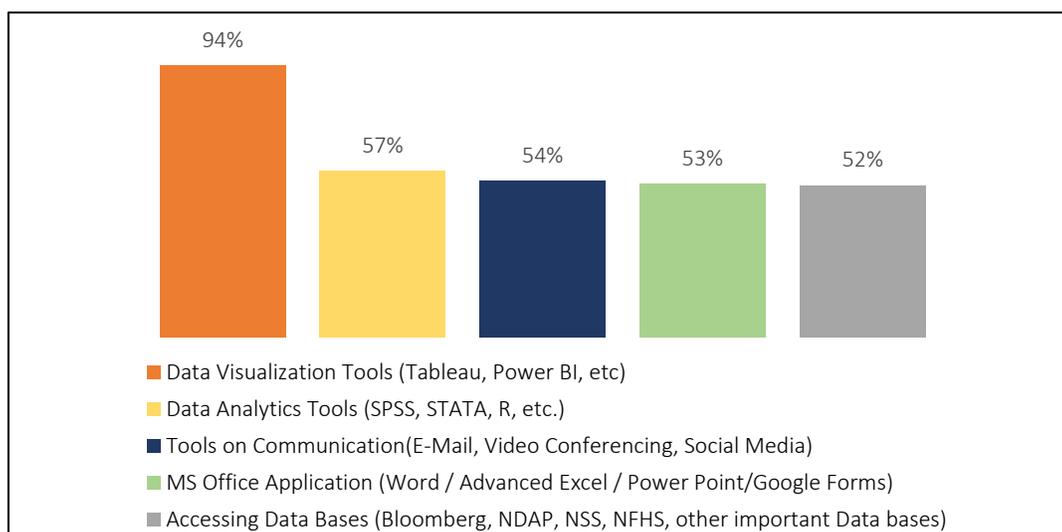
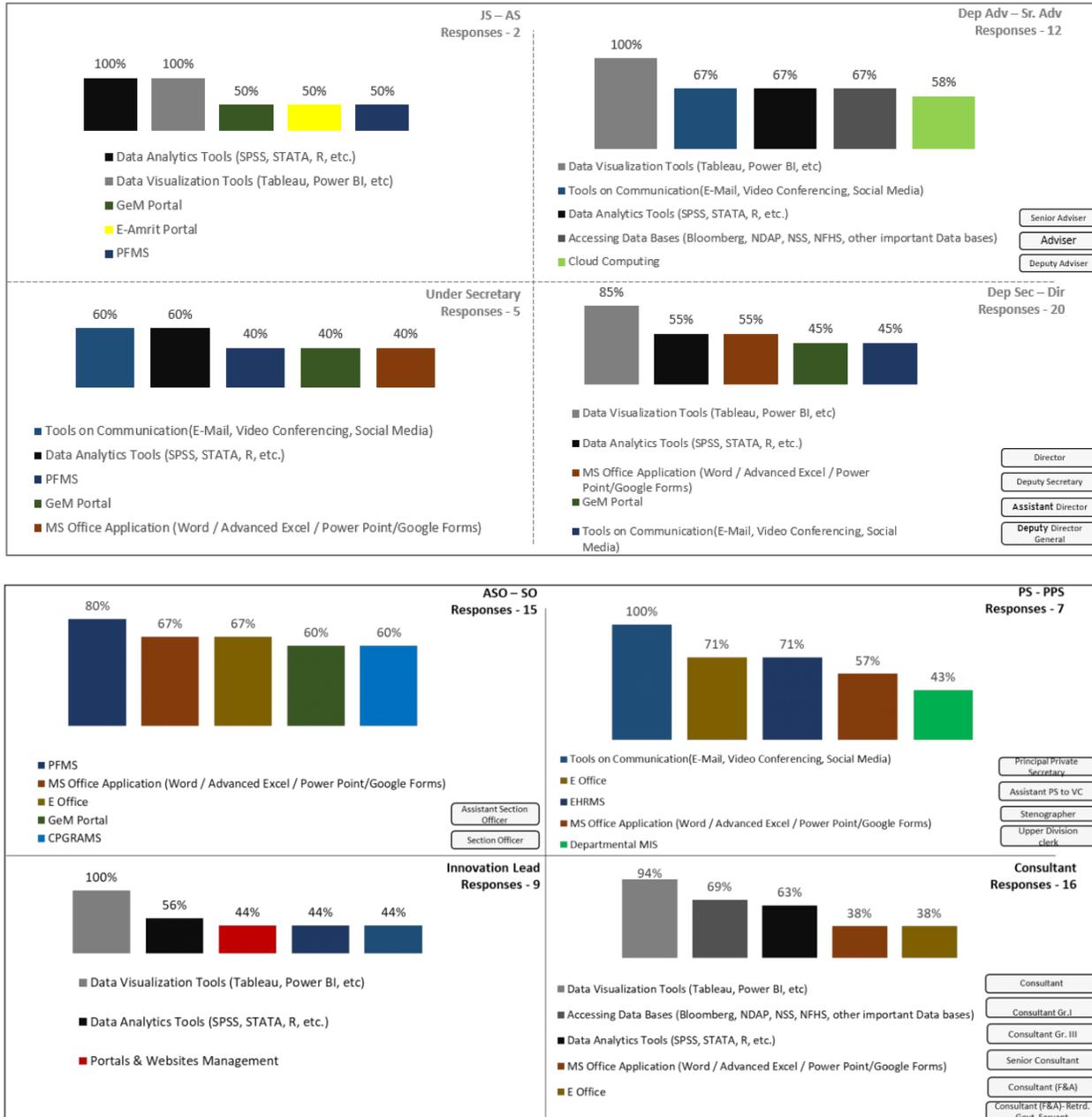


Figure 17: Organization Level Technological Competency Needs

The top technological competency needs for the organization are Data visualization tools, Data analytics tools, tools on communication, MS Office application, accessing data bases. Further analysis was done on the technological competency requirements for each designation level as depicted in the graphs below (Fig 18).



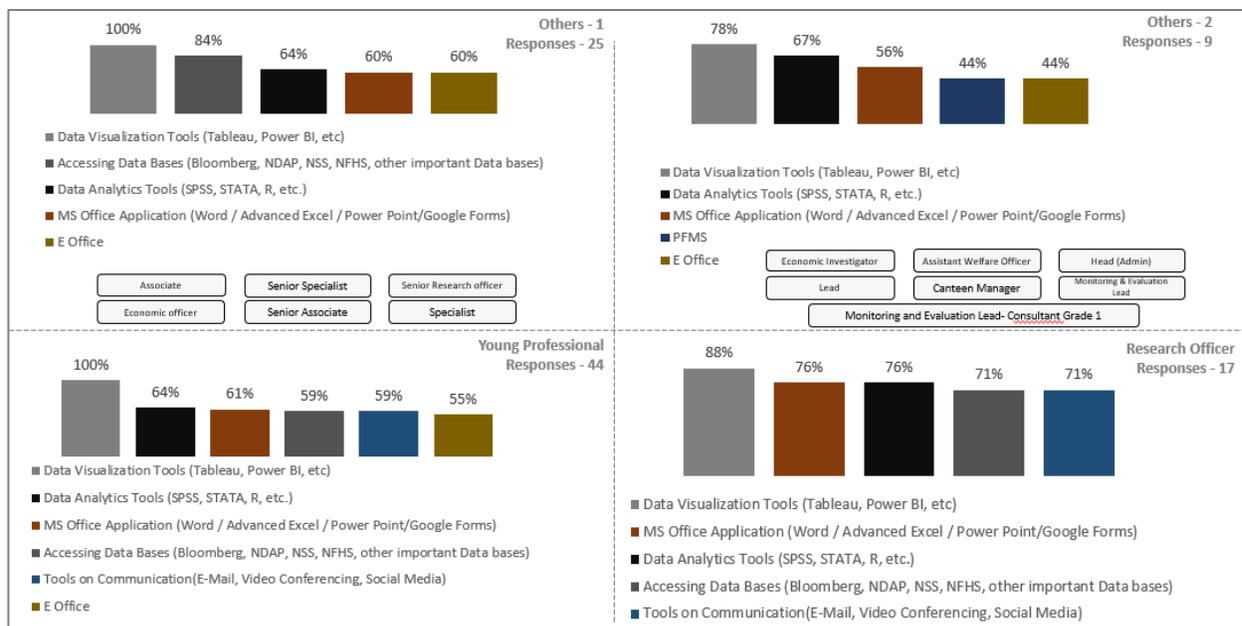


Figure 18: Designation wise Technological Competency Needs

4.3 Detailed competency needs assessment vertical wise

Competency requirements of the organization, categorized by verticals, are outlined in the table:

Table 3: Detailed Competency Requirement Vertical wise

Vertical	Domain	Functional
Administration/HR including GA, RTI	<ul style="list-style-type: none"> DoPT notified Service Rules (Leave, Pension, Pay Fixation etc.) Consolidated DoPT guidelines for deputations Training & Capacity Building Accounts, Audit and Budget Knowledge on Cash Management system Translation (English to Hindi) Knowledge of Maintenance and disclosure of offline APARs (GCS Cadre) 	<ul style="list-style-type: none"> Policy & Project Formulation techniques Digital Fluency & Data Management (Excel, PowerPoint presentation) Establishment & Human Resource Management Administration: Rules, Regulations & Instructions Office Procedures & Records Management Official Secrecy/Departmental Security Instructions Procurement Procedure & Management (Drafting RFP, RFQ, Technical Evaluation, etc.) Cabinet Notes, SFC/EFC/PIB proposals (Writing and Analysis) Financial Management & GFRs Handling Parliamentary Matters Handling RTI/appeals and court cases E-Samiksha portal Grievance Redressal

Vertical	Domain	Functional
		<ul style="list-style-type: none"> • Handling Audit Reports/Paras & PAC observations/recommendations • Contract Management (GOI & funded projects)
Agriculture & Allied Sectors	<ul style="list-style-type: none"> • Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc. (Minichromosomal Technology, Satellite Imaging, Agriculture Connectivity) • Emerging trends in SDGs and Global Development Indices • Policy & regulatory requirements (Land-leasing policy, National Fertilizer Policy, Reservoir fisheries policy, Agriculture Infra policy, Breeding policy in poultry/ fisheries) • Knowledge of Price support policy & Price stabilization mechanism • Understanding of global and domestic priorities in the sectors • Emerging trends in Services in natural/organic farming • Knowledge on Bilateral and Multilateral Agreements and International Co-operation/International Relations 	<ul style="list-style-type: none"> • Monitoring & Evaluation techniques (Framework/toolkit for Economic Valuation of Ecosystem) • Cabinet note preparation • EFC (Examination) • Monitoring & Evaluation • Statistical Analysis and Research Methodology • Data Analytics • Noting & Drafting
Atal Innovation Mission (AIM)	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of Innovation • Develop view on long-term evolution and trends in the sector • Emerging trends in Global Education Policies • Entrepreneurship 	<ul style="list-style-type: none"> • Noting & Drafting • Statistical Analysis and Research Methodology • Public Policy Formulation & Analysis (Regulatory compliances, effective enforcement clauses, and effective implementation) • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal • Monitoring & Evaluation techniques
Circular Economy Cell	<ul style="list-style-type: none"> • Knowledge on Circular Business models • Design for Multiple Use Cycles • Circular Impact Assessment • Knowledge on Bio based material, M2M technology 	<ul style="list-style-type: none"> • Proposal Analysis • Contract Management • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal

Vertical	Domain	Functional
Communications and social media	<ul style="list-style-type: none"> Emerging trends in knowledge Management systems (Bite size news, podcasts, etc.) Leading practices & global trends in Communication strategy Social Media practices, dos, and don'ts 	<ul style="list-style-type: none"> HRMS portal Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) Handling RTI applications/appeals Grievance Redressal
Data Management & Analysis, Frontier Technology	<ul style="list-style-type: none"> Leading practices & global trends in the sector of Data Management and Analysis and Frontier Technologies Bilateral and Multilateral Agreements and International Co-operation/International Relations Artificial Intelligence (AI) to the Internet of Things (IoT) and Virtual Reality (VR), chatbots (AI) & cryptocurrency (blockchain) Understanding of application of top 20 technologies that will impact India in multiple sectors 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Statistical Analysis and Research Data Literacy & Data Security Digital Fluency & Data Management Cabinet note preparation SFC/EFC/PIB proposals (Writing and Analysis) Noting & Drafting Procurement process
Development Monitoring and Evaluation Office (DMEO)	<ul style="list-style-type: none"> Knowledge of Dashboard maintenance (web-based online access to ministries, review progress and utilization of budgets) Emerging trends in Evaluation study (Quality of evaluations, quick evaluation studies, sampling, indicator framing) Understanding on Output-Outcome Monitoring Framework of M/Ds (Presented with Budget Document) Developing of ToRs (Evaluation designs, sampling strategies) Knowledge of Data Governance Quality Index Emerging trends in Internal audit & risk management (Budget, Income tax, salary, audit, TA, LTC, Medical and others matter related to accounts) 	<ul style="list-style-type: none"> Monitoring & Evaluation Techniques Contract Management Digital Fluency & Data Management Financial Management Data Literacy & Data Security
Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	<ul style="list-style-type: none"> Understanding of the Global Financial markets and their evolution Emerging Trends in Econometrics and Economic Development Knowledge of Modelling tools Emerging trends in Financial Management (Mergers & Acquisitions) Skills to use and utilize Databases like (Bloomberg, DBIE, CMI, etc.) Evolving Financial Markets 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) Handling RTI applications/appeals Grievance Redressal
Economics & Finance II	<ul style="list-style-type: none"> Emerging Trends in Econometrics and Economic Development 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Handling Parliamentary Matters

Vertical	Domain	Functional
<p>a) All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment</p> <p>b) Trade & Commerce</p>	<ul style="list-style-type: none"> • Demerging, Divestment & Assets Monetisation (CPSEs) • Knowledge of Modelling tools • Emerging trends in Financial Management (Mergers & Acquisitions) • Skills to use and utilize Databases like (Bloomberg, DBIE, CMI, etc.) • Leading practices & global trends in trade negotiations • Knowledge on Bilateral and Multilateral Agreements • International Co-operation/International Relations • Knowledge on Export & Import laws • Understanding on Global Partnership for Financial Inclusion • Leading practices on sustainable finance • Global financial safety net (GFSN); matters related to development finance; managing debt vulnerabilities and enhancing debt transparency • International Tax Agenda 	<ul style="list-style-type: none"> • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal
Education	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of Education • Develop view on long-term evolution and trends in the sector • Emerging trends in Global Education Policies • Knowledge of School Education Quality Index (Indicator formulation, data collation, assessment, stakeholder, and state management) • Project Appraisal & Management • Knowledge on nuances of National Education Policy 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal
Energy & International Cooperation	<ul style="list-style-type: none"> • Emerging trends in Clean Technologies for Energy Transition (Digitization of Power, storage systems) • Emerging trends in International Cooperation (Energy sector) • Version 3.0 of "India Energy Security Scenarios (IESS) 2047" tool • Energy Modelling • Worldwide Electricity & Exchange Energy Exchange operation, Energy Policy & Regulatory process, Energy systems (Industrial development and site for understanding new development of different countries) • Collaboration with international organisations to understand development in the sector in different countries 	<ul style="list-style-type: none"> • Project Appraisal & Management (Energy Sector project) • Public Policy Formulation, analysis & monitoring • Public Outreach, Advocacy and Communication Skills • Handling Parliamentary Matters • Cabinet Notes' • Policy & regulatory requirements • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal

Vertical	Domain	Functional
Governance & Research	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of • Audit & Budget (Compliance for research division) • Networking & Partnerships (SAMAVESH) • Knowledge of Good governance practices evolving globally • Knowledge on handling work related to committees chaired by CEO • Understanding on restructuring of Autonomous Bodies • Alternate Dispute resolution mechanism • Research Funding and Evaluation • Knowledge on Specialized Research Schemes 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • Knowledge of Statistical and Research studies • Monitoring & Evaluation Techniques (United Nations Sustainable Development Framework & Other Frameworks) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal • Cabinet Note preparation • Noting & Drafting • SFC/EFC/PIB proposals (Writing and Analysis), VIP references • Project Management • Public Policy Formulation & Analysis (Strategic and technical advice on policy making) • Project Appraisal and Management • Cabinet note (Appraisal) • EFC/SFC
Governing Council Secretariat & Coordination	<ul style="list-style-type: none"> • Policy Coordination • Inter-Sectoral and Inter-Departmental Collaboration • Knowledge on National priorities and strategies • Knowledge on measure to improve Cooperative Federalism 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • Monitoring & Evaluation Techniques (United Nations Sustainable Development Framework & Other Frameworks) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal • Noting & Drafting • Project Management • Public Policy Formulation & Analysis (Strategic and technical advice on policy making)
Health & Family Welfare, Nutrition, Women and Child Development	<ul style="list-style-type: none"> • Emerging trends in Public Health and Sanitation matters (Remote Healthcare, Internet of Medical Things (IoMT)) • New technology in Nutrition Science (Nutrigenomics, microarray technology and nanotechnology) • Emerging trends in Pharma sector and Childcare • Knowledge of Women and Child Welfare Policies 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis (National Health Mission, AYUSH, iHealth Research, Pharmaceuticals, Mission Shakti, Mission Poshan, Mission Vatsalaya) • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal • Statistical Analysis and Research Methodology • Gender Issues and Women/Minorities related law

Vertical	Domain	Functional
Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion, and investments)	<ul style="list-style-type: none"> • Leading practices & global trends in mineral sector • Develop view on long-term evolution and trends in the sector • Knowledge on enabling active engagement of the States and relevant stakeholders for efficient policy formulation and implementation • Emerging technology and innovations happening in the areas of revenue, commerce, corporate affairs, industry and internal trade, and mines and minerals 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis (Inputs & directional support) • Monitoring & Evaluation Techniques (adoption of circular economy principles, blue economy domain) • Cabinet Note • SFC/EFC/PIB proposals (Writing and Analysis) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal
Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, blue economy, Heavy Industries, Steel, Public Enterprises)	<ul style="list-style-type: none"> • Leading practices & global trends in the sectors aligned to industry II • Develop view on long-term evolution and trends in the assigned sector • Knowledge on Circular Economy Integration • Infrastructure Financing & development • Industry 4.0 incl. Internet of Things (IoT), Robotic Process Automation, 3D Printing • Disruptive Change Identification • Blue Economy Collaboration • Understanding of the goals and objectives of the Aatma Nirbhar Bharat Abhiyaan • Knowledge on developing detailed action plans 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis (Inputs & directional support) • Monitoring & Evaluation Techniques (adoption of circular economy principles, blue economy domain) • Cabinet Note • SFC/EFC/PIB proposals (Writing and Analysis) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal
Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of Transport and logistics • Develop view on long-term evolution and trends in the sector • PM Gatishakti & use of AI • Emerging trends in Logistics chain efficiency 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • Monitoring & Evaluation Techniques (Dedicated Freight Corridors, Rashtriya Rail Sanraksha Kosh) • Project appraisal & management • Cabinet note preparation • SFC/DIB/EFC/PIB/PPR • Proposal analysis (Investment) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal
Managing Urbanization	<ul style="list-style-type: none"> • Leading practices & global trends in the Urban sector (Digital Twin technology, Geospatial technology) • Develop view on long-term evolution and trends in the sector • Infrastructure and Urbanisation: Emerging Technologies & Concepts • Global models of Urban Ecosystem (Planning & Governance, Municipal finances) 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis (Inputs) • Project Appraisal and Management (Urban sector schemes, programs) • SFC/EFC/PIB proposals (Writing and Analysis) • Handling Parliamentary Matters • Cabinet Notes • Statistical Analysis and Research Methodology (urbanization, urban planning, management)

Vertical	Domain	Functional
	<ul style="list-style-type: none"> Awareness on Social Inclusion and Equity 	<ul style="list-style-type: none"> Handling RTI applications/appeals Grievance Redressal
Mission LIFE (Lifestyle for the Environment)	<ul style="list-style-type: none"> Bilateral and Multilateral Agreements and International Co-operation/International Relations SDGs and Global Development Indices Event management (International events) 	<ul style="list-style-type: none"> Public Outreach, Advocacy and Communication Skills Financial Management Office Procedures, Noting & Drafting Digital Fluency (Power point presentation)
MSME	<ul style="list-style-type: none"> Leading practices & global trends in the sector of Micro, Small and Medium enterprises Develop view on long-term evolution and trends in the sector Financial protection for MSME Sustainable growth models for MSME Knowledge of schemes for MSME Industry 4.0, IoT, 3D Modelling for Prototyping, Cloud technologies 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) Handling RTI applications/appeals Grievance Redressal Statistical Analysis and Research Methodology
Natural Resources & Environment	<ul style="list-style-type: none"> Knowledge on key developments across the sector Leading practices and global trends in conservation of natural resources and environment Developing strategic roadmaps in preservation of natural resources and environment Knowledge on Sustainable Development and Planning Understanding on Climate Change, science of Mitigation and Adaptation Environmental Impact Assessment and Monitoring Laws & acts related to Environment clearances Emerging trends (Digitalization of forest using the Internet of Things (IoT), Community Flood Information System, Earth observation systems, Drone technology) Island Development and Management (Sustainable Tourism and Green Waste Management, etc) 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Handling Parliamentary Matters Cabinet Notes Handling RTI applications/appeals Grievance Redressal Statistical Analysis and Research Methodology
North-East States	<ul style="list-style-type: none"> Knowledge on key developments across sectors in the states Knowledge on think tank ecosystems to cross pollinate state learnings Knowledge and understanding of the specific challenges and opportunities in the North-East region of India, including economic, social, and infrastructural aspects Knowledge on Sustainable Development Practices 	<ul style="list-style-type: none"> Problem-Solving and Conflict Resolution Monitoring & Evaluation Techniques (line ministries' roadmap, proposals received from North-Eastern states) Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) Handling RTI applications/appeals Grievance Redressal

Vertical	Domain	Functional
Parliament	<ul style="list-style-type: none"> • Knowledge on parliamentary affairs/sessions/questions • Knowledge of how to address different kinds of parliamentary questions • Inter-ministerial coordination and collaboration • Knowledge on legislative procedures • Knowledge on various parliamentary committees and financial committees 	<ul style="list-style-type: none"> • Handling Parliamentary Matters • Cabinet Notes • Handling RTI applications/appeals • Grievance Redressal
Project Appraisal and Management Division (PAMD)	<ul style="list-style-type: none"> • Project Appraisal & Management • Statistical Analysis and Research Methodology • Public Finance management • Emerging concepts in Econometrics and Economic Development models • Emerging trends in Infrastructure financing • Knowledge on Contract Acts, Companies Act and, Competition Law 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • SFC/EFC/PIB proposals (Writing and Analysis) • Detailed Project Report (Writing and Analysis) • Data Literacy & Data Security • Digital Fluency & Data Management (Advanced Excel) • Noting & Drafting • Financial Analysis (Cost-benefit analysis & budgeting)
Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both Gol and States), InvITs and REITs	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of Public Private Partnerships • Infrastructure and Urbanisation: Emerging Technologies & Concepts • Infrastructure Financing • Demerging, Divestment & Assets Monetisation (Coordinating National Monetisation Pipeline) • Knowledge of Public Private Partnership: Concepts, Policy, and Case Studies • Legal and Contractual Expertise • Knowledge on Transaction Structuring 	<ul style="list-style-type: none"> • Public policy formulation and analysis • Project Appraisal (PPP projects including policy formulation for PPPs) • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal
Rural Development	<ul style="list-style-type: none"> • Knowledge on schemes & acts notified by Ministry of Rural Development & Panchayati Raj • Knowledge on Alternate sources and sustainable livelihoods • Knowledge on measure to increase cooperative federalism • Understanding of rural development policies, programs, and initiatives, including knowledge of key schemes such as MNREGA, PMAY-G, DAY-NRLM, and National Social Assistance Programme. 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis (Policy guidance & support) • Monitoring & Evaluation Techniques (MGNREGA, PMAY, PMGSY) • Detailed Project Report (Writing and Analysis) • Noting & Drafting • Cabinet notes (Analysis) • SFC/EFC/ proposals (Analysis) • Handling Parliamentary Matters • Handling RTI applications/appeals • Grievance Redressal
Science & Technology	<ul style="list-style-type: none"> • Leading practices & global trends in the sector of Science & Technology • Develop view on long-term evolution and trends in the sector • Keep abreast of Global Innovation Index 	<ul style="list-style-type: none"> • Project Appraisal & Management (S&T programmes, with specific reference to financial management) • Public Policy Formulation & Analysis (Inputs on S&T policy)

Vertical	Domain	Functional
	<ul style="list-style-type: none"> • Liaising with S&T agencies/ departments • Knowledge on Key Space initiatives • Emerging trends in Biotechnology • Advancement in Telecommunication (Cross-sectoral impact) • Interdisciplinary Approach • Disruptive Change Identification 	<ul style="list-style-type: none"> • Proposal Analysis (Vetting through scientific, social, economic, behavioural) • Project Management Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal
Skill Development &, Labour & Employment	<ul style="list-style-type: none"> • Labour & employment trends of Indians in the global economy • Knowledge of Labour codes • Labour Welfare Policies in Indian Central & States Sector • Future of skills and work • Immigration and Emigration Rules & Policies • Understanding of Impact of skill development initiatives on Employment generation and related public policy 	<ul style="list-style-type: none"> • Handling Parliamentary Matters • Cabinet Notes • SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) • Handling RTI applications/appeals • Grievance Redressal
Social Development Division	<ul style="list-style-type: none"> • Knowledge of Social Welfare Policies/Programmes and Voluntary Action Sector • Statistical Analysis and Research Methodology (Examination) • Emerging trends in Inclusive development • Emerging trends in Economic modelling • Situational awareness (for policy impact analysis)/ Cross sectoral impact of policy • Knowledge of acts & amendments in NCSC, NCST, NCOBC, NCDNSNTs • Leading practices in Social Defence Programs • knowledge on assessing effective Tribal Development Programs • Knowledge of the provisions and mechanisms for providing special central assistance • Knowledge on Constitutional and Statutory Commissions, National Institutions and council/foundations and trust related to the sector 	<ul style="list-style-type: none"> • Monitoring & Evaluation techniques (Underprivileged plan) • Public Policy Formulation & Analysis (Inclusive empowerment and human capital development of underprivileged sections) • Cabinet Notes • SFC/EFC/COS • Project Appraisal & Management • Detailed Project Report (Writing and Analysis) • RTI Act • Grievance Redressal • Handling parliamentary matters
State Finances and State Coordination {State Support Mission (SSM), Aspirational Districts Program (ADP),	<ul style="list-style-type: none"> • Development of economic models for the state • Knowledge on key developments across sectors in the states • Knowledge on think tank ecosystems to cross pollinate state learnings • Emerging trends in Domestic & Global Health Policies & related Issues • Emerging trends in Public Health and Sanitation matters 	<ul style="list-style-type: none"> • Public Policy Formulation & Analysis • Monitoring & Evaluation • Procurement procedure & Management (Drafting RFP, RFQ, Technical Evaluation, etc.) • Handling RTI applications/appeals • Grievance Redressal • Monitoring & Evaluation Techniques (Basis 49 Key Performance Indicators)

Vertical	Domain	Functional
Aspirational Block Program (ABP)}, National Chief Secretaries Coordination Division	<ul style="list-style-type: none"> Emerging trends in Water Conservation & Management Multilateral Funding Coordination Special Assistance and Transfers Knowledge on ways of improving Cooperative & Competitive Federalism Capacity Building Understanding of KPIs for ADP and ABP Effective Database management Data Analysis skills and Dashboarding 	<ul style="list-style-type: none"> Office Procedure, Noting & Drafting Data Analytics Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis)
Sustainable Development Goals	<ul style="list-style-type: none"> SDGs and Global Development Indices Monitoring & Evaluation Techniques (SDG Framework) International Co-operation/International Relations Knowledge on leading practices across SDGs in private sector Knowledge dissemination in SDGs to States and Central Ministries Cost- benefit analysis 	<ul style="list-style-type: none"> Handling Parliamentary Matters Cabinet Notes SFC/EFC/PIB/DIB/PPRs proposals (Writing and Analysis) Handling RTI applications/appeals Grievance Redressal Financial Management
Water Resources & Land Resources/PMKSY	<ul style="list-style-type: none"> Emerging trends on Water/land Conservation & Management (Reinventing Urban Water/land Infrastructure, green infrastructure, Phosphorus harvesting from Wastewater, Digital Water Management) Develop view on long-term evolution and trends in the sector SDGs applicable for Water / Land Resources Management 	<ul style="list-style-type: none"> Public Policy Formulation & Analysis Cabinet note (Appraisal) SFC/EFC/PIB (Appraisal) Data Literacy & Data Security Digital Fluency & Data Management

4.4 Heatmap for functional and behavioural competencies

In section 4.3, competency need across functional, behavioural, technical and domain competency required for each vertical areas across the organization have been detailed out. To understand the training interventions based on these identified competency needs across the organization the following heat maps have been plotted.

Table 4: Heat Map for Trainings on Functional Competencies

Verticals	Policy Making	Government Program Formulation & Implementation	Establishment & Human Resource Management	Cabinet Note Preparation	Digital Fluency	Public Relations and Communication	Financial Management (Budget/ PFMS)	Project Management	Office Procedure, Noting & Drafting
JS-AS	✓				✓	✓	✓	✓	
Dep Adv-Sr Adv	✓	✓	✓	✓			✓	✓	
DS-D	✓	✓	✓		✓		✓	✓	
US	✓		✓						
ASO-SO		✓	✓						✓
PS-PPS		✓	✓						✓
Consultant	✓	✓	✓	✓	✓	✓			
Innovation Lead	✓	✓		✓		✓			✓
Others – 1	✓	✓	✓	✓	✓			✓	
Others – 2	✓	✓	✓	✓			✓		✓
Research Officer	✓	✓		✓	✓	✓			
Young Professional	✓	✓	✓	✓		✓			
Total	10	10	9	7	5	5	4	4	4

Table 5: Heat Map for Trainings on Behavioural Competencies

Verticals	Visionary Leadership	Teamwork	Result Orientation	Learning Agility	Communication & Networking	Analytical Thinking	Team Management & Development	Change Management
JS-AS	✓	✓	✓	✓		✓		✓
Dep Adv-Sr Adv	✓	✓	✓	✓		✓		
DS-D	✓	✓			✓		✓	✓
US	✓	✓			✓		✓	✓
ASO-SO	✓	✓	✓	✓	✓			
PS-PPS	✓	✓	✓		✓		✓	
Consultant	✓	✓	✓	✓	✓	✓		
Innovation Lead	✓	✓	✓	✓				
Others – 1	✓	✓	✓	✓		✓		
Others – 2	✓	✓	✓	✓	✓			
Research Officer	✓	✓		✓	✓			
Young Professional	✓	✓	✓	✓		✓		
Total	12	12	10	8	6	5	3	3

5. Capacity Building Plan

The previous section details out the competency requirement across designations, based on which individual level capacity building initiatives have been planned across domain, functional and behavioural areas. Further organizational level interventions have been proposed to enhance the overall capacity of the organisation.

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into 4 quarters. Further, the courses have been categorized as L1, L2 and L3 based on duration of the course. Training calendar is presented in the following subsections. A summary of the course calendar proposed is summarized in the table below:

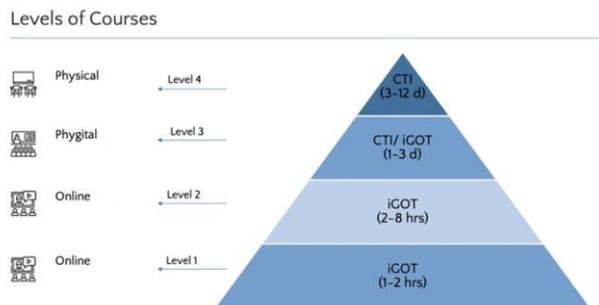


Figure 19: Categorization of courses

5.1.1 Training Calendar for Functional and Behavioural Competencies

Courses have been mapped for functional and behavioural competencies for Group 1, Group 2, and Group 3.

The designations considered under **Group 1** are Additional Secretary, Joint Secretary, Senior Advisor, Advisor, Senior Lead, Lead, DG (DMEO), DDG (DMEO).

The designations considered under **Group 2** are Director, DS, US, Deputy Director, Joint Advisor, Deputy Advisor, SRO (Senior Research Officer), Senior Specialist, Specialist, Senior Associate, Consultant (Grade I&II), Senior Consultant, PSO, Senior PPS, PPS, Innovation Lead, M&E Lead.

The designations considered under **Group 3** are SO, ASO, SSA (Senior Secretariat Assistant), JSA, RO (Research Officer), EO (economic Officer), EI/RA (Economic Investigator/Research Assistant), Associate, Analyst, YP, PS, PA, Steno D, Assistant Welfare Officer, Assistant Director, Canteen Staff.

To start training initiatives at NITI Aayog, the following set of courses (categorized in 3 groups i.e., Group 1, Group 2, and Group 3) is recommended as an immediate intervention for employees.

Table 6: Courses to be implemented in next 45 Days

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
Need to do Courses for Group 1									
Functional	Policy Making	Evidence in Public Policy	4h 56m	Online	ISB	iGOT	L2	Q1	This course focusses on evidence, such as relevant data, information, and credible research, are crucial elements in the policy-making process. Evidence guides decision-makers, policymakers, and practitioners in being informed, assists them in designing better interventions, avoid unintended consequences, leading to a higher likelihood of achievement of policy goals and outcomes.
Functional	Cyber awareness	Stay Safe in Cyber Space	1h 16m	Online	i4C	iGOT	L1	Q1	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple, and graphic based demonstrations. Key citizen

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
									centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	ISTM	iGOT	L1	Q1	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.
Need to do Courses for Group 2									
Functional	Policy Making	Evidence in Public Policy	4h 56m	Online	ISB	iGOT	L2	Q1	This course focusses on evidence, such as relevant data, information, and credible research, are crucial elements in the policy-making process. Evidence guides decision-makers, policymakers, and practitioners in being informed,

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
									assists them in designing better interventions, avoid unintended consequences, leading to a higher likelihood of achievement of policy goals and outcomes.
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	ISTM	iGOT	L1	Q1	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.
Functional	Digital Fluency	Introduction to Emerging Technologies	2h 20 m	Online	WITP	iGOT	L2	Q1	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications, problem-solving abilities, and limitations.

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	25m	Online	Invest India	iGOT	L1	Q1	The course "Introduction to Leveraging AI" focusses on understanding AI and its potential to enhance the various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications.
Need to do Courses for Group 3									
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	1h 51m	Online	ISTM	iGOT	L1	Q1	This course consists of modules on identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.
Functional	Digital Fluency	Introduction to Emerging Technologies	2h 20 m	Online	WITP	iGOT	L2	Q1	This course aims to build awareness of emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of AI-powered and other emerging technologies in good governance, their applications,

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
									problem-solving abilities, and limitations.
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	25m	Online	Invest India	iGOT	L1	Q1	The course "Introduction to Leveraging AI" focusses on understanding AI and its potential to enhance the various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications.
Functional	Cyber awareness	Stay Safe in Cyber Space	1h 16m	Online	i4C	iGOT	L1	Q1	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple, and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.

Functional and Behavioural Calendar for Group 1

Table 7: Functional and Behavioural Competencies for Group 1 (recommended courses)

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
Functional	Application of anecdotal experience	Reflective Practice: An Approach For Expanding Your Learning Frontiers	4h	Online	MIT OPEN COURSEWARE	MIT	L2	Q2	The course is an introduction to the approach of Reflective Practice developed by Donald Schön. It is an approach that enables professionals to understand how they use their knowledge in practical situations and how they can combine practice and learning in a more effective way. Through greater awareness of how they deploy their knowledge in practical situations, professionals can increase their capacities of learning in a timelier way. Understanding how they frame situations and ideas helps professionals to achieve greater flexibility and increase their capacity of conceptual innovation.
Functional	Digital Fluency	Ways of enhancing presentation	1h 25m	Online	Geological Survey of India Training Institute (GSITI)	iGOT	L1	Q2	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.
Functional	Speed Reading	Speed Reading Course by Harappa	1-2h	Online	Harappa	iGOT	L1/L2	Q2	This course will teach you how to read approximately three times faster than the average college graduate while maintaining above-average comprehension and retention levels. You will acquire the same skills used by World Champions in Memorization, enabling you to memorize vast amounts of data effectively. Additionally, you will learn how to

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of Delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
									process and internalize information in a highly efficient manner and apply these techniques to master any skill you desire to learn.
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	2h	Online	CBC to create a course in collaboration with DMEO	iGOT	L1	Q3	TBD
Behavioural	Communication	Communication with external stakeholder	0-8h	Online	Indian Institute of Mass Communication	iGOT	L1/L2	Q3	TBD
Behavioural	Communication	Social media Dos & Don'ts	0-8h	Online	Indian Institute of Mass Communication	iGOT	L1/L2	Q4	TBD
Behavioural	Stress Management (Any one of the course suggested)	Self-Leadership	1h 26m	Online	Art of Living	iGOT	L1	Q4	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.
		Yoga for Excellence	1h 11m	Online	Art of Living	iGOT	L1		This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.

Functional and Behavioural Calendar for Group 2

Table 8: Functional and Behavioural Competencies for Group 2 (recommended courses)

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform / Location	Level of Course	Timeline	Course Details
Functional & Behavioural		VIKAS	10h	Phyigital	ISTM	iGOT	L3	Q2	<p>Bouquet of courses on Functional and Behavioural competencies of employees:</p> <p>Functional Competencies RTI, Parliamentary Procedures, GFR, MS Office suite, CPGRAM, Cabinet Note, APAR, Budgeting, Litigation Management, Contract Management, PFMS, Legislative Writing, Monitoring & Evaluation of Schemes, EFC Note Departmental & Disciplinary Proceedings</p> <p>Behavioural Competencies Communication, Stress Management, Leadership, Team and Expectations, Management, Time Management, Stakeholder Management, Negotiation, Citizen-Centricity, Result – Orientation, Crisis Management</p>

Functional and Behavioural Calendar for Group 3

Table 9: Functional and Behavioural Competencies for Group 3 (recommended courses)

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/D ays)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
Functional & Behavioural	-	DAKSHTA on iGOT*	13h 40m	Online	iGOT	ISTM	L2	Q1	<p>Bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of</p>

Competency Category	Competency Addressed	Name of Course / Training / Module/ Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Level of Course	Timeline	Course Details
									Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal
Functional	Grievance Redressal/ Management	Public Grievance Handling and CPGRAM 7.0	2h	Online	ISTM	iGOT	L1	Q3	This course offers a comprehensive understanding the process and importance of Public Grievance Handling. The course also explores the new features of CPGRAMS and provides a walkthrough of the CPGRAMS 7.0 Portal. It includes an examination of the roles, responsibilities & approach of Officers handling Grievances. Furthermore, the course addresses the process of root cause analysis.
Functional	Monitoring and evaluation	Course to be curated by CBC with help of DMEO	2h	Online	CBC to create a course in collaboration with DMEO	iGOT	L1	Q3	TBD
Functional	Financial Management	Finance for Non-Finance Executives	2h	Online	CBC to create a course in collaboration with ICAI	iGOT	L1	Q3	TBD
Behavioural	Communication	Social media Dos & Don'ts	0-8h	Online	Indian Institute of Mass Communication	iGOT	L1/L2	Q3	TBD
Behavioural	Stress Management	Self-Leadership#	1h 26m	Online	Art of Living	iGOT	L1	Q2	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.
Behavioural	Public Speaking	Course on Public Speaking	0-8h	Online	Harappa	iGOT	L1/L2	Q4	The Speaking Effectively online course teaches fundamental principles and techniques of public speaking, including Aristotle's Appeals, the Rule of Three, and nonverbal communication, to help participants excel in various professional situations and effectively convey their messages
Behavioural	Interpersonal Skills	Interpersonal Skills	0-8h	Online	Harappa	iGOT	L1/L2	Q3	TBD

Extended list of courses for Functional and Behavioural Competencies (for consideration on need basis)

Table 10: Extended list of courses for Functional and Behavioural Competencies

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	Level of Course	Timeline	Course Details
Functional	Establishment Matters	Annual Performance Appraisal Report (APAR)	38m	Online	ISTM	iGOT	Group 2 and 3	L1	Q1	The course will guide about Annual Performance Appraisal Report (APAR). It explains all aspects of APAR including Salient features of APAR, Preparation and maintenance of APAR, Performa, calculation of weighted average grading and Sparrow Rule
Functional	Data Analytics	Data Driven Decision Making For Government	2h 30m	Online	WITP	iGOT	Group 2 and 3	L2	Q1	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.
Functional	Cybersecurity	Digital safety essentials	1h 15m	Online	Microsoft	iGOT	Group 1, 2 and 3	L1	Q1	This course aims to create an awareness about data protection. It teaches about how to identify phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.
Functional	Digital Fluency	Microsoft Word Beginners	2h 56m	Online	Microsoft	iGOT	Group 2 and 3	L2	Q1	This course focusses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.
Functional	Policy Making	Basics of Public Policy Research	2h 48m	Online	IIPA	iGOT	Group 1 and 2	L2	Q1	The course provides a clear understanding on how to undertake policy research as well as highlighting the realities of undertaking research. The course guides to the research process and with the necessary knowledge and skills to undertake a piece of policy research .

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	Level of Course	Timeline	Course Details
Functional	Policy Making	Formulation of Public Policies	1h 15m	Online	ISTM	iGOT	Group 1 and 2	L1	Q1	This course helps to understand fundamentals of public policy and the role of civil servant in public policy formulation and implementation
Functional	Project Management	Project Management	1h 59m	Online	IIPA	iGOT	Group 1 and 2	L1	Q1	The course on 'Project Management' aims at achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe.
Functional	Public procurement framework	Government E Marketplace	1h 9m	Online	ISTM	iGOT	Group 2 and 3	L1	Q1	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.
Functional	Handling RTI matters	Landmark Judgments- RTI Act, 2005	1h 10m	Online	ISTM	iGOT	Group 2 and 3	L1	Q1	The course titled "Landmark Judgements - RTI Act, 2005" imparts fundamental knowledge of the Right to Information (RTI) Act to its learners. Moreover, the course assists learners in comprehending the notable characteristics of the RTI Act by examining significant judgements related to the Act, which are discussed in the course content.
Functional	Digital Fluency	Microsoft Excel for Beginners	7h	Online	Microsoft	iGOT	Group 2 and 3	L2	Q2	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.
Functional	Digital Fluency	Microsoft PowerPoint Beginners	3h 17m	Online	Microsoft	iGOT	Group 2 and 3	L2	Q2	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts and presentation templates
Functional	Cabinet note preparation	Preparation of Cabinet Notes	5h 10m	Online	ISTM	iGOT	Group 2	L2	Q2	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The

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										course also focuses on Indian government administration and decision-making processes.
Functional	Official language knowledge	Rajbhasha Hindi	23m	Online	FCI	iGOT	Group 2 and 3	L1	Q2	This module provides an overview of Rajbhasha adhiniyam, 1963.
Functional	Project Management	Stakeholders in Governance	1h 43m	Online	ISTM	iGOT	Group 2 and 3	L1	Q2	The course details about: Basic Aspects of Governance Stakeholders in Rural Areas Stakeholders in Urban Governance
Functional	DPR	Preparation of DPR	8h 30m	Online	Ministry of Rural Development	iGOT	Group 2	L2	Q2	This course includes topics like Topographical Surveys, Geometric Design and Bill of Quantities & Surveys and Investigations
Functional	Budget	Budget	1h40m	Online	ISTM	iGOT	Group 1 and 2	L1	Q2	This course provides an overview of Indian Budgetary system. It includes basic aspect of Budgeting in India, Technical aspect of Budget preparation, and presentation and voting on the budget.
Functional	Creating Infographics	Beginner's Guide To Infographic Design Using Canva	1h30m	Online	Udemy	Udemy	Group 2 and 3	L1	Q2	This course focusses on how to plan, design and create infographics, tools, techniques and methodology for creating professional infographics.
Functional	Handling parliamentary matters	Parliament at Work	5h 41m	Online	ISTM	iGOT	Group 2 and 3	L2	Q3	The module covers the legislative process in Parliament, including the classification and stages of bills, constitutional amendments, and the President's assent. It also explains the constitution, types, composition, and functions of parliamentary committees, including financial committees. Additionally, it covers the importance and types of parliamentary questions, handling procedures, and government assurances, including their monitoring and categorization.

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Functional	Policy Making	Public Policy and the VUCA World	2h 7m	Online	IIPA	iGOT	Group 2 and 3	L1	Q3	This course is aimed at understanding the emerging challenges in rapidly changing world and to enable officials to use that understanding while planning to solve a problem.
Functional	Handling RTI matters	Right to Information - Public Information Officers/ Appellate Authority	1h	Online	CBC to create a course in collaboration with HIPA	iGOT	Group 2 and 3	L1	Q3	TBD
Functional	Governance	Ease of living of Citizens- Good governance policies and practices	3h	Online	HIPA	CBC to develop a course in collaboration with HIPA	Group 1 and 2	L2	Q3	The course teaches principles and practices of good governance that prioritize citizen-centric services and effective public service delivery. It explores stakeholder engagement, transparency, accountability, and innovation to improve the quality of life and well-being of citizens.
Functional	Pay Fixation	Pay Fixation	1h26m	Online	ISTM	iGOT	Group 1 and 2	L1	Q3	This course focusses on describing present pay structure as given by VII central pay commission, pay matrix and its key features, rules governing pay fixation, etc
Functional	Leave Rules	Leave Rules	55m	Online	ISTM	iGOT	Group 1, 2 and 3	L1	Q3	This course focusses on describing the general conditions applicable to various kinds of leaves available to the government servants and the clauses associated with them.
Functional	Event Management	Successful Event Planning and Management	2h	Online	Udemy	Udemy	Group 3	L1	Q3	This course focusses on how to write a business plan for event, how to execute cost effective digital and print marketing campaigns, skill of writing compelling sponsorship proposals, organizing a strategic plan for the event, and how to write mission and vision statement for the event.

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Functional	Report Writing	Writing Clear and Concise Reports: Tips and Strategies	42m	Online	Udemy	Udemy	Group 2 and 3	L1	Q3	This course focusses on the meaning and purpose of report writing, the process of writing reports, structure and formatting of the report, and provide tips for writing clear and concise reports.
Functional	Digital Fluency	Excel advanced	3h 49m	Online	Microsoft	iGOT	Group 2 and 3	L2	Q4	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros
Functional	Digital Fluency	PowerPoint advanced	2h 28m	Online	Microsoft	iGOT	Group 2 and 3	L2	Q4	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc.
Functional	Digital Fluency	Word Advanced	2h 49m	Online	Microsoft	iGOT	Group 2 and 3	L2	Q4	This course focusses on advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.
Functional	Code of conduct	Code of Conduct for Government Employees	35m	Online	ISTM	iGOT	Group 1, 2 and 3	L1	Q4	1. Basic code of conduct government employees 2. Conducts that are not allowed/exempted for government employees
Functional	Governance	Training Programme On Good Governance for Effectiveness of Welfare and Development Measures	6h	Online	CBC to create a course in collaboration with V.V. Giri National Labour Institute	-	Group 1 and 2	L2	Q4	This course covers Concept, features and importance of good governance Discuss the various development/welfare programmes in operation and the Issues arise in the efficient and effective implementations Deliberate on the mechanisms for addressing the Governance Gap and the effective delivery

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Functional	e-Office	e-Office	1h	Online	iGOT and NIC in conjunction are developing a course on e-office	iGOT	Group 1, 2 and 3	L1	Q4	Course on operating e-office efficiently
Functional	Establishment and Human Resource Management	Goal Setting	40 m	Online	DoPT	iGOT	Group 2 and 3	L1	Q4	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals
Functional	Handling parliamentary matters	Parliamentary procedure	2h	Online	ISTM	iGOT	Group 2 and 3	L1	Q4	This course on Parliamentary Procedures covers the composition and functions of the Indian Parliament, key terminologies associated with its proceedings, types of questions used by parliamentarians, and the process of submitting and replying to starred and unstarred questions. It also explains the concept of assurance and its implementation.
Functional	Cyber awareness	Stay Safe in Cyber Space	1h 16m	Online	i4C	iGOT	Group 1, 2 and 3	L1	Q4	The aim of this course designed by I4C, MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National

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	Level of Course	Timeline	Course Details
										Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.
Functional	Project Management	Fundamentals of Geographic Information System	4h 45m	Online	Ministry of Mines	iGOT	Group 1, 2 and 3	L2	Q4	This course focusses on the fundamental concepts of Geographical Information System (GIS), Spatial data models, coordinate systems, map projections, georeferencing as well as digitization, attribute attachment and map composition plus editing over popular GIS interface.
Functional	e-governance	Effective Service Delivery through e-Governance for Senior Officers	3h	Online	HIPA	CBC to develop a course in collaboration with HIPA	Group 1, 2 and 3	L2	Q4	The course aims to enhance the understanding of senior officers on e-governance and develop their skills for designing and implementing effective e-governance initiatives It provides practical insights into emerging technologies and best practices for enhancing citizen engagement and satisfaction with government services
Functional	Record Management	Office Procedure	2h17m	Online	ISTM	iGOT	Group 3	L2	Q4	This course focusses on organisational structure of government of India, functionaries and functions, management of dak, file management system, decision making in government and records management
Functional	Change Management	Change Management by Harappa	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Functional	Project Management	Primavera	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Functional	Project Management	MS Project	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD

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	Level of Course	Timeline	Course Details
Functional	Data Analytics	Power BI	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Functional	Design Thinking	Design Thinking for Excellence in Public Services	1-2h	Online	Brhat	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Behavioural	Mental Well-being	Increasing your Emotional Quotient	1h 7m	Online	Art of Living	iGOT	Group 1, 2 and 3	L1	Q1	This course includes learning videos by Gurudev Sri Sri Ravi Shankar on emotion management and meditation techniques. It focuses on transforming emotions for improved well-being.
Behavioural	Gender Sensitization	Gender Sensitization - 1	1h15m	Online	ISTM	iGOT	Group 1 and 2	L1	Q1	This course focusses on key aspects of gender-related issues, challenging biases, and fostering inclusivity.
Behavioural	Motivation	Understanding Motivation	1h 35m	Online	LBSNAA	iGOT	Group 2	L1	Q1	This course focusses on the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.
Behavioural	Gender Sensitization	Gender Sensitivity	59m	Online	NTPC	iGOT	Group 1 and 2	L1	Q2	This course focusses on understanding the kinds of gender bias, gender stereotypes, and what can organisations do to remove it
Behavioural	Team management and development	BSNL Mission Karmyogi	9h 5m	Online	BSNL	iGOT	Group 1 and 2	L2	Q2	This course focuses on personal effectiveness, change management, time management, result orientation, and goal setting. It also covers Managing teams, delegation, performance assessment, coaching, accountability.
Behavioural	Leadership	Public Leadership	1-2h	Online	ISB	iGOT	Group 1 and 2	L1	Q2	TBD

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	Level of Course	Timeline	Course Details
Behavioural	Communication	Effective Communication	5h 34m	Online	IIMB	iGOT	Group 1 and 2	L2	Q3	This course focusses on the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.
Behavioural	Leadership	Leadership	1h35m	Online	DoPT	iGOT	Group 1 and 2	L1	Q3	This course focusses on leadership qualities and attributes, how can one lead self, and how to motivate your team as a leader
Behavioural	Stress Management	Yoga for Excellence	1h 11m	Online	Art of Living	iGOT	Group 1 and 2	L1	Q3	This course covers Nadi Shodhana Pranayama, Simple stretches to boost immunity, the powerful and life transforming Padmasadhana and Suryanamaskar.
Behavioural	Problem Solving and Decision Making	Decision Making	35m	Online	ISTM	iGOT	Group 1 and 2	L1	Q3	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.
Behavioural	Problem Solving and Decision Making	Problem Solving	35m	Online	ISTM	iGOT	Group 1 and 2	L1	Q3	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework for problem solving
Behavioural	Mental Well-being	Emotional Intelligence	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Behavioural	Problem Solving and Decision Making	Problem Solving and Decision Making	1-2h	Online	Harappa	iGOT	Group 3, Group 2	L1/L2	Q4	TBD
Behavioural	Result orientation	Service Delivery Management	3h 11m	Online	IIPA	iGOT	Group 1 and 2	L2	Q4	This course has been designed to promote critical thinking to know the nuances of service delivery management in order to

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										improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis in order to promote good governance and enhance public trust and thereby deepen democratic values.
Behavioural	Time management	Time Management	1h 15 m	Online	DoPT	iGOT	Group 1, 2 and 3	L1	Q4	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritise time and explains the need for focussing on bigger aspects

5.1.2 Training Calendar for Domain Competencies

Below is a suggested list of domain courses that employees within the respective verticals are recommended to consider undertaking:

Table 11: Suggestive list of courses for each vertical

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	Cost of Course	Course Details
Domain	Agriculture and Allied Sectors	ICTs for Agricultural Extension - New Concepts: IoT in Agriculture; GIS; Artificial Intelligence	3 days	Hybrid	Collaborative Online, SAMETI, Tamil Nadu	Collaborative Online, SAMETI, Tamil Nadu	CBU and Vertical to decide intended recipients	L3	Q2	NA	The course aims explaining the transformative potential of ICTs in agricultural extension through an engaging online course. Learn about cutting-edge concepts like IoT in Agriculture, GIS, and Artificial Intelligence, and harness their power to enhance farming practices, increase productivity,

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											and drive sustainable agricultural development
Domain	Atal Innovation Mission	Research Writing	8 weeks	Online	IIT Kharagpur	NPTEL	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on what is research writing, the writing process, methodology, tools for writing the research reports, how to present qualitative and quantitative data, academic integrity and more.
Domain	Circular Economy Cell	Circular Economy- The environmental baseline, waste management rules to models and practice	4 days	Physical	National Productivity Council	National Productivity Council	CBU and Vertical to decide intended recipients	L4	Q2	NA	The course focusses on circular economy as a concept and its features, baseline indicators & problems of pollutions w.r.t. air, water, land; exploring business models concerning circular economy, key provisions of SWM rules, e-waste management rules 2016, bio medical waste management rules, plastic waste management rules, salient features of construction and demolition waste management rules and case studies, examples and success stories in emergence of circular economy momentum.
Domain	Data Management and Analysis and Frontier Technology	Blockchain	1-2h	Online	TBD	iGOT	CBU and Vertical to decide intended recipients	L2	Q1	NA	TBD
Domain	DMEO	Course being developed by IIMs/ IITs on Monitoring and	5h	Online	TBD	iGOT	CBU and Vertical to decide	L2	Q3	NA	TBD

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	Cost of Course	Course Details
		Evaluation techniques					intended recipients				
Domain	Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	3 courses on Capital Markets being developed by NSE for all three levels i.e., L1, L2 and L3	2-5h	Online	TBD	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Economics & Finance II i. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment ; ii. Trade & Commerce	Foreign Trade and Foreign Direct Investments	5h	Online	NPTEL (National Programme on Technology Enhanced Learning)	Alison	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course focusses on the intricacies of foreign trade and direct investment, including multilateralism - the alliance of multiple countries pursuing a common goal. It talks about foreign trade, trade promotion, foreign trade organizations, international financial institutions, trade agreements, balance of trade and regional economic integration.
Domain	Education	ChatGPT and Artificial Intelligence in higher education	4h	Online	Campus IESALC	UNESCO-Open Learning	CBU and Vertical to decide intended recipients	L2	Q2	NA	The topics that are covered in the seminar are what is ChatGPT, Introduction to AI, applications of ChatGPT in higher education, challenges and ethical implications, adapting ChatGPT in higher education institutes.

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Domain	Energy & International Cooperation	Energy Economics, Environment, and Policy	1h10m	Online	ADB	ADBI	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course focuses on challenges and policy imperatives in the fossil fuel and renewable energy sectors at local, national, and global levels. Participants will gain insights into energy pricing, macroeconomic impacts of energy price fluctuations, achieving energy security, and financing renewable energy projects, along with policy options for promoting renewable energy development and green growth
Domain	Governance & Research	CBC in collaboration with HIPA is developing an L1 course on good governance-policy and processes	3h	Online	HIPA	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Governing Council Secretariat & Coordination	CBC in collaboration with ISPP is developing L1 & L2 courses on Public Policy	2h	Online	ISPP	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD
Domain	Health & Family Welfare, Nutrition, Women and Child Development	Basics of health economics	3h	Online	OLC (Online Learning Consortium)	iGOT	CBU and Vertical to decide intended recipients	L2	Q1	NA	The course focuses on health economics and its parameters, health care markets, and various stakeholders in the health market.

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Domain	Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion and investments)	Foreign Trade and Foreign Direct Investments	5h	Online	NPTEL (National Programme on Technology Enhanced Learning)	Alison	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course focusses on the intricacies of foreign trade and direct investment, including multilateralism - the alliance of multiple countries pursuing a common goal. It talks about foreign trade, trade promotion, foreign trade organizations, international financial institutions, trade agreements, balance of trade and regional economic integration.
Domain	Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, Blue economy, Heavy Industries, Steel, Public Enterprises)	Circular Economy Policy Maker E-Training	2h38m	Online	ADB	ADBI	CBU and Vertical to decide intended recipients	L2	Q2	NA	This E-Learning course provides an in-depth look at circular economy principles and highlights successful examples of circular economy transition in Asia and globally. It also spotlights policy recommendations to help countries move toward circularity. Topics range from the mobilization of resources and investment to technical education, redesigning resource streams, and circular supply chain development.
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell	CBC in collaboration with National Body of standards - Bureau of Standards is developing a digital course on 'Technical	2h	Online	National Body of standards - Bureau of Standards	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD

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	(ACC) battery Storage	Standards used for infrastructure projects'									
Domain	Managing Urbanization	Cities for All: An Introduction to Inclusive Cities	3h	Online	ADB	ADBI	CBU and Vertical to decide intended recipients	L2	Q2	NA	This online course introduces concepts and tools for the creation of smart and inclusive cities.
Domain	Mission LiFE	Orientation Module on Mission LiFE	22m	Online	(Ministry of Environment, Forest and Climate Change)	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course on "Mission LiFE" will familiarize you with simple behavioural nudges and actions that can be taken by individuals to achieve a more sustainable lifestyle. The course consists of 9 videos which will introduce the concept of Mission LiFE along with actions that can be taken across the 7 LiFE Themes.
Domain	MSME	Innovation, Business Models and Entrepreneurship	8 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on analysing the Current Business Scenario, Innovation and Creativity, Social Entrepreneurship, Blue Ocean Strategy, Sustainability Innovation and Entrepreneurship, SME'S strategic involvement in sustainable development, Exploration of business models for material efficiency services
Domain	Natural Resources & Environment	NATURAL RESOURCE MANAGEMENT	3h7m	Online	IIPA	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course focuses on the need of sustainable management of the Earth's depleting natural resources such as clean water, energy, minerals and biological resources, in relation to the growth of the human population

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	Cost of Course	Course Details
Domain	Project Appraisal and Management Division (PAMD)	Basics of Public Financial Management	30h	Online	World Bank	OLC	CBU and Vertical to decide intended recipients	L3	Q4	NA	This e-Learning course on the basics of public financial management provides a quick introduction to PFM, explains the budget cycle, describes how accounting and financial reporting is done in the public sector, clarifies the concepts of internal controls and differentiates it from an internal audit, and explains how governments are audited.
Domain	Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both GoI and States), InvITs and REITs	Analysing, Screening and Prioritizing Infrastructure Public-Private Partnerships	5h	Online	World Bank	OLC	CBU and Vertical to decide intended recipients	L2	Q4	NA	The course focusses to equip PPP professionals with skills analysing, screening and prioritizing infrastructure PPPs
Domain	Rural Development	THE FUTURE OF WORK IN THE RURAL ECONOMY	6h	Online	ILO	ILO-ITC	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course provides an opportunity for participants to learn about a range of innovative approaches, tools and methods for promoting decent work in the rural economy
Domain	Science & Technology	ITEC Course on SCIENCE DIPLOMACY	12 days	Offline	ITEC	ITEC	CBU and Vertical to decide intended recipients	L3	Q3	NA	This course focusses on the following themes: Concept and Practice of Science Diplomacy Modalities of Science Diplomacy at Bilateral, Regional and Multilateral Level STI, Development Challenges and SDGs South Cooperation and S&T and Innovation.

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	Cost of Course	Course Details
Domain	SDG	Understanding Poverty and Inequality	12h	Online	SDG Academy	SDG Academy	CBU and Vertical to decide intended recipients	L3	Q3	NA	This course focusses on poverty and inequality, multidimensional measures of poverty, explaining global inequality, poverty and subjective well-being, identity and exclusion
Domain	Skill Development & Entrepreneurship, Labour & Employment	SKILLS TECHNOLOGY FORESIGHT	3 weeks	Online	ITC-ILO	ITC-ILO	CBU and Vertical to decide intended recipients	L3	Q3	725 Pounds	This course focusses on technology-driven industries, which are the focal points concentrating research and development, foreign direct investment, talent and cutting-edge technology. Emerging technologies also influence more traditional sectors, such as agriculture, and this in turn influences skills needs. This e-learning course will equip participants with the necessary skills to run skills technology foresight exercises to assess the future skills needs of their economies and societies.
Domain	Social Justice & Empowerment including Voluntary Action Cell (VAC)	Introduction to the World Bank Environmental and Social Framework	2h	Online	World Bank	OLC	CBU and Vertical to decide intended recipients	L1	Q1	NA	The Environmental and Social Framework is made up of the World Bank's vision for sustainable development, the World Bank's Environmental and Social Policy for Investment Project Financing, and ten Environmental and Social Standards.
Domain	Water Resources & Land Resources/PM KSY	Groundwater hydrology and management	12 weeks	Online	IIT Bombay	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on introduction to groundwater, international importance of groundwater and groundwater use in India, physics and hydrology of groundwater, groundwater governing equation, recharge and discharge.

The following list is the extended list of courses recommended for employees in each vertical at the Organisation:

Table 12: Extended list of courses for Domain Competencies

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	Cost of Course	Course Details
Domain	Agriculture and Allied Sectors	Introduction to trade, food security and nutrition	2h	Online	Food and Agriculture Organization of the United Nations	FAO eLearning Academy	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course focusses on Defining and measuring trade, food security and nutrition, Impacts of trade, food security and nutrition.
Domain	Agriculture and Allied Sectors	Trade policy supportive of food security and nutrition	1h35m	Online	Food and Agriculture Organization of the United Nations	FAO eLearning Academy	CBU and Vertical to decide intended recipients	L1	Q1	NA	This course analyses trade policy design and implementation in the context of agricultural development and structural transformation.
Domain	Agriculture and Allied Sectors	Webinar Series on Agri-start-up Ecosystem	1-2h	Online	MANAGE, Hyderabad	MANAGE, Hyderabad	CBU and Vertical to decide intended recipients	L1	Q2	NA	Insights on the latest development in the Agri-Start up Ecosystem Hear from the leading experts in the country Provision for addressing query on a one-on-one basis during the session/ connect after the session
Domain	Agriculture and Allied Sectors	Real water savings in agricultural systems	1h45m	Online	Food and Agriculture Organization of the United Nations	FAO eLearning Academy	CBU and Vertical to decide intended recipients	L1	Q2	NA	In the context of the global water shortages and challenges for water savings in agricultural systems, this course introduces interventions and tools, and more specifically the real water savings in agricultural systems (REWAS) project, that aims to provide practical guidance on the implementation of real water savings.
Domain	Agriculture and Allied Sectors	e-NAM related issues in agricultural marketing	3 days	Physical	Ch. Charan Singh National Institute of Agricultural Marketing (CCS NIAM)	Ch. Charan Singh National Institute of Agricultural Marketing	CBU and Vertical to decide intended recipients	L4	Q3	NA	To understand the importance of e-NAM, To identify the key problems and real-time solutions, To understand the issues arising in integrating e-NAM platform

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						(CCS NIAM)					
Domain	Agriculture and Allied Sectors	Carbon Credit in Agriculture - Climate Offset Mechanism	2 days	Physical	MANAGE, Hyderabad	MANAGE CENTER FOR SUSTAINABLE AGRICULTURE, CLIMATE CHANGE AND ADAPTATION	CBU and Vertical to decide intended recipients	L3	Q3	NA	The course aims at explaining the role of carbon credits in agriculture and learn how this climate offset mechanism can promote sustainable farming practices and mitigate greenhouse gas emissions in a two-line online course designed for farmers and environmental enthusiasts.
Domain	Agriculture and Allied Sectors	Agricultural Production System Modelling	5 days	Physical	ICAR-NAARM	ICAR-NAARM	CBU and Vertical to decide intended recipients	L4	Q4	Rs.6000/- + 18% GST	The course focusses on different modelling approaches. The modelling tools are handy in estimating the status of natural resources under given management practices and provide mitigating and adaptive options under different climatic scenarios. It will also provide an opportunity to exchange ideas with the domain expert on the subject matter.
Domain	Atal Innovation Mission	Policymaking: Entrepreneurship for Sustainable Development - 2023	5h	Online	UNITAR	UNITAR	CBU and Vertical to decide intended recipients	L2	Q1	NA	Recognize the benefits of promoting entrepreneurship and its impact on sustainable development; Describe opportunities and challenges faced by entrepreneurs; Identify relevant policy objectives and policy options; Understand the measures needed to support entrepreneurship; Understand how to develop an action

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	Cost of Course	Course Details
											plan, monitor its implementation and measure the impact; Learn best practices on policies, programmes, and initiatives in the area of entrepreneurship promotion at national, regional and global levels.
Domain	Atal Innovation Mission	Micro Innovation	1-2h	Online	IIM A	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	CBC in collaboration with IIM A developing L1 and L2 course for Atal Innovation Mission with Dr. Anil Gupta on Micro innovation
Domain	Atal Innovation Mission	Design Thinking	2h	Online	IIT Delhi	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course on Design Thinking is under development. CBC and IIT Delhi are working together for course development
Domain	Atal Innovation Mission	Research Writing	8 weeks	Online	IIT Kharagpur	NPTEL	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on what is research writing, the writing process, methodology, tools for writing the research reports, how to present qualitative and quantitative data, academic integrity and more.
Domain	Atal Innovation Mission	Development Research Methods	12 weeks	Online	IIT Guwahati	NPTEL	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on theoretical and social context of studying development research, quantitative and qualitative methods in development research and application of selected development issues and approaches.
Domain	Atal Innovation Mission	Understanding Design Thinking & People Centred Design	8 weeks	Online	IIT Kanpur	NPTEL	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on design thinking and people centered design methodology, it talks about research and analysis how to generate ideas, rapid prototyping and more

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	Cost of Course	Course Details
Domain	Atal Innovation Mission	Entrepreneurship And IP Strategy	8 weeks	Online	IIT Kharagpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on introduction to entrepreneurship and intellectual property, Innovation, market and IP, Trademark and entrepreneurship, IP strategy for start-up and MSME, Incubators, research parks, Various Government policies and more.
Domain	Atal Innovation Mission	Innovation, Business Models and Entrepreneurship	8 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on analysing the Current Business Scenario, Innovation and Creativity, Social Entrepreneurship, Blue Ocean Strategy, Sustainability Innovation and Entrepreneurship, SME'S strategic involvement in sustainable development, Exploration of business models for material efficiency services
Domain	Circular Economy Cell	Waste Management and Circular Economy	5h	Online	UN	UNITAR	CBU and Vertical to decide intended recipients	L2	Q1	NA	This course focusses on the challenges of waste and the concept of circular economy.
Domain	Circular Economy Cell	Trade and circular economy	15h	Online	WTO e-learning	World Trade Organization	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on how the circular economy relates to trade and trade policies, how the WTO can help facilitate and accelerate the move towards and efficient and safe global circular economy and what are the main challenges to make trade work for a circular economy.
Domain	Data Management and Analysis and Frontier Technology	Data science 101	3h	Online	IITM	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD

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	Cost of Course	Course Details
Domain	Data Management and Analysis and Frontier Technology	Data Driven Decision Making For Government	2h30m	Online	Wadhvani Foundation, CBC	iGOT	CBU and Vertical to decide intended recipients	L2	Q1	NA	The course aims at building awareness of Data Science and Analytics and data visualization tools among government officials enabling them to make informed data-driven decisions thereby impacting lives for the social good. The course equips its learners with skills related to data analysis and emerging technologies. How to effectively use visualization tools to analyse data, identify patterns, and make data-driven decisions. It also teaches how to solve work related problems with application of emerging technology for effective solutions.
Domain	Data Management and Analysis and Frontier Technology	Cyber Security Basics	2h22m	Online	Microsoft	iGOT	CBU and Vertical to decide intended recipients	L2	Q1	NA	This course focuses on basics of cybersecurity threats, attacks and mitigations. It describes concepts of cryptography, authentication and authorization in cybersecurity, network-based threats and mitigations. The course also talks about application-based threats and how to protect against them.
Domain	Data Management and Analysis and Frontier Technology	CBC in collaboration with Wadhvani Foundation is developing L2 & L3 courses on data analytics	3-5h	Online	Wadhvani Foundation, CBC	iGOT	CBU and Vertical to decide intended recipients	L2	Q3	NA	TBD

Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

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Domain	Data Management and Analysis and Frontier Technology	Introduction to Leveraging AI and Chat GPT	24m	Online	Invest India	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course "Introduction to Leveraging AI" provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications.
Domain	Data Management and Analysis and Frontier Technology	Data science 101	3h	Online	IITM	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Data Management and Analysis and Frontier Technology	CBC in collaboration with MoSPI developing L1 & L2 digital course on data analytics	3h	Online	MoSPI	iGOT	CBU and Vertical to decide intended recipients	L2	Q4	NA	TBD
Domain	DME0	Survey Data Management and Analysis for Managerial Decision Making	3 days	Offline	IRMA	IRMA	CBU and Vertical to decide intended recipients	L4	Q2	INR 35,400	This course focusses on the following themes: Survey Questionnaire Preparation Data Screening, Factor Analysis, Linear Regression Analysis, Multiple Regression Analysis, Multivariate Analysis of Variance, Structural Equation Modelling
Domain	DME0	Results-Based Financing Approaches: Key Concepts and Principles	1h5m	Online	World Bank Group OLC	World Bank Group OLC	CBU and Vertical to decide intended recipients	L1	Q1	NA	This course introduces results-based financing and the role that results-based approaches can play in the delivery of infrastructure and services. Results-based financing key concepts for Government officials,

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	Cost of Course	Course Details
											Development professionals and Donor agency professionals.
Domain	DME0	MONITORING AND EVALUATION CERTIFICATION PROGRAMME (ONLINE)	7 weeks	Online	ITC-ILO	ITC-ILO	CBU and Vertical to decide intended recipients	L3	Q3	995 Pounds	This course focusses on results-based management, monitoring, reporting and control, risk management, evaluation of development programmes and projects, monitoring and evaluation system, methodologies, tools and techniques.
Domain	DME0	SAMPLING DESIGN: A PRACTICAL APPROACH	6 weeks	Online	ITC-ILO	ITC-ILO	CBU and Vertical to decide intended recipients	L3	Q3	1085 Pounds	This course focusses on developing different sampling and weighting techniques, highlighting their pros and cons. It will highlight the link between sampling techniques and survey design, with a particular focus on labour force surveys (LFS). Furthermore, the course enhances understanding on sample surveys and survey designs, provides insights into the principles and practices of sampling, enrich understanding of estimation theory, methods for probability sampling, and sampling frames.
Domain	DME0	Measuring Outcomes And Impact	5 weeks	Online	UPEACE Centre for Executive Education	UPEACE	Across NITI Aayog	L3	Q4	\$595	The course focusses on theory of change, effective decision making from the gathered data, program analysis. The course includes case studies, peer reviewed assignments, that helps to create international network for the participants
Domain	DME0	Course on Monitoring & evaluation	2h	Online	TBD	iGOT	CBU and Vertical to decide	L1	Q4	NA	TBD

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		techniques being developed by DMEO vertical of NITI Aayog					intended recipients				
Domain	Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	Financial Management	1-2h	Online	CSIR	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	Course on Direct Tax	1-2h	Online	National Academy of Direct Tax	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD
Domain	Economics & Finance I (Economic Modelling, Scenario Building, Capital Markets)	Course on Budgeting in Indian Government being developed by ICAI	5h	Online	TBD	iGOT	CBU and Vertical to decide intended recipients	L2	Q3	NA	TBD

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Domain	Economics & Finance II i. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment ; ii. Trade & Commerce	Financial Globalization, Capital Flows, and the Global Financial Cycle	25m	Online	ADB	ADBI	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course provides an overview of the benefits of financial globalization and explains why these gains have not always materialized empirically. It also examines the drivers of capital flows in crisis and non-crisis periods and the role of the global financial cycle.
Domain	Economics & Finance II i. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment ; ii. Trade & Commerce	General Financial Rules, 2017	5 days	Physical	National Power Training Institute	National Power Training Institute	CBU and Vertical to decide intended recipients	L4	Q4	NA	The course focusses on the overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017. To understand how GeM and GFRs 2017 would impact the functioning of your organisation and changes in the procurement process required for compliance. And to acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.

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Domain	Economics & Finance II i. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment ; ii. Trade & Commerce	Trade and Environment and the WTO	4h	Online	WTO e-learning	World Trade Organization	CBU and Vertical to decide intended recipients	L2	Q3	NA	This course focusses on the relationship between trade and environment and the role of the Committee on Trade and Environment in the WTO. It helps gain a clear understanding of the WTO rules on Trade and Environment and their complex linkages with a number of international treaties and regulations on a wide range of key areas governing today's world. And it helps in interpreting relevant information and documents on trade and environment-related issues.
Domain	Economics & Finance II i. All other matters of Economic & Finance vertical not mentioned in E&F-I including G20, Multilateral Institutions and Disinvestment ; ii. Trade & Commerce	Trade and circular economy	15h	Online	WTO e-learning	World Trade Organization	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on how the circular economy relates to trade and trade policies, how the WTO can help facilitate and accelerate the move towards and efficient and safe global circular economy and what are the main challenges to make trade work for a circular economy.

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Domain	Education	IGNOU- NEP - PDP	36h	Online	IGNOU	IGNOU	CBU and Vertical to decide intended recipients	L3	Q4	NA	Professional Development Programme on National Education Policy 2020, jointly offered by IGNOU and UGC provides for a comprehensive, sustainable and reformative roadmap for a paradigm shift in the entire education system in the country, and is culturally grounded, is geared toward quality transformation, and is internationally competitive. The NEP-2020 proposes reforms in all areas of higher education, including its structure, curriculum and pedagogy, teaching-learning strategies, learning resources and technology-enabled learning, vocational education and skilling and employability, 21st century learning and social and life skills, optimal learning environment and learner support, formative and summative assessment, internationalization, research and scholarship, governance and leadership, and regulation and accreditation
Domain	Education	Exploring innovative assessment methods	12h	Online	The Open University	OpenLearn	CBU and Vertical to decide intended recipients	L3	Q2	NA	This course focusses on understanding what are innovative assessment and how to create an innovative assessment, implementation and evaluation of innovative assessment.
Domain	Energy & International Cooperation	Introduction to Oil & Gas, Introduction to	2h	Online	MoPNG	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	Introductory courses designed by the Ministry of Petroleum and Natural Gas

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		Petrochemicals									
Domain	Governance & Research	CBC in collaboration with V.V. Giri National Labour Institute is developing an L2 course on Good Governance for Effectiveness of Welfare and Development Measures	6h	Online	V.V. Giri National Labour Institute	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Governing Council Secretariat & Coordination	Evidence in Public Policy	4h48m	Online	ISB	iGOT	CBU and Vertical to decide intended recipients	L2	Q3	NA	This course by ISB focusses on Policy as an experiment, counterfactuals, attributes of counterfactuals. The course also discusses a case of evidence-based policy making-the odd-even scheme in Delhi. It also discusses data, pattern and process, complex systems and analysing stability in complex systems.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	Health Research Fundamentals	8 weeks	Online	National Institute Of Epidemiology	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on conceptualizing a research study, epidemiological considerations in designing a research study, bio-statistical considerations in designing a research study, planning a research study, writing a research protocol

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Domain	Health & Family Welfare, Nutrition, Women and Child Development	Health Outcomes and the Poor	6h30m	Online	OLC (Online Learning Consortium)	iGOT	CBU and Vertical to decide intended recipients	L2	Q1	NA	The course defines key health outcomes and how to measure them. It systematically explores the factors that influence health outcomes. The final part of the course considers health sector policies and actions that governments can adopt in order to improve health and reduce poverty.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	Strengthening collaboration between human and animal health sectors for improved health security	2h	Online	WHO	OpenWHO	CBU and Vertical to decide intended recipients	L1	Q1	NA	This course provides insight into some of WHO's work at the animal-human-environment interface, including National Bridging Workshops (NBWs), field simulation exercises, tripartite guidance and practical tools aimed to support countries in the operationalization of One Health mechanisms at their level.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	One Health in action against Neglected Tropical Diseases	3h30m	Online	WHO	OpenWHO	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course provides practical ideas, tools, and examples to enable each of us to take One Health action towards the global goal of substantially reducing the burden of Neglected Tropical Diseases (NTDs) by 2030
Domain	Health & Family Welfare, Nutrition, Women and Child Development	E-Learning Series on Public-Private Partnerships	1h25m	Online	ESCAP (Economic and Social Commission for Asia and the Pacific)	ESCAP (Economic and Social Commission for Asia and the Pacific)	CBU and Vertical to decide intended recipients	L1	Q2	NA	This course focusses on PPP concepts, benefits and limitations, PPP models, creating a PPP enabling environment, risk identification and allocation, project cycle and PPP structure and financing.

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Domain	Health & Family Welfare, Nutrition, Women and Child Development	Training Course on Gender-Based Violence and Human Rights for Promoting Women Health	5 days	Physical	National Institute of Health and Family Welfare, Baba Gangnath Marg, Munirka,	National Institute of Health and Family Welfare, Baba Gangnath Marg, Munirka,	CBU and Vertical to decide intended recipients	L4	Q3	NA	This comprehensive online course delves into the concept, prevention, and control of Gender-Based Violence, focusing on policy, collaborative strategies, and the importance of gender health analysis. It also addresses human and health rights, health consequences, counselling skills, interpersonal communication, and stress management for healthcare providers dealing with medico-legal cases, empowering them to effectively address and support victims of gender-based violence.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	International Training on Vaccine and Cold Chain Management (TVaCC) for ITEC	5 days	Online	National Institute of Health and Family Welfare, Baba Gangnath Marg, Munirka,	National Institute of Health and Family Welfare, Baba Gangnath Marg, Munirka,	CBU and Vertical to decide intended recipients	L3	Q3	NA	This online course aims to provide participants with the knowledge and skills to identify and address managerial issues in vaccine and cold chain management. It enhances their ability to manage real-world challenges, understand end-to-end vaccine management, and effectively handle the vaccine and cold chain management ecosystem. Participants will also learn about program planning and forecasting immunization supplies, enabling them to make informed decisions and ensure effective vaccine distribution.
Domain	Health & Family Welfare, Nutrition, Women and	Certified Validation Professional	5 days	Online	IGMPI	IGMPI	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on creating better understanding of validation, faster market access with more compliant products, increase sales and customer satisfaction with professional development and

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	Cost of Course	Course Details
	Child Development										knowledge sharing. This programme is ideal for anyone in the food industry who is tasked with validation.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	Results Based Financing in Health	30h	Online	World Bank Group OLC	UN SDG:Learn	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on providing a background knowledge on RBF and its different approaches, introducing core principles of RBF for health, and it shares examples of RBF for health in practice from different countries.
Domain	Health & Family Welfare, Nutrition, Women and Child Development	Public Health Nutrition	160h	Online	University of the Incarnate Word	NextGen U	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on in-depth learning related to the concepts of nutrition epidemiology and basic concepts of nutritional science. It also talks about important nutritional issues on a public and global health scale and discuss current nutritional policies and interventions that can be applied as part of Health Promotion Interventions.
Domain	Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion and investments)	Industry 4.0 : Introduction and Implementation	31m	Online	BSNL	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	This course focuses on basics of Industry 4.0 starting with Industrial revolution 4.0 and the implementation and its benefits

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	Cost of Course	Course Details
Domain	Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion and investments)	E-Commerce for SMEs: An Introduction for Policymakers	4h	Online	ITC and Diplo Foundation	ITC	CBU and Vertical to decide intended recipients	L2	Q2	NA	The course focusses on creating better understanding of the multifaceted concept of e-commerce, the opportunities it offers to SMEs, and the steps necessary to create an enabling environment. It also touches talks about policy areas likely to lead to a conducive environment for e-commerce, both nationally and internationally.
Domain	Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial development, promotion and investments)	Social Innovation In Industry 4.0	12 weeks	Online	IIT Kanpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q3	NA	The course focusses on introduction to social innovation and Industry 4.0, types of social innovation, value creation and entrepreneurship, design for Industry 4.0 and Social Innovation, Prototyping techniques, case studies and societal impact analysis.
Domain	Industry-I (Department of Promotion of Industry & Internal Trade (DPIIT) and all other issues relating to industrial	Introduction to Industry 4.0 and Industrial Internet of Things	12 weeks	Online	IIT Kharagpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on Globalization and Emerging Issues, The Fourth Revolution, Cybersecurity in Industry 4.0, Basics of Industrial IoT and Industrial IoT- Application Domains.

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	development, promotion and investments)										
Domain	Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, Blue economy, Heavy Industries, Steel, Public Enterprises)	Supply Chain Analytics	8 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on understanding the importance of the basics of Business Analytics and Optimization, basics of Supply Chain Analytics and Optimization and case studies.
Domain	Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, Blue economy, Heavy Industries, Steel, Public Enterprises)	Evidence in Public Policy	4h48m	Online	ISB	iGOT	CBU and Vertical to decide intended recipients	L2	Q3	NA	This course by ISB focusses on Policy as an experiment, counterfactuals, attributes of counterfactuals. The course also discusses a case of evidence-based policy making-the odd-even scheme in Delhi. It also discusses data, pattern and process, complex systems and analysing stability in complex systems.

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	Cost of Course	Course Details
Domain	Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, Blue economy, Heavy Industries, Steel, Public Enterprises)	CBC in collaboration with ISPP is developing L1 & L2 courses on Public Policy	2h	Online	ISPP	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD
Domain	Industry-II (Textiles, Agro & Food Processing, Marine Products & Plantation crops, Blue economy, Heavy Industries, Steel, Public Enterprises)	Supply Chain Analytics	8 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on understanding the importance of the basics of Business Analytics and Optimization, basics of Supply Chain Analytics and Optimization and case studies.
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell	National Logistics Plan	1-2h	Online	DPIIT	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD

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	Cost of Course	Course Details
	(ACC) battery Storage										
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with National Body of standards - Bureau of Standards is developing a digital course on 'Technical Standards used for infrastructure projects'	2h	Online	National Body of standards - Bureau of Standards	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Arun Jaitley National Institute of Financial Management is developing a digital course on procurement and tender writing	2h	Online	AJNIFM	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD

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	Cost of Course	Course Details
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	PM Gatishakti	2h9m	Online	Department for Promotion of Industry and Internal Trade	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	The course gives an introduction of PM Gatishakti, it talks about tools for efficient planning and decision making, state engagement, project monitoring portal and roles and responsibilities of stakeholders
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	Procurement of Services, Works and Contract Management	20h	Online	Ministry of Rural Development	iGOT	CBU and Vertical to decide intended recipients	L3	Q2	NA	This course focusses on procurement of services for preparation of DPR, TOR for preparing DPR and consultancy agreement, PIU oversight and interaction, knowledge regarding procurement - planning and preparing bid documents.
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with NICMAR University is developing a digital course on 'Master of Planning (Urban Planning)'	2h	Online	NICMAR University	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD

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	Cost of Course	Course Details
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with ISB is developing a digital course on 'Advanced Management Programme for Infrastructure'	2h	Online	ISB	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Bhaskaracharya National Institute for Space Applications and Geoinformatics (BiSAG-N) is developing a digital course on digital master planning tool	2h	Online	BiSAG-N	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance	GIS mapping	1-2h	Online	ISRO - IIRS	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD

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	Cost of Course	Course Details
	chemistry Cell (ACC) battery Storage										
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	Fundamentals of Geographic Information System	4h45m	Online	Ministry of Mines	iGOT	CBU and Vertical to decide intended recipients	L2	Q3	NA	This course enables learner to understand the fundamental concepts of Geographical Information System (GIS), Spatial data models, coordinate systems, map projections, as well as digitization and map editing over popular GIS interface.
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Department of Economic Affairs is developing a digital course on Infrastructure Debt Funds, Real Estate Investment Trusts (REITs), Infrastructure Investment Trust InvITs, Tax Free Bonds,	2h	Online	Department of Economic Affairs	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD

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	Cost of Course	Course Details
		Municipal Bonds and other instruments meant for infrastructure financing and credit enhancements									
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Department of Economic Affairs is developing a digital course on Infrastructure Financing and promotion of investments in infrastructure sectors.	2h	Online	Department of Economic Affairs	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell	CBC in collaboration with VISION GIS is developing a digital course on GIS application in Urban Planning.	2h	Online	VISION GIS	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD

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	Cost of Course	Course Details
	(ACC) battery Storage										
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Bureau of Indian Standards, National Institute of Training for Standardisation developing a digital course on standards of infrastructure projects	2h	Online	Bureau of Indian Standards, National Institute of Training for Standardisation	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	Geographical Information System	10h15m	Online	Department of Space	iGOT	CBU and Vertical to decide intended recipients	L3	Q4	NA	This basic course on GIS will help you leverage the location component in your data sources to implement location-based analytics and create user friendly decision support systems, to usher in maximum governance with minimum government. The course contents include GIS data creation, spatial data formats, concepts of map projections, spatial analysis, and map composition.
Domain	Infrastructure – Connectivity (Transport) and Electric	CBC in collaboration with CEPT University is	2h	Online	CEPT University	iGOT	CBU and Vertical to decide	L1	Q4	NA	TBD

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	Cost of Course	Course Details
	Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	developing a digital course on 'Urban Infrastructure'					intended recipients				
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with CEPT university is developing a digital content on environmental planning and management.	2h	Online	CEPT University	iGOT	CBU and Vertical to decide intended recipients	L1	Q4	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with NLU is developing a digital course on environmental law.	2h	Online	NLU	iGOT	CBU and Vertical to decide intended recipients	L1	Q4	NA	TBD
Domain	Infrastructure – Connectivity (Transport) and Electric Mobility National Programme on Advance chemistry Cell (ACC) battery Storage	CBC in collaboration with Ministry of Environment, Forest and Climate Change	2h	Online	Ministry of Environment, Forest and Climate Change	iGOT	CBU and Vertical to decide intended recipients	L1	Q4	NA	TBD

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	Cost of Course	Course Details
	Programme on Advance chemistry Cell (ACC) battery Storage	Climate Change is developing a digital course on environmental and CRZ clearances for large scale infrastructure projects. Integration of sustainable practices and climate resilience in urban planning projects.									
Domain	Managing Urbanization	Regenerating Urban Land: Overview and Global Good Practices: An Adaptive Learning Course	4h	Online	OLC (Online Learning Consortium)	OLC	CBU and Vertical to decide intended recipients	L2	Q1	NA	The course talks about Urban regeneration that can help cities address the rising demand for land by densifying existing urban cores, particularly pockets of underused or disinvested land. Higher density is associated with economic growth and social integration. Urban Regeneration leverages the value created through the transformation from underused areas to higher use, helping to cover public costs associated with Urban Regeneration infrastructure investments.

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	Cost of Course	Course Details
Domain	Managing Urbanization	An Introduction to Land Market Assessment in Complex Urban Settings (Self-Paced	4h	Online	OLC (Online Learning Consortium)	OLC	CBU and Vertical to decide intended recipients	L2	Q1	NA	The objective of this online course is to equip participants with the knowledge and skills to conduct comprehensive land market assessments, enabling them to understand and analyse the dynamics of the urban land market. Participants will learn how to utilize the findings to inform decision-making, improve planning, and influence the future development of their cities.
Domain	Managing Urbanization	CBC in collaboration with NICMAR University is developing a digital course on 'Master of Planning (Urban Planning)'	2h	Online	NICMAR University	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Managing Urbanization	CBC in collaboration with IIT/IIM for creation of digital courses on managing urbanization	5h	Online	IIT/IIM	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Managing Urbanization	CBC in collaboration with CEPT University is developing a digital course	2h	Online	CEPT University	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD

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		on 'Urban Infrastructure'									
Domain	Managing Urbanization	MoHUA is developing a series of digital courses on urban planning and governance. CBC SPOC to help get details of these courses	2h	Online	MoHUA	iGOT	CBU and Vertical to decide intended recipients	L1	Q3	NA	TBD
Domain	Natural Resources & Environment	Course on Forest Rights Act	1-2h	Online	TEER Foundation	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Natural Resources & Environment	BASICS OF CLIMATE CHANGE: Science Behind Stories	2h11m	Online	IIPA	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	This course focusses on climate change and associated science and how to tackle climate change at all levels of society, from individuals and educators to policymakers and businesses.
Domain	Natural Resources & Environment	Environmental Impact Assessment	12 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on Environmental Impact Assessment (EIA) which is a process of evaluating the likely environmental impacts of a proposed project or development, considering inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse. It talks about Legal, Policy & Regulatory Framework, EIA Methods, Tools and Techniques,

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	Cost of Course	Course Details
											Decision Making & Project Management.
Domain	Natural Resources & Environment	International Climate Change Negotiations: Leveraging LoCAL Experience in Support of Climate Change Negotiations	3h30m	Online	Local Climate Adaptive Living (LoCAL)	UN CC: e-learn	CBU and Vertical to decide intended recipients	L2	Q1	NA	The course has been designed to build a solid understanding of the negotiation environment provided by the UN Framework Convention on Climate Change (UNFCCC), including its governing bodies, subsidiary bodies, negotiating groups and the financial mechanisms available, while focusing on climate change adaptation.
Domain	Natural Resources & Environment	Training on City Action Plan (CAP) and Third-Party Audit	15h	Online	iFOREST	iFOREST	CBU and Vertical to decide intended recipients	L3	Q2	NA	This course focusses on developing and understanding of Clean Air Project (CAP) in India & Toxic Air Pollutants (TAPs). Sessions will be led by experts from the Institute of Technology(s), The Energy and Resources Institute (TERI), Central Pollution Control Board (CPCB), Ministry of Environment, Forest and Climate Change (MoEFCC) and many others.
Domain	Natural Resources & Environment	CBC in collaboration with CEPT university is developing a digital content on	2h	Online	CEPT University	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD

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	Cost of Course	Course Details
		environmental planning and management.									
Domain	Natural Resources & Environment	CBC in collaboration with NLU is developing a digital course on environmental law.	2h	Online	NLU	iGOT	CBU and Vertical to decide intended recipients	L1	Q4	NA	TBD
Domain	Project Appraisal and Management Division (PAMD)	CBC in collaboration with IIT/IIM for creation of digital courses on monitoring and evaluation and project appraisal	2h	Online	TBD	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Project Appraisal and Management Division (PAMD)	Investment Project Preparation and Appraisal Curriculum	25h	Online	UNIDO	UNIDO	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on identification of investment projects, market analysis, marketing strategy design, impact entrepreneurship, technical and environmental analysis, financial planning and analysis, including the introduction to financial statements and indicators and investment project implementation and appraisal
Domain	Project Appraisal and Management Division (PAMD)	Financial Management For Managers	12 weeks	Online	IIT Roorkee	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	The course focusses on the fundamental principles of finance, goals of financial management, building blocks of modern finance, financial decision making at the firms,

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	Cost of Course	Course Details
											financial planning and forecasting, and more
Domain	Project Appraisal and Management Division (PAMD)	Financial Institutions and Markets	12 weeks	Online	IIT Kharagpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on introducing financial system, financial markets, efficiency of financial markets, measures of financial development, and financial development & economic growth
Domain	Project Appraisal and Management Division (PAMD)	Public Policy Analysis	10 weeks	Online	London School of Economics	LSE	CBU and Vertical to decide intended recipients	L3	Q4	115,820 INR	The course focusses on understanding the policy failure factors, engage with public policy. It also offers a unique combination of research, theory, and practical application with analytical frameworks for comprehending the policy process.
Domain	Public Policy and SDG	TBD	2h	Online	TERI	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	CBC in collaboration with TERI to develop an L1 digital course on Public policy and sustainable development
Domain	Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both Gol and States), InvITs and REITs	CBC in collaboration with Arun Jaitley National Institute of Financial Management is developing a digital course on procurement and tender writing	2h	Online	AJNIFM	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD

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	Cost of Course	Course Details
Domain	Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both Gol and States), InvITs and REITs	CBC in collaboration with ISB is developing a digital course on Infrastructure Financing	2h	Online	TBD	iGOT	CBU and Vertical to decide intended recipients	L1	Q4	NA	TBD
Domain	Public Private Partnership (PPP), High Speed Train, PPP of Railway Stations and Railway Trains, Asset Monetization (both Gol and States), InvITs and REITs	Public Private Partnerships	1-2h	Online	ISB	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Rural Development	THE FUTURE OF WORK IN THE RURAL ECONOMY	6h	Online	ILO	ILO-ITC	CBU and Vertical to decide intended recipients	L2	Q2	NA	This course provides an opportunity for participants to learn about a range of innovative approaches, tools and methods for promoting decent work in the rural economy

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Domain	Rural Development	Saansad Adarsh Gram Yojana (SAGY)	2h30m	Online	NIRDPR	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The Saansad Adarsh Gram Yojana (SAGY) converges resources available from a range of existing Central Sector, Centrally Sponsored and State Schemes to achieve the programme objectives and as such, no additional funding is deemed necessary. The Gram Panchayats under the guidance of Hon'ble MPs follow a structured process of environment-creation, social-mobilisation, resource-mapping and participatory development planning
Domain	Science & Technology	Procurement in scientific departments	1-2h	Online	CSIR	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Science & Technology	History of S&T in India	1-2h	Online	CBC	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	TBD
Domain	Science & Technology	Contemporary history of science	1-2h	Online	Science Gallery	iGOT	CBU and Vertical to decide intended recipients	L2	Q2	NA	TBD
Domain	Science & Technology	Project Management in S&T departments	1-2h	Online	L&T PMI	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD

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	Cost of Course	Course Details
Domain	Science & Technology	5G and Emerging Technologies for Public Service Delivery & Digital Economy Operations	3h	Online	World Bank	OLC	CBU and Vertical to decide intended recipients	L2	Q1	NA	This course introduces the technologies associated with deploying 5G, Artificial Intelligence (AI), Internet of Things (IoT) and edge computing in telecom networks, with a special emphasis on Open RAN (Radio Access Network), cybersecurity and how to leverage open-source projects and communities
Domain	Science & Technology	Introduction To Internet Of Things	12 weeks	Online	IIT Kharagpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	Government, academia, and industry are involved in different aspects of research, implementation, and business with IoT. IoT cuts across different application domain verticals ranging from civilian to defence sectors. These domains include agriculture, space, healthcare, manufacturing, construction, water, and mining, which are presently transitioning their legacy infrastructure to support IoT.
Domain	SDG	Energy for Sustainable Development	2 days	Offline	IRMA	IRMA	CBU and Vertical to decide intended recipients	L4	Q2	INR 23,600	This course focusses on establishing linkages between energy and socio-economic development issues, assess energy access and energy poverty both at household level and village, regional level, why certain energy systems fail and certain succeed in a rural setup and understanding on different energy policies of the country towards attaining sustainable development goals

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	Cost of Course	Course Details
Domain	SDG	Sustainable Development Goals	49m	Online	ISTM	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The courses focusses on what are the prime features of sustainable development agenda, it explains how SDGs are implemented and shares details about significant steps taken by GoI for achieving each goal.
Domain	SDG	Sustainable Development Goals India Stand (Hindi)	2h 20m	Online	ISTM	iGOT	CBU and Vertical to decide intended recipients	L1	Q1	NA	The course talks about India's initiatives taken for achieving SDGs
Domain	Social Justice & Empowerment including Voluntary Action Cell (VAC)	Gender Mainstreaming Module	1-2h	Online	Sattva	iGOT	CBU and Vertical to decide intended recipients	L1	Q2	NA	TBD
Domain	Social Justice & Empowerment including Voluntary Action Cell (VAC)	Introduction to the World Bank Environmental and Social Framework	2h	Online	World Bank	OLC	CBU and Vertical to decide intended recipients	L1	Q1	NA	The Environmental and Social Framework is made up of the World Bank's vision for sustainable development, the World Bank's Environmental and Social Policy for Investment Project Financing, and ten Environmental and Social Standards.
Domain	Water Resources & Land Resources/PM KSY	Mainstreaming GESI for transboundary water resource management	12h	Online	UNESCO	UNESCO-Open Learning	CBU and Vertical to decide intended recipients	L3	Q2	NA	This online course aims to equip professionals in transboundary natural resource governance, specifically water resource management, with the knowledge and skills to mainstream Gender, Equality, and Social Inclusion (GESI) into their institutions and projects. Participants will learn strategies, case studies, and practical approaches to ensure sustainable and

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	Cost of Course	Course Details
											inclusive water resource management that leaves no one behind, delivered by experts in the field.
Domain	Water Resources & Land Resources/PM KSY	Urban Utilities Planning: Water Supply Sanitation and Drainage	12 weeks	Online	IIT Kharagpur	Swayam	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course covers the fundamentals of urban utilities planning including water supply, sanitation and drainage infrastructure provision for urban areas. The course will also talk about basic principles of ground water hydrology, water and sanitation infrastructure, water and wastewater treatment technologies, sources of water and planning and management of these urban utilities.
Domain	Water Resources & Land Resources/PM KSY	Advanced Diploma in Wastewater Treatment and Recycling	30h	Online	IIT Kharagpur	NPTEL	CBU and Vertical to decide intended recipients	L3	Q4	NA	This course focusses on the principles, theories and technologies involved in wastewater treatment and recycling. It examines the causes and characteristics of wastewater, including issues such as input waste, space and financial budgets.

The CBU of the organisation shall monitor the implementation of the training plan using the framework detailed below:

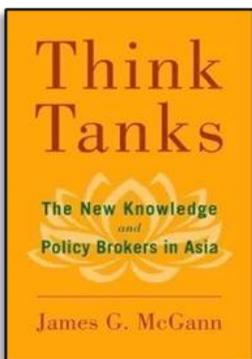
5.2 Recommended Books and Ted Talks

Books and TED Talks are powerful resources for building competencies and developing skills. Some of the ways in which books and TED Talks can be important for competency building are:

- **Access to expertise:** Books and TED Talks are often written or delivered by experts in a particular field or domain. By reading books or watching TED Talks, individuals would gain access to the knowledge and expertise of these experts, which would help them develop competencies in a specific area
- **Exposure to different perspectives:** Books and TED Talks would expose individuals to different perspectives and ideas, which would broaden their understanding and help them develop critical thinking skills. This exposure to new ideas and perspectives will also help individuals identify areas for growth and development.
- **Self-directed learning:** Books and TED Talks can be consumed at an individual's own pace and on their own schedule, which makes them a convenient tool for self-directed learning. This is particularly important for individuals who have limited access to formal training or who prefer to learn independently.
- **Inspiration and motivation:** Books and TED Talks are a source of inspiration and motivation for individuals, helping them to stay engaged and committed to their learning goals. By exposing individuals to stories of success and accomplishment, books and TED Talks can also help build confidence and self-efficacy.

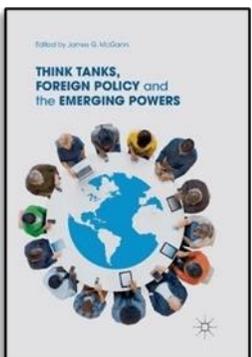
5.2.1 Recommended Books

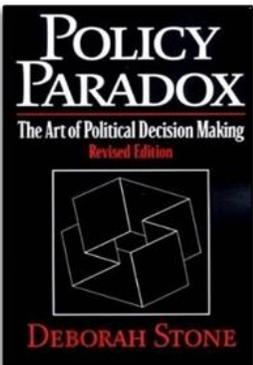
Think tanks have become especially important in many Asian nations over the past decade, coinciding with their rise to new prominence in international affairs. Asia's major players— the People's Republic of China, India, Japan, the Republic of Korea, Singapore—and more recently countries in Central Asia like Kazakhstan now have major think tanks. These institutions have become the go-to organizations for proposals and policy advice on key economic, security, social and environmental issues.



This book by a noted expert in the field traces the growing influence of these policy actors in Asia, places the trend in historical context, and explores how the region's countries have fostered the growth of think tanks with uniquely Asian characteristics.

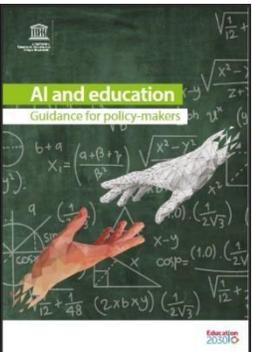
This book examines changing international dynamics through the lens of some of the leading think tanks from the emerging powers in the world. Through twelve case studies, the authors explore how security and international affairs think tanks in emerging powers collaborate with their policy makers to meet current and anticipate future foreign policy and security challenges. Overall, the book illustrates and analyses how think tanks in a variety of political and economic contexts are able to contribute to their respective policy-making processes. Included in the discussions are the problems or successes that each respective nation's think tanks face, where they feel the emerging nation will be positioned, and where they are failing to meet the policy challenges they face. The book provides a comprehensive look at successful foreign policy formulation to serve as examples for other think tanks in similar political and economic conditions.





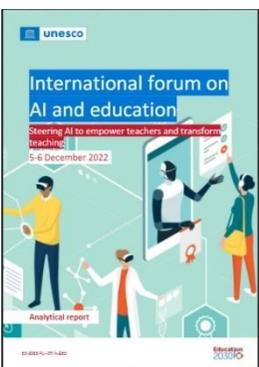
Since its debut, Policy Paradox has been widely acclaimed as the most accessible policy text available. Unlike most texts, which treat policy analysis and policy making as different enterprises, Policy Paradox demonstrates that "you can't take politics out of analysis." Through a uniquely rich and comprehensive model, this revised edition continues to show how real-world policy grows out of differing ideals, even definitions, of basic societal goals like security, equality, and liberty. The book also demonstrates how these ideals often conflict in policy implementation.

In this revised edition, Stone has added a full-length case study as an appendix, taking up the issue of affirmative action. Clear, provocative, and engaging, Policy Paradox conveys the richness of public policy making and analysis.



Artificial Intelligence (AI) has the potential to address some of the biggest challenges in education today, innovate teaching and learning practices, and ultimately accelerate the progress towards SDG 4. However, these rapid technological developments inevitably bring multiple risks and challenges, which have so far outpaced policy debates and regulatory frameworks. This publication offers guidance for policymakers on how best to leverage the opportunities and address the risks, presented by the growing connection between AI and education.

It starts with the essentials of AI: definitions, techniques and technologies. It continues with a detailed analysis of the emerging trends and implications of AI for teaching and learning, including how we can ensure the ethical, inclusive and equitable use of AI in education, how education can prepare humans to live and work with AI, and how AI can be applied to enhance education. It finally introduces the challenges of harnessing AI to achieve SDG 4 and offers concrete actionable recommendations for policymakers to plan policies and programmes for local contexts.



The fourth edition of the International Forum on AI and Education, which is the focus of this report, involved 97 speakers. This included ministers, vice-ministers and state secretaries from 17 countries: Brazil, Côte d'Ivoire, Ethiopia, Indonesia, Mongolia, Namibia, Nigeria, Oman, People's Republic of China, Qatar, Republic of Korea, Serbia, Slovenia, South Africa, Spain, Sri Lanka and the United Arab Emirates. The Forum has now become the world's leading event promoting knowledge-sharing, the understanding of peoples, and the achievement of international agreements, in the fast-developing and increasingly impactful field of AI and education.

This analytical report has been developed by Fengchun Miao from the UNESCO Unit for Technology and Education within the Future of Learning and Innovation Team drawing on the International Forum on AI and Education, 'Steering AI to empower teachers and transform teaching'.

5.2.2 Recommended Ted Talks



For smallholder farmers in India, agriculture has long been an unreliable source of income -- crops that flourish one season can fail the next, thanks to heat, pests and disease. But climate risk is now making the profession nearly impossible. TED Fellow Sathya Raghu Mokkupati is determined to change that with "greenhouse-in-a-box": a small, low-cost, easy-to-build structure aimed at helping farmers weather sizzling summers, increase monthly revenues and grow more food with less water.

[Sathya Raghu Mokkupati: The "greenhouse-in-a-box" empowering farmers in India | TED Talk](#)



Beth Noveck, former deputy CTO at the White House, talks about the open-data revolution and what governments can learn from it. She envisions a future where bureaucracies are connected to citizens, data is shared, and democracy is truly participatory. Noveck believes in creating a "writable society" where citizens are not just passive recipients of government services but active participants in shaping government policies. She emphasizes the importance of open data in building trust between governments and citizens and creating

more efficient and effective public services. By embracing open data, governments can better understand the needs of their citizens and create policies that reflect those needs. Noveck's vision of a writable society is a world where citizens have a voice in shaping their government and where government is more transparent and responsive to the needs of its citizens.

The talk could nudge the listeners to explore the idea of exploiting data to design better policies

https://www.ted.com/talks/beth_noveck_demand_a_more_open_source_government



The leader of the UK's Conservative Party, in a talk, highlights that we are entering a new era where governments will have less power and less money, while individuals empowered by technology will have more. He explores how these trends could be used to create smarter policies by tapping into new ideas on behavioural economics. The speaker suggests that by recognizing that individuals have different needs and desires, policymakers can create policies that are more effective and efficient. He believes that technology can help facilitate this by

creating platforms for citizen engagement and feedback. By working together, governments and citizens can create a more responsive and effective public sector that meets the needs of all members of society.

The talk focuses on impact and advantage of technology for better governance

https://www.ted.com/talks/david_cameron_the_next_age_of_government



Jennifer Pahlka, a coder, and activist, believes that government can be run like the internet, in a permissionless and open way. She believes that apps, built quickly and cheaply, can connect citizens to their governments and their neighbours, creating a more responsive and efficient public sector. Pahlka highlights the importance of open data and open-source software in enabling citizens to participate in creating the policies and services that affect their lives. By embracing this approach, governments can become more transparent, responsive, and collaborative, working with citizens to create a better future for everyone.

The speaker focuses on adopting experimental ways of doing things instead of traditional ways by giving real world examples.

https://www.ted.com/talks/jennifer_pahlka_coding_a_better_government



Nandan Nilekani, Co-founder, Infosys, talks about India's Digital Transformation. He talks about how India over the past several years have achieved a strong balance sheet on the forex front. In the talk, Nandan attempts to join the dots and present the bigger picture, saying that it is a testament to the great work done by the government and our entrepreneurs. He talks about how various government schemes have impacted people in India in a positive way. In a matter of 9 years India saw a revolutionary change on the digital and financial front.

<https://www.youtube.com/watch?v=6hgy3bGaUkY>



In this video Nandan Nilekani, Co-founder of Infosys and former Chairman of Unique Identification Authority of India (UIDAI) talks about AI's impact on jobs, India's digital transformation journey. He stated that India is on the cusp of major artificial intelligence innovations. He talks about automation in software development and how AI will enhance the technology sector. He talks about his journey in implementation of Aadhaar and how it helped in setting the foundational ID for every Indian citizen and it led to DBT which allowed money transfer in real time and much more, leading to a digital transformation in India.

<https://www.indiatoday.in/programme/business-today/video/nandan-nilekani-on-indias-digital-transformation-journey-ais-impact-on-jobs-2366080-2023-04-28>

5.3 Organizational Capacity Building Initiatives

To understand the competency needs at organizational levels, we engaged with employees through FGDs and one-one interactions to delve deeper and understand current organizational level challenges experienced by employees across the following areas:

- People
- Process
- Technology
- Policy

The following aspects were captured through the interactions and based on these identified challenges, organizational level interventions have been suggested across thematic areas of systems & processes, resources & assets, technology & data, and personnel management to improve overall organizational effectiveness and achieve its strategic goals. The suggested interventions have been summarized in the table below:

Table 14: Organization Level Intervention

Dimension		Observed Challenge	Suggested interventions
 Systems and Processes		Onboarding and Effective Utilization term: Effective period of Utilization for YPs is a challenge: First 3-4 months gets utilised in onboarding and Last 4-5 month the YPs gets lost in Job seeking	Aligning the right incumbent with the right role and designing an effective vertical wise induction plan can reduce the time to deliver for any new joiner Special induction plan for YPs for quick onboarding and reduced time to start
		Manpower Rationalization: Manpower strength needs to be based on workload analysis of every vertical. The right split between technical cadre and generalist cadre should also be maintained	Detailed exercise for manpower planning should be undertaken by each vertical with support of HR Department, to arrive at the consolidated number of manpower, along with tentative JDs for each manpower detailing out KSA and brief job responsibilities
 Resources and Assets		Recruitment Challenges for YPs: Recruitment process is conducted centrally, requirement gathering from vertical in terms of sectoral expertise is not conducted. Involvement of Vertical Heads in Interview process is absent	<ul style="list-style-type: none"> • Aligning competencies with the right roles and jobs. Distinct allocation of work responsibilities and less incidents of overlapping of tasks would enable less conflict at work • Targeted Recruitment Strategies Institutionalization of a structured process which includes engaging with the verticals and collecting sectoral specific requirements of the verticals • Involvement of Verticals Heads in decision making process
		Infrastructural Support: Strengthening of Knowledge Sharing Platform	<ul style="list-style-type: none"> • Creating a culture of knowledge sharing: Establish regular communication channel, such as weekly or monthly meetings to encourage teams to share updates and insights with other divisions • “INTRA-NITI” initiative is underway to tackle the infrastructural requirement for knowledge management system but the change

Dimension		Observed Challenge	Suggested interventions
			management initiatives to build the culture to support the same needs to be designed to make inter vertical collaborations a way of life at NITI
	Partnerships and Relationships	Networking: Building a professional and knowledge network for accessing best practices across the country and internationally	<ul style="list-style-type: none"> Focus should be laid on developing a repository at a central level by collating resources across highest level of government The repository may have a limited access to the Divisional heads
		Exposure visits and collaborations: Lack of on ground experience and absence of formal medium for knowledge sharing with line ministries	<ul style="list-style-type: none"> Implement regular exposure visits for staff to relevant organizations, line ministries, and industry partners Establish formal platforms for knowledge sharing and collaboration with line ministries, such as regular meetings, workshops, and joint research projects
	Personnel Management	Refresher course/ optional training: Most of the trainings attended by the employees are mandatory training required for promotions	<ul style="list-style-type: none"> Periodic Trainings: Training need assessment has to be done periodically and based on identified needs, training interventions need to be institutionalized
		Promotion Avenues: Lack of Promotion avenues for Planning commission cadre. Comparison of promotion trends among different cadres	<ul style="list-style-type: none"> Clear communication and team briefings to help understand the multi cadre approach for NITI and its advantage for the employees Improve upon functional aspect of job roles for Planning cadre employees to keep them motivated Job rotations may be considered for these employees to increase engagement levels
		Performance Appraisal: An objective performance management system should be in place. Lack of clear expectations form YPs/ consultants and hence inefficient performance appraisal process	<ul style="list-style-type: none"> An objective PMS with clear goal setting, review cycle and appraiser to be defined for all the YPs/Consultants and Specialists.
		Team management and collaborations: NITI has presence of both government and private sector employees, creating synergies among employees is necessary to maximize output	<ul style="list-style-type: none"> Fostering collaboration, knowledge sharing, and leveraging diverse perspectives to maximize productivity and achieve common goals
		Team Performance: Working in a tight timeline schedule takes toll on employees' mental and physical health. Some measures to increase team bonding and engagement would help to make workplace more effective	<ul style="list-style-type: none"> Small team building activities should be organized to increase interactions among employees These activities can be planned intra vertical or even inter vertical to increase networking amongst employees

As part of the Annual Capacity Building Plan (ACBP) development exercise at NITI Aayog, an organizational-level intervention called the 'Induction Program for YPs, Consultants, and Flexipool Employees' was conducted. The program's objective was to familiarize new joiners with NITI Aayog's organizational structure, policies, procedures, and culture, while equipping them with the necessary knowledge, skills, and tools to contribute effectively to the organization's objectives and initiatives. Spanning across three days, the program consisted of 15 sessions covering

various verticals at NITI Aayog and included more than 40 participants comprising YPs, individual consultants, and Flexipool Officials hired in AIM, DMEO, and NITI. In addition to the physical sessions, a curated course called ‘DAKSHATA for YPs’ was created on the iGOT platform, consisting of selected modules. The overall feedback from participants was collected, with a response rate of 44%, and the program received a rating of 4.2 out of 5 on the feedback scale.

5.4 Induction Module for the Organisation

Induction is a critical component of the onboarding process, providing new joiners with the information, skills, and resources they need to be successful in their new role. It improves productivity, compliance, retention, and culture, contributing to the overall success of the organization. Also, a well-designed induction module can also provide the right perspective to external stakeholders like other ministries and departments about the key functions of the organization for better coordination and collaboration. Proposed induction module for NITI is summarized below:

Table 15: Induction Module for Organization

S. No	Modules	Details	Duration
1.	Introduction to NITI Aayog	<ul style="list-style-type: none"> An overview of the organization's history, structure, and functions Allocation of Business and Transaction of Business Rule 	60 minutes
2.	Understanding the national development agenda	<ul style="list-style-type: none"> An overview of India's national development agenda and how NITI Aayog is positioned to drive its implementation A brief overview on the planning process in India, including the Five-Year Plans Details on various flagship schemes and policies introduced by the government in recent past Exploring the key roles of AIM (Atal Innovation Mission) & DMEO (Development Monitoring & Evaluation Office) 	20 minutes
3.	Basics of Public Policy Formulation	<ul style="list-style-type: none"> Module to cover the various stages of policy formulation, including the identification of policy gaps, data analysis, stakeholder consultations, and drafting of policy documents NITI Aayog's role in providing support in policy implementation Introduction to PAMD (Project Appraisal and Management Division) Role of EFC (Expenditure Finance Committee) & SFC (Standing Finance Committee) Overview of PIB (Public Investment Board) 	20 minutes
4.	Data analysis, visualization, and research	<ul style="list-style-type: none"> Module on data analysis and research to include topics such as data collection, data analysis, and research methodologies Basics of data visualization tools, and case studies on data-driven policymaking 	20 minutes
5.	Overview of verticals and related sectors	<ul style="list-style-type: none"> Understanding of verticals and its sectors including trends and opportunities within the sector Overview of the respective line-ministries 	120 minutes
6.	Communication and networking	<ul style="list-style-type: none"> Module on communication skills may include topics such as active listening, effective writing, and conflict resolution NITI Aayog's engagement with key stakeholders, such as state governments and civil society organizations 	20 minutes

S. No	Modules	Details	Duration
7.	State Support Mission	<ul style="list-style-type: none"> Overview of the States Support Mission Importance of state-level cooperation and collaboration Examples of successful state initiatives and partnerships Supporting states in achieving development goals 	30 mins
8.	Forms of Official Communication	<ul style="list-style-type: none"> Writing effective official correspondence Proper formatting and etiquette in official communication Interdepartmental and inter-ministry communication protocols 	45 minutes
9.	e-office & e-filing	<ul style="list-style-type: none"> Introduction to e-Office system Benefits of e-Filing Digital file management and workflow processes Security and confidentiality requirement 	30 min
10.	Sustainable development	<ul style="list-style-type: none"> An overview of Sustainable Development Goals and implications on various sectors, key considerations while providing developmental suggestions 	20 minutes
11.	Project management	<ul style="list-style-type: none"> Project management to cover topics such as project planning, risk management, and stakeholder engagement 	20 minutes
12.	Ethics and integrity	<ul style="list-style-type: none"> Topics such as ethical decision-making, conflict of interest, and anti-corruption measures 	10 minutes

6. Conclusion

The ACBP document shall act as the north star for the Organisation in planning and monitoring capacity building initiatives and help transition from rule-based approach to role-based approach. The Organisation's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually.

7 Annexures

7.1 CBU constitution letter

No. A-33020/7/2021-CM
Government of India
NITI Aayog

Sansad Marg, New Delhi
Dated the 23rd December, 2022

OFFICE MEMORANDUM

Sub: Creation of Capacity Building Unit in NITI Aayog – reg.

The undersigned is directed to state that the competent authority has decided to create a Capacity Building Unit (CBU) in NITI Aayog as a nodal unit for all necessary actions regarding Capacity Building of Officers/Officials of NITI Aayog.

2. The following Officers have been nominated to be a part of the aforementioned Capacity Building Unit (CBU) in NITI Aayog:

- i. Joint Secretary (Admn.)
- ii. Director (FR)
- iii. Director (Admin)
- iv. Sr. Consultant (HR)
- v. Deputy Adviser (S&T)
- vi. Deputy Adviser (Education)
- vii. DS (CM)
- viii. DS (LiFE)
- ix. US (CM)

3. It has also been decided that Shri Niraj Pareek, Sr. Consultant (HR), NITI Aayog will coordinate day to day activities in connection with collection, compilation, mapping and analysis of Capacity Building requirements of Officials of NITI Aayog as well as preparation and implementation of Capacity Building Plan in coordination with Capacity Building Commission.


23.12.22

(Dr. Ashish Kumar Panda)
Deputy Secretary to the Govt. of India
Email: ak.panda85@nic.in
Tele: 23096749

To

1. All the above mentioned Officers.
2. PS to VC / Sr. PPS to Member (VKS)/ PPS to Member (VKP)/ PPS to Member (RC)/ PPS to Member (AV)/ PSO to CEO/ Sr. PPS to AS.
3. All Division/ Vertical heads.
4. All Officers of NITI Aayog through NIC mail.
5. Capacity Building Commission, New Delhi.
6. Guard File.

7.2 Finalized CNA questionnaire for the Organisation

6/22/23, 12:36 PM Capacity Needs Assessment (CNA) Form for NITI Aayog

Capacity Needs Assessment (CNA) Form for NITI Aayog

Capacity Needs Assessment (CNA) Form

The form is intended to understand your current roles and responsibilities and competency requirements (Behavioral, Domain and Functional) to perform the role as well as suggestions for enhancing the capacity of the Department for future readiness.

** Indicates required question*

1. Your Name *

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Capacity Needs Assessment (CNA) Form for NITI Aayog

2. Your designation *

Mark only one oval.

- Secretary/CEO
- Special Secretary
- Additional Secretary
- Senior Adviser
- Senior Lead
- AS & FA
- Joint Secretary
- Adviser
- Lead
- Director General
- Mission Director
- Deputy Director General
- Director
- Deputy Adviser
- Senior Principal Private Secretary
- Senior Consultant
- Senior Specialist
- Deputy Secretary
- Principal Staff Officer
- Consultant Grade.II
- Specialist
- Joint Adviser
- Under Secretary
- Principal Private Secretary
- Public Policy Analyst
- Innovation Lead
- Monitoring and Evaluation Specialist
- Senior Research officer
- Senior Associate
- Assistant Secretary
- Section Officer
- Private Secretary

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Capacity Needs Assessment (CNA) Form for NITI Aayog

- Research Officer
- Associate
- Protocol officer
- Assistant Section Officer
- Personal Assistant
- Assistant Welfare Officer
- Economic officer
- Senior Statistical Officer
- Economic Investigator
- Analyst
- Junior Statistical Officer
- Research Assistant
- Senior Expert
- Economic Officer
- Research Officer
- Senior Research Officer
- Young Professional
- Other: _____

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Capacity Needs Assessment (CNA) Form for NITI Aayog

3. Please select the Division/Wing/Section/Office you work for? *

Tick all that apply.

- Agriculture And Allied Sectors
- Communication and Knowledge
- Data Management and Analysis and Frontier Technologies
- Economics, Finance, State Finances and Coordination
- Education
- Environment, Forest, Climate Change, Minerals, Coastal, Blue Economy & Island Development and Natural Resources
- Energy
- Governance, Research, Legal Justice & Parliament and Governing Council Secretariat
- Health, Family Welfare and Nutrition
- Industry including Investment
- Transport & Logistics
- Urban Affairs
- MSME
- Project Appraisal and Management Division (PAMD)
- Public Private Partnership
- Rural Development & Panchayati Raj
- Science And Technology
- Skill Development, Labour & Employment
- Social Justice & Empowerment
- Sustainable Development Goals
- Trade, Commerce, Tourism & Culture with Strategic Economic Dialogue including G20 & India Saudi Economic Partnership
- Water Resources
- Women And Child Development
- Atal Innovation Mission - AIM
- Development Monitoring and Evaluation Office (DMEO)
- National Institute of Labour Economics Research and Development
- Disinvestment
- North East Forum
- Voluntary Action Cell (NGO Darpan)
- Aspirational Districts Program, Aspirational Block Program & Knowledge Support Unit
- Circular Economy Cell
- Mission LiFE
- State Support Mission
- Administration
- Finance
- HR
- Accounts

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Capacity Needs Assessment (CNA) Form for NITI Aayog

- Official Language
- APAR
- Vigilance
- RTI
- Other: _____

4. You were recruited under which cadre/services? *

5. Nature of Engagement with NITI (Type of Personnel)? *

Mark only one oval.

- On Deputation
- Contractual YPs & Individual Consultants pool
- Regular Government Employees pool
- Lateral(Flex-Pool)
- Other: _____

Roles and Responsibilities

6. Please list down your broad roles and responsibilities (Based on work assigned * & post held)

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Capacity Needs Assessment (CNA) Form for NITI Aayog

Previous Trainings

Please answer the following questions related to the last training that you attended

7. When was the last time you attended a training program? *

Mark only one oval.

- < 3 months
- 3-6 months
- 7-12 months
- 1 year -2 year
- 2 year- 3 year
- More than 3 years ago
- Never

Domain competencies

These areas are specialized knowledge areas and skills specific to roles in and for NITI Aayog (for example, Understanding Acts/Rules, policies, schemes, programmes related to NITI).

Some of the Indicative technical (domain) competencies that may be required to perform your roles and activities efficiently at NITI are listed below

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Capacity Needs Assessment (CNA) Form for NITI Aayog

8. Select Domain Competency topics on which you feel training is required, for effectively performing the role? *

Tick all that apply.

- Industry 4.0 incl. Internet of Things (IoT)
- Financial Management
- Demerging, Divestment & Assets Monetisation
- Public Health and Sanitation matters
- Domestic & Global Health Policies & related Issues
- Water Conservation & Management
- Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc.
- Modelling Tools
- Econometrics and Economic Development
- SDGs and Global Development Indices
- Social Welfare Policies/Programmes and Voluntary Action Sector
- Global Education Policies
- Direct and Indirect Taxation and Related Issues
- Accessing Databases like (Bloomberg, DBIE, CMI, etc.)
- Training & Capacity Building related Issues
- Emerging technologies in Agriculture, Sericulture, Apiculture, fisheries, etc.
- Bilateral and Multilateral Agreements and International Co-operation/International Relations
- Energy Modelling
- Public Private Partnership : Concepts, Policy and Case Studies
- Geopolitical Strategy
- Statistical Analysis and Research Methodology
- Internal Audit & Risk Management
- Project Appraisal & Management
- Public Policy Formulation & Analysis
- Monitoring & Evaluation Techniques (Stakeholder Mapping, Process Mapping, OOMF & Other Frameworks)
- Circular Economy
- Infrastructure and Urbanisation : Emerging Technologies & Concepts
- Labour Laws and Labour Welfare Policies in Indian Central & States Sector and relevant Global Conventions etc.
- Service Rules (Leave, Pension , Pay Fixation etc.)
- Other: _____

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Capacity Needs Assessment (CNA) Form for NITI Aayog

Functional Competencies

These are operational requirements for the Department/Vertical/ Ministry towards seamless work or operations or cross-cutting requirements across divisions/departments/ministries. It encapsulates the common way of working across the Government of India. For example, Understanding and application for procurement process, GFRs/DFPRs, conduct rules, office procedures, project management, budgeting, communication, establishment matters, financial sustainability, etc.

Some of the key Functional competencies that may be required to perform your roles and activities efficiently at NITI are listed below:

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Capacity Needs Assessment (CNA) Form for NITI Aayog

9. Select the Functional Competencies you feel, you require for performing the roles effectively? *

Tick all that apply.

- Policy & Project Formulation
- Government Programs & Schemes
- Digital Fluency & Data Management
- Data Literacy & Data Security
- Contract Management
- Financial Management
- Good Governance
- Public Outreach, Advocacy and Communication Skills
- Official Secrecy/Departmental Security Instructions
- Procurement Procedure & Management (Drafting RFP, RFQ, Technical Evaluation, etc.)
- Project Management
- Human Resource Management
- Gender Issues and Women/Minorities related law
- Handling RTI applications/appeals and Public Grievances
- Office Procedures & Records Management
- Establishment & Administration: Rules, Regulations & Instructions
- Litigation Management
- Handling Parliamentary Matters
- Handling Audit Reports/Paras & PAC observations/recommendations
- Events Management in Government Sector
- Detailed Project Report (Writing and Analysis)
- Legal & Procedural Aspects of Policy making
- Cabinet Notes, SFC/EFC/PIB proposals (Writing and Analysis)
- Other: _____

Technology System

Technology system entails usage of computing, telecommunication and IT infrastructure to access, store, transmit, understand information (for example using MS Office, E-Office etc.). It reflects an employee's ability to comfortably and efficiently use the technology required to do their work.

Some of the Indicative technology system that may be required to perform your roles and activities efficiently at NITI are listed below:

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Capacity Needs Assessment (CNA) Form for NITI Aayog

10. Select the Technology System you feel, you require to use for the role? *

Tick all that apply.

- Data Analytics Tools (SPSS, STATA, R, etc.)
- Data Visualization Tools (Tableau, Power BI, etc)
- Accessing Data Bases (Bloomberg, NDAP, NSS, NFHS, other important Data bases)
- Reference Manager Tools (Zotero, etc)
- CAPI Tools
- Departmental MIS
- RTI-MIS
- CPGRAMS
- GeM Portal
- EHRMS
- Bhavishya Portal
- E-Amrit Portal
- E Office
- PFMS
- MS Office Application (Word / Advanced Excel / Power Point/Google Forms)
- Infographics
- How to use Social Media
- Cloud Computing
- Usage and implication of Block Chain technology
- Intranet & communicating among peers/group through Sandes (an NIC app)
- Portals & Websites Management
- E-mail management other emerging communication tools
- Other: _____

Behavioral competencies

These are a set of key behaviors, attitudinal or soft skills that are required to enhance the performance of a given role. These competencies can be displayed (or observed/ felt by stakeholders or beneficiaries) across a range of positions or roles and functions within NITI Aayog. For example, Initiative, Information seeking, Empathy, self-confidence, communication skills, written and verbal communication improvements, professionalism and attitudinal changes to serve the citizen centric goals, leadership, etc.)

Some of the key Behavioral competencies that may be required to perform your roles and activities efficiently at NITI are listed below:

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Capacity Needs Assessment (CNA) Form for NITI Aayog

11. Select the Behavioural Competency you feel, you require for the role? *

Tick all that apply.

- Coordination and Collaboration
- Multitasking & Leadership
- Initiative and Drive
- Result Orientation
- Stress Management
- Communication Skills
- Learning Agility
- Analytical Skills
- Horizontal & Vertical Knowledge Sharing & Management
- Performing with Enthusiasm
- Empathy and guiding ability
- Team Building, Team Management & Development
- Stakeholder Management
- Decision Making
- Transdisciplinary Thinking
- Innovation and Improvement
- Ethics
- Discipline
- Visionary Leadership
- Change Management
- Team work
- Other: _____

Skip to question 12

Suggestions

12. Please provide suggestions on areas of Trainings/Workshops etc. that you feel * would help you to do your role better.

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Capacity Needs Assessment (CNA) Form for NITI Aayog

13. What suggestions do you have for improving your performance and the functioning of NITI? This can changes within the NITI ecosystem, and other comments. *

14. Any suggestions to improve collaboration with stakeholders outside the government eco-system-industry leaders, Academic Networks, etc.? *

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Google Forms

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7.3 Annual Capacity Building Plan | Quick Win | iGOT Orientation Workshop

Context

The Government of India has launched ‘Mission Karmayogi’ to prepare government employees for the future and transform the learning ecosystem for Indian civil servants. A high-powered body Capacity Building Commission has been set up and tasked with the responsibility of creating optimal learning opportunities for each civil servant to build an agile and future ready public service. In parallel, iGOT Karmayogi Bharat, a Special Purpose Vehicle (SPV) has been formed for owning and operating the digital assets and the technological platform for online training of civil servants as part of the National Program of Civil Services Capacity Building (NPCSCB).

CBC is involved in facilitating the Annual Capacity Building Plan in multiple Ministries, Departments and Organisations. CBC in collaboration with EY has undertaken the ACBP exercise in the NITI Aayog to create specific, measurable, time-bound, and realistic interventions for the organisation using the three lenses of national priorities, emerging technologies and citizen centricity.

Objective

As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. However, it was observed during the study that the officials have not accessed the iGOT portal in the past. Hence to implement the training programmes an orientation of the portal was a key imperative.

Details of the Workshop

Multiple iGOT orientation workshops were facilitated by the ACBP team as part of the interventions/quick wins to acquaint the NITI Aayog officials with the navigation of the portal for necessary and relevant courses. The orientation workshops were held for five batches which included CSSS, GCS/ IES/ Flexipool, as well as other services in NITI Aayog on the following dates:

S.No.	Batch	Date
1.	CSS	20.03.2023
2.	GCS/ IES/ Flexipool	
3.	CSSS	21.03.2023
4.	Other Services	
5.	Young Professionals/ Contractual	24.03.2023

The workshops saw active participation from the officials. All the five workshops were attended by more than 173+ officials of the NITI Aayog.

The context for the workshop was set by the iGOT team along with a brief background on the need for the workshop by the ACBP team. iGOT team presented an overview of the various features of the platform long with the key components (hubs) available. The role of the competency hub, learning hub, network hub in the learning journey was elaborated upon. There was further explanation provided about the curated courses, like DAKSHTA, that cater specifically to the needs of SO/ASOs.

In all the workshops, officials were hands on guided through the installation and registration process on the iGOT Karmayogi App, and queries regarding the process were resolved on the spot:

- A hands-on demonstration on downloading of the app was conducted to familiarize the officials with the application and platform. The officials were also apprised of various routes for login like using Parichay ID details.
- Current status of the Organization officials in terms of active users, registered users was showcased
- Enabling bulk registration of all the officials from the backend was put forward as a suggestion and the Senior Consultant- HRBP was requested to share the contact list of officials.

Details were also shared about the various course providers (authors) on the iGOT platform like ISTM, Microsoft, World Bank etc. and the nature of courses hosted on the platform. An interactive demonstration on 'how to enrol in a course' was made, and details about the format of the courses were shared. Video testimonials of iGOT users sharing their positive experiences were also shown.

Key takeaways

- iGOT team requested the NITI Aayog to expedite registration on the platform at all levels
- iGOT team also requested feedback from the Organization on how to make the iGOT platform better (since it is still in an evolving stage)
- A suggestion for incorporating courses that are specific to the NITI Aayog was given by one of the officials
- The officials requested that the courses be mapped to the competencies on the platform
- iGOT initiated a collaboration with three verticals - AIM, SDG, and ABP. The goal is to include modules from these verticals on the iGOT platforms
- iGOT team informed officials about the daily online calls, held on weekdays from 3 PM to 4 PM, aimed at resolving any doubts of the officials



Figure 20: Orientation workshop at NITI Aayog

Office Memorandum for Nodal Officer and MDO (Admin.) for NITI Aayog

File No. A-33020/7/2021-07/318
Government of India
NITI Aayog

Sansad Marg, New Delhi.
Dated 31.03.2023

OFFICE MEMORANDUM

Sub: Nomination of Nodal Officer and MDO (Admin.) in NITI Aayog for Integrated Government Online Training (i-GOT).

The undersigned is directed to refer to the captioned subject and to furnish herewith the details of Nodal officer and MDO (Admin.) in respect of NITI Aayog for the i-GOT under Mission Karmayogi Bharat of the Department of Personnel and Training.

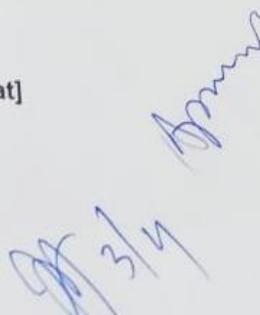
Nodal Officer	MDO (Admn.)
Shri K.S. Rejimon, Joint Secretary Room No. 233, NITI Aayog, Sansad Marg, New Delhi. PIN - 110001 Tel: 23096545 Email: ks.rejimon@nic.in Mob: 9899145810	Shri S.K. Sadhu, Deputy Secretary Room No. 458, NITI Aayog, Sansad Marg, New Delhi. PIN - 110001 Tel: 23096615 Email: sk.sadhu64@nic.in Mob: 9315072821

- The role based email address for the Nodal Officer and MDO (Admn.) in NITI Aayog for the i-GOT Platform will be communicated as soon as they are created by Team NIC.
- This issues with the approval CEO, NITI Aayog.


(G. Nagarajan)
Under Secretary to the Govt. of India
Tel: 23046812
Email: g.nagarajan@gov.in

To,

Department of personnel and Training,
Mission Karmayogi Bharat
[Shri Abhishek Singh, CEO, Karmayogi Bharat]
2nd Floor, NDCC-II Building,
Near CP, Opposite to Jantar Mantar
Delhi - 110001
Email: ceo.karmayogi@gov.in



7.4 Annual Capacity Building Plan | Quick Win | NITI Aayog Immersion Visits

As part of the quick wins initiative under the Annual Capacity Building Plan (ACBP) exercise, an immersion visit program was organized. A team of officials from NITI Aayog visited several locations including the BPCL refinery in Kochi, Siemens in Mumbai to gain exposure to industry 4.0 technologies, IOCL in Panipat, and Hindalco. The purpose of these visits was to provide the officials with exposure, first-hand experience and insights into the operations and advancements in these industries.



Figure 21: A team of 23 officers from MoPNG, NITI, and KPMG (ACBP team) on a two-day immersion program at BPCL, Kochi Refinery



Figure 22: Officers from Ministry of Heavy Industries, NITI Aayog, and ACBP team from CBC and KPMG on an immersion visit to Siemens, Mumbai



Figure 23: Officers from Department of Chemicals and Petrochemicals, Ministry of Petroleum and Natural Gas, NITI Aayog, and KPMG ACBP team on an immersion visit to IOCL, Panipat



Figure 24: Officers from Ministry of Mines and NITI Aayog on an immersion visit to Hindalco

7.5 Annual Capacity Building Plan | Quick Win | Induction Training Programme

Context

Mission Karmayogi aims to create a well-trained and future ready civil service through extensive capacity building and is based on the philosophy of creating an ecosystem of competency driven training and human resource management by transitioning from a 'rules-based' system to a 'roles-based' approach. Under this programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and facilitating formation of Capacity Building Units in every Ministry/ Department / Organization for developing annual capacity building plans (ACBPs) for respective Ministry/ Department / Organization and implementation of the plan.

EY has been mandated to undertake the ACBP development exercise for the NITI Aayog. As part of the Annual Capacity Building Plan (ACBP) development exercise, an organizational level need of institutionalizing an 'induction program for new joiners' including Young Professionals was identified. Hence, as an organizational level intervention, 'Induction Program for YPs, consultant and Flexipool employees' was proposed.

This induction program would be a periodic activity and would include 3-Day Physical training sessions along with online curated course on iGOT (DAKSHTA for YP's). The program has been designed to acquaint new joiners with the knowledge regarding NITI Aayog's organizational structure, policies, procedures, and culture and help provide the new joiners with the necessary knowledge, skills, and tools to effectively contribute to the organization's objectives and initiatives

NITI Aayog organized the first session of 3-day induction training program (13th June to 15th June 2023) in its premises for newly appointed individual Consultants, Young Professionals (YPs), and Flexipool Officials.

Objective

The purpose of induction program is to acquaint the new joiners with the knowledge regarding NITI Aayog's organizational structure, policies, procedures, and culture and help provide the new joiners with the necessary knowledge, skills, and tools to effectively contribute to the organization's objectives and initiatives. The program also served as a platform for the new joiners to engage with senior officials, gain insights into NITI Aayog's work, and establish professional networks within the organization. The program aims to support professional growth and development of young professionals and ensure they are well-prepared to make meaningful contributions to the organization.

Scope

The induction training programme intended to provide a comprehensive orientation and training to newly joined individuals. The program spread over 3 days had 15 sessions on various verticals at NITI Aayog and covered 40+ participants (YPs, individual consultants and Flexipool Officials) hired in AIM, DMEO and NITI.

Duration and Methodology Used

The induction program was designed by HRBP NITI Aayog in consultation with internal stakeholders from NITI Aayog, CBC team and iGOT Karmayogi. Inputs were also sought from CEO, NITI Aayog and on his recommendation 1-day physical session on public policy was included as a part of induction program. Apart from the physical sessions, a curated course 'DAKSHATA for YPs' of selected modules has been also created on iGOT platform.

Key Takeaways:

Day-wise Session Briefs

1. Day One - 13th June 2023

The induction training program began with a welcome address from Ms. V Radha, Additional Secretary - NITI Aayog. She elaborated the organization's bottom-up approach for problem solving and highlighted how policy reforms and schemes have touch millions of lives. Additional Secretary also shared captivating examples from her own experiences and emphasized the transformative impact of their work in India. She also outlined NITI Aayog's focus areas and key initiatives in focus sectors.

During her address, she touched upon the future of work, and the importance of Industry 4.0 skills. Additional Secretary concluded her address by expressing confidence that the new joiners would contribute significantly to the nation's development while working with NITI Aayog.

1.1 Session – Introduction to DMEO

The session on the Development Monitoring and Evaluation Office (DMEO) commenced with an introduction to the formation of the vertical and a historical overview. The session covered topics such as the mandate of DMEO, its initiatives, the monitoring framework used, and the objectives of evaluations conducted by the office.

The session was an interactive one and was delivered by multiple speakers from DMEO including Dr. Radha Ashrit, Mr. Paramjyoti Chattopadhyay, Dr. Shweta Sharma. Further questions and clarification around GIRG (Global Indices for Reforms and Growth) was sought by participants and answers were provided by the learned speakers.

1.2 Session – Organized Orientation and Structure (NITI)

Dr. Yogesh Suri, Senior Advisor at NITI Aayog, provided an overview of NITI Aayog, explaining its emergence from the Planning Commission and its current mandates. He discussed the evolution of NITI Aayog's operation from the traditional 5-year plan approach to aligning its initiatives based on National Development Agenda. Dr. Yogesh Suri also elaborated on the various verticals, projects, and Sustainable Development Goals (SDGs) that NITI Aayog is involved in, showcasing the broad scope of its work.

He highlighted that NITI Aayog is a dynamic organization providing avenues such as GCS (Governing Council Secretariat) enabling cooperative federalism and also shared that NITI provides a unique opportunity to work with organization across government and private sector.

1.3 Session – Introduction to AIM (Atal Innovation Mission)

The session focused on the organizational setup of Atal Innovation Mission (AIM), a flagship initiative by the Government of India. AIM aims to foster a culture of innovation and entrepreneurship throughout the nation. The session provided an overview of several programs under AIM, including ATLs (Atal Tinkering Labs), AICs (Atal Incubation Centres), ACICs (Atal Community Innovation Centres), ANIC/ARISE (Atal New India Challenges/Atal Research & Innovation for Small Enterprises), and Mentor India. The session also showcased success stories of various programs, highlighting their impact and achievements.

1.4 Session – States Support Mission and Convergence

Ms. V. Radha, Additional Secretary at NITI Aayog, conducted the session on State Support Mission and Convergence Program. The allocated budget for this mission for the period from 2022-23 to 2024-25 is Rs. 237.5 Cr. It is a demand-driven initiative in which interested states and Union Territories (UTs) actively participate. The mission guidelines received approval in April 2023, with each state and UT allotted a budget of approximately Rs. 6 Cr.

During the session, it was highlighted that the formation of State Institution for Transformation (SIT) is proposed under the State Support Mission. The SIT will consist of a Project Implementation Unit (PIU), officials from the State Planning Department, officials from other departments on deputation, and lateral hirings or external agencies. The funding for SIT will also be provided through the State Support Mission.

1.5 Session – Fundamentals of Government Project Planning and Stakeholder Engagement

The session on Project Appraisal and Management Division (PAMD) was taken by Mr. Anurag Goyal, Senior Advisor, and his team. The team emphasized the significance of having a cross-sectoral understanding within the PAMD team. The session covered topics such as the importance of the appraisal mechanism, the lifecycle of schemes or projects, the flow of the appraisal mechanism, and an overview of the entire PAMD vertical.

The mandates of the PAMD vertical, delegation of powers, and the appraisal process flow were showcased during the session. By using a case study on Metro Rail Project, Senior Advisor, PAMD illustrated how PAMD is involved in the appraisal and management of such projects.

Sr. Advisor, PAMD answered multiple questions and queries on the procedural aspect of appraisal of project and how value addition is being done by PAMD.

1.6 Session – e-Office and e-Filing

The session on e-Office and e-filing was conducted by the team from the National Informatics Centre (NIC). The team emphasized that e-Office is an essential component of the Digital India Programme and plays a crucial role in achieving simplified, responsive, effective, accountable, and transparent functioning in government offices. The NIC team also discussed the key components of e-Office, including the File Management System (eFile), Knowledge Management System (KMS), Work from Anywhere portal, and Smart Performance Appraisal Report Recording Online Window (SPARROW).

During the session, attendees were given a practical demonstration and explanation of how to use e-Office. The topics covered included drafting emails, handling the parking and closure of emails, understanding the distinction between emails and drafts, and ensuring the secure handling of confidential documents through email. The

session aimed to provide participants with a comprehensive understanding of e-Office and equip them with the necessary skills to effectively utilize its features.

2. Day Two - 14th June 2023

The second day of the induction program began with a brief welcome note from Mr. K. S. Rejimon, Joint Secretary at NITI Aayog. He greeted the participants and inquired about their feedback regarding the usefulness of the sessions and whether they had any questions or queries.

2.1 Session- Overview of Administration Department

Mr. Bishwajeet Mandhata Patnaik, Under Secretary, conducted a session providing an overview of the administration department. He guided the participants on various administrative aspects, including guidelines for Young Professionals (YPs), Consultants, and Senior Consultants. The session covered topics such as the Annual Performance Review process, leave policy, eligibility for travel allowance (TA)/daily allowance (DA) for YPs, Consultants, and Flexi Pool officers.

Under Secretary, also emphasized the importance of adhering to the Code of Conduct, integrity, confidentiality, and secrecy-related rules and regulations. Additionally, he provided insights into the grievance redressal mechanism concerning administrative matters, ensuring that participants were aware of the available channels for addressing their concerns.

During the session, Mr. Dinesh Kochhar, Under Secretary, provided information about the Prevention of Sexual Harassment (POSH) policy. He shared the details for the Internal Committee at NITI Aayog, which serves as a resource for addressing any complaints related to sexual harassment. Participants were informed about the process for reaching out to the committee in case of any POSH-related concerns.

2.2 Session – Forms of Communication

In the session led by Mr. Dinesh Kochhar, Under Secretary, participants were informed about the different forms of communication commonly used by the department. These forms included letters, demi-official letters, office memorandums, office orders, etc. Under Secretary provided detailed explanations about each form of correspondence, including their purpose, intended recipients, and important points to consider while drafting communication using these forms.

Additionally, Under Secretary shared essential instructions to be taken care while drafting official communication. Participants were provided with valuable insights to enhance their communication skills and adhere to the prescribed standards for official communication.

2.3 Session – Government Procedures (CSMOP)

The session on government procedures was conducted by Mr. G. Nagarajan, Under Secretary at. He provided guidance to the participants regarding the Central Secretariat Manual of Office Procedures (CSMOP). This manual serves as a comprehensive resource, offering guidelines and instructions for the functioning and procedures of central government offices in India. Under Secretary highlighted the significance of the manual and how it serves

as a reference for administrative procedures and practices followed by various ministries and departments under the Government of India.

During the session, Under Secretary also explained the meeting room booking system, stationery requisition system, and highlighted important extensions and other facilities available at the NITI Aayog premises. This information aimed to familiarize the participants with the procedures and resources in place at NITI Aayog for smooth administrative functioning.

2.4 Session – Introduction to NITI Aayog Library

During this session, participants received comprehensive information on accessing the NITI Aayog library, including details about its timings and rules. The session highlighted the different modes of access, such as through the intranet while in the office or via the internet from any location. Additionally, participants were informed about the options of remote access and accessing the library through a smartphone. The session also provided an overview of the subscribed e-resources available in the library. To conclude the session, participants had the opportunity to visit the library in person, gaining a practical understanding of its resources and facilities.

2.5 Session – Capacity Building – iGOT

In this session, officials from the Capacity Building Commission (CBC) and iGOT Karmayogi Bharat team and HRBP (member Capacity Building Unit) informed the participants regarding the capacity building initiatives at NITI Aayog.

HRBP, NITI Aayog shared the progress made by Capacity Building Unit on various fronts of capacity building undertaken till date. Details of immersion visits, planned as a part of ACBP exercise, targeted to enhance domain knowhow were shared with the participants.

The iGOT Karmayogi Bharat team elaborated on the DAKSHTA training program for YPs, which encompasses modules covering various topics which would enable the new joiners for efficient working in the government ecosystem. It was shared that, DAKSHTA for Young Professionals (YPs) training program consists of 18 courses covering diverse subjects such as data-driven decision making, public policy, MS Suite, and effective communication.

CBC, Program Manager apprised about Capacity Building Framework and various initiatives taken by CBC and its role in enabling Honourable PM's vision for future ready civil services workforce. Program Manager, CBC also elaborated on how the Commission has undertaken the ACBP exercise and other initiatives with CTIs and ATIs focusing on shift from supply to demand driven approach.

The session aimed to provide participants with an understanding of the available training programs and resources for their capacity building and professional development.

2.6 Session – Parliament Sessions and Questions

During the last session of the second day of the induction program, participants were provided with an overview of Parliament, its sessions, and the significance of addressing parliamentary questions promptly. The session covered the structure of Parliament and detailed information about its sessions. The meaning and importance of

different types of parliamentary questions, including starred questions, unstarred questions, and zero-hour questions, were explained.

The session emphasized the importance of effectively addressing specific questions during parliamentary sessions and provided guidance on the dos and don'ts when dealing with Parliament questions. Participants gained insights about the way to answer parliamentary questions.

The second day of the induction program concluded with the screening of a video featuring a discussion on Cooperative/Competitive Federalism in India. The conversation was between Suman Bery, the Vice Chairman at NITI Aayog, and Mr. Richard Rossow, the CSIS Chair in U.S.-India Policy Studies.

Video Link: [Cooperative/ Competitive Federalism in India](#)

3. Day Three - 15th June 2023

During the third day of the induction program, participants attended sessions on Public Policy conducted by expert guest faculty from the Indian School of Public Policy (ISPP).

3.1 Session - Art and Science of Public Policy

The initial session on the third day of the induction program took place at the NITI Aayog premises, led by Prof. Pronab Sen, the Director of the Indian School of Public Policy (ISPP). Prof. Sen provided a concise overview of Public Policy, highlighting the various stages involved in the policy-making process. The session delved deeper into each stage, including issue identification, issue diagnosis, intervention strategies to address the issue, implementation and monitoring, and evaluation with the possibility of making necessary adjustments along the way.

3.2 Session – Bidding and Auctions

In the subsequent session, Prof. Krishna K Ladha from the Indian School of Public Policy (ISPP) took the lead. He focused on auction rules and explained the concepts of common value objects and private value objects within an auction environment.

3.3 Session – Types of Goods – When markets work and when they don't

The induction program's third day concluded with a session conducted by Prof. Krishna K Ladha, focusing on markets and different types of goods. During the session, Prof. Ladha covered various topics, including classification of goods, distinction between self-interest and collective interest, concept of the prisoner's dilemma, and market failures.

Concluding Induction Program:

The induction program, spanning three days, proved to be highly informative, providing participants with valuable insights into the organizational structure of NITI Aayog and its various verticals. The sessions were characterized by active participation with participants posing insightful questions and engaging in interactive discussions with the session leads. This fostered a conducive environment for knowledge sharing and learning from each other.

At the conclusion of the program, online feedback was sought from the participants to capture overall experience of the induction training program and identify areas for improvement. The program was well-received, and participants expressed appreciation for the valuable knowledge and positive experiences gained throughout the three days.

Induction Training Programme Schedule

Day 1 (13th June 2023, Tuesday)

Session Timing	Topic	Speaker
10:00 AM - 10:15 AM	Welcome Address by Leadership	CEO
10:15 AM - 11:30 AM	Introduction to DMEO	DG/DDG DMEO
11:30 AM - 11:40 AM	<i>Short Break</i>	
11:40 AM - 12:45 PM	Organized orientation and Structure (NITI)	Dr. Yogesh Sure, Sr. Advisor
12:45 PM - 01:30 PM	Introduction of AIM (Atal Innovation Mission)	MD, AIM
01:30 PM - 02:00 PM	<i>Lunch Break</i>	
02:00 PM - 02:45 PM	States Support Mission and convergence	Ms. V Radha, AS
03:00 PM - 04:15 PM	Fundamentals of Government Project Planning and Stakeholder Engagement	Sr. Advisor (PAMD) & Team
04:15 PM - 05:15 PM	E-Office & e-Filing	NIC Team

Day 2 (14th June 2023, Wednesday)

Session Timing	Topic	Speaker
10:00 AM - 11:15 AM	<ul style="list-style-type: none"> • Overview of Administration Department <ul style="list-style-type: none"> ○ Presentation on Admn 1A & Admn. 18 by US and concerned SOs ○ Presentation on Gen. Admin. & Housekeeping facilities by US (GA) / Caretaker ○ Presentation on Library Resources by Director (Library) ○ Code of Conduct/ Integrity/ Confidentiality & Secrecy / POSH Guidelines, etc. by US (Admn.II) 	Concerned Admn. Sections
11:15 AM - 12 Noon	<ul style="list-style-type: none"> • Practices and Procedures in Govt. Offices • Understanding of policies governing recruitment/ leave/ TA/DA reimbursements / Financial Procedures / Appraisal & Career Growth, etc. 	Sh. G. Nagarajan, US (Parl./Accts/ CM&T)
12 Noon - 12:10 PM	<i>Short Break</i>	
12:10 PM - 01:15 PM	Forms & Procedure of Official Communication	Sh. Dinesh Kochher, US
01:15 PM - 02:00 PM	<i>Lunch Break</i>	
02:00 PM - 03:30 PM	Capacity Building - iGOT (Integrated Government Online Training)	Sh. Niraj Pareek, Senior Consultant & CBC & KB - 1 member each

3:30 PM - 4:30 PM	Parliament and Parliamentary Questions	Sh. G. Nagarajan, US (Parl./Accts/ CM&T)
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Day 3 (15th June 2023, Thursday)

Session Timing	Topic- Public Policy by Indian School of Public Policy (ISPP)	Speaker
10:30 AM - 11:45 AM	Art and Science of Public Policy	Prof. Pronab Sen
11:45 AM - 12:00 PM	<i>Short Break</i>	
12:00 PM -1:15 PM	<ul style="list-style-type: none"> Types of goods: when markets work and when they don't Prisoner's dilemma game and market failures Collective action as a Prisoner's Dilemma game Collective action and Public Policy 	Prof. Krishna Ladha
01:15 PM - 02:00 PM	<i>Lunch Break</i>	
02:00 PM - 03:30 PM	<ul style="list-style-type: none"> Auctions - types of auctions Second - price sealed bid auction and it's properties Limitations - Auctions must suit the needs CCI - Diagnostic Toolkit towards Competitive Tenders, Ch 2 on Public Procurement and Big Rigging (pp. 18-34) https://www.cci.gov.in/advocacy/publications/diagnostics-tool-for-public-procurement-officers Sum up: Mechanism design 	Prof. Krishna Ladha

Day-wise Session Briefs:

1. Day One - 13th June 2023

1.1 Session – Introduction to DMEO

- Mandate of DMEO
- DMEO Initiatives
- Monitoring Framework- Output Outcome Monitoring Framework, Output Outcome Budget Document
- Data Governance Quality Index (DGQI)
- Global Indices for Reforms & Growth (GIRG)
- Result Based Financing (RBF)
- Evaluation - Objectives and Formation of DEAC
- New Initiatives

1.2 Session – Organized Orientation and Structure (NITI)

- Overview of NITI Aayog
- From Planning Commission to NITI Aayog

- From 5-year plans to National Development Agenda
- Organisational Structure
- Attached Offices/ Autonomous Bodies
- Verticals of NITI Aayog
- List of Verticals in NITI Aayog and Allocation of State
- Inter – Vertical Co-ordination
- NITI Aayog’s Mandate
- Aspirational Districts Programme
- Governing Council of NITI Aayog
- 1st National Conference of Chief Secretaries
- 2nd National Conference of Chief Secretaries
- Cooperative Federalism
- State Support Mission
- Project SATH Education
- Sustainable Development Goals (SDGs)
- Transforming Policy Environment
- Skill Development and Employment
- Women and Child Development
- GoI- United Nations Sustainable Development Cooperation Framework (UNSDCF) – 2023-27
- AIM Programs
- National Data Analytics Platform
- NITI in-house lecture series

1.3 Session – Introduction to AIM (Atal Innovation Mission)

- About AIM
- AIM Programs
- AIM Support across the innovation lifecycle
- ATIs – Atal Tinkering Labs
- AICs- Atal Incubation Centres
- ACICs- Atal Community Innovation Centres
- ANIC – Atal New India Challenge
- VIP – Vernacular Innovation Program
- Mentor India

1.4 Session – States Support Mission and Convergence

- Overview of State Support Mission
- Proposed Structure of State Institution for Transformation (SIT)
- SIT formation in States
- Key Deliverables – State Support Mission
- Knowledge Portal- One stop shop for knowledge and resources

1.5 Session – Fundamentals of Government Project Planning and Stakeholder Engagement

- Government – Size of government
- When does the government intervene?
- Ways of government intervention
- Lifecycle of Scheme/Project
- Why is appraisal important?
- Appraisal mechanism
- PAMD vertical
- Team structure
- PAMD vertical mandate
- Delegation of Powers
- Appraisal process flow
- Appraisals at a glance 2022 – 23
- Example – Delhi Metro

1.6 Session – E-Office and e-Filing

- E-Office – how to draft emails, how to park and close emails, what is difference between email and draft, handling of confidential documents over email, etc
- File Management System (eFile)
- eFile Process

2. Day Two - 14th June 2023

The sessions and the topics covered in them have been given below.

2.1 Session- Overview of Administration Department

- Admin 1A and 1B
- Guidelines for TPs/Consultants/ Senior Consultants
- Annual Performance Review
- Leave Policy
- Issuance of ID card and government email ID
- TA/DA for YPs and Consultants
- TA/DA for Flexipool Officers
- Code of Conduct/ Integrity/ Confidentiality/ Secrecy
- Grievance Redressal
- POSH – Prohibition of Sexual Harassment of working women
- Internal Committee (POSH)

2.2 Session – Forms of Communication

- Forms of Communication
- Important instructions for drafting communication
- Other pointers for official communication

2.3 Session – Government Procedures (CSMOP)

- Central Secretariat Manual of Office Procedure
- Key procedures included in CSMOP
- Some important pointers from CSMOP
- Key procedures and benefits for employees
- Meeting room booking system
- Stationary requisition system
- Claiming TA bills
- Other facilities and information
- Important extensions
- Responsibilities of general administration sections

2.4 Session – Introduction to NITI Aayog Library

- Access to NITI Aayog library
- Timing and rules
- Modes of Access – through intranet (in the office) / internet (from anywhere)
- Through remote access
- Through smart phone
- Subscribed e-Resources

2.5 Session – Capacity Building – iGOT

- Capacity building initiatives at NITI Aayog
- Progress of capacity building unit at NITI Aayog
- Further initiatives and way forward
- iGOT partnership for ABP update
- Dakshata on iGOT

2.6 Session – Parliament

- Parliament structure
- Parliamentary session and questions
- How to address a parliament question
- What are starred, un-starred and zero-hour questions
- Dos and Don'ts while addressing Parliament questions

3. Day Three - 15th June 2023

The sessions and the topics covered in them have been given below.

3.1 Session - Art and Science of Public Policy

- Stages in Policy making
- Identification – The Art

- Identification – The Science
- Diagnosis – The Art
- Diagnosis – The Science
- Intervention
- Types of Intervention
- Design of Policy: Largely Science
- Design of Programmes: Largely Art
- Implementation and Monitoring
- Evaluation and Course Correction

3.2 Session – Bidding and Auctions

- Auction rules
- Auction environment
- Strategies
- Reverse Auction

3.3 Session – Types of Goods – When markets work and when they don't

- Types of Goods: Self Interest v. Collective Interest
- Prisoner's Dilemma game
- Application of Prisoner's Dilemma game to Market Failures

Pictures from the Induction Program

Day 1 (13th June 2023, Tuesday)



Figure 25: Day one welcome address by Ms. V Radha, Additional Secretary - NITI Aayog



Figure 26: Welcome address by Ms. V Radha, Additional Secretary, NITI Aayog

Day 2 (14th June 2023, Wednesday)



Figure 27: Day two session - DAKSHTA on iGOT



Figure 28: Day two - session on CSMOP and other admin related knowledge

Day 3 (15th June 2023, Thursday)



Figure 29: Day three session by expert guest faculty from ISPP on Public Policy



Figure 30: Day three- guest faculty from ISPP



Figure 31: ISPP guest faculty, NITI Aayog officials and new joiners