



# CAPACITY BUILDING COMMISSION

## Karmayogi Manচিতra

**Annual Capacity Building Plan- (Ministry of Tourism)**

[TA 6921 IND: Supporting Capacity Building Commission (56014-001)]

Asian Development Bank, September 2024 (Final)

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# List of Abbreviations

Abbreviation	Expansion
<b>ACBP</b>	Annual Capacity Building Plan
<b>ACC</b>	Appointments Committee of the Cabinet
<b>AD</b>	Assistant Director
<b>ADG</b>	Additional Director General
<b>AICTE</b>	All India Council for Technical Education
<b>AS</b>	Additional Secretary
<b>ASI</b>	Archaeological Survey of India
<b>CBC</b>	Capacity Building Commission
<b>CBP</b>	Capacity Building Plan
<b>CBSP</b>	Capacity Building for Service Providers
<b>CFA</b>	Central Financial Assistance
<b>CFC</b>	Chief Financial Controller
<b>CGHS</b>	Central Government Health Scheme
<b>CPGRAMS</b>	Centralized Public Grievance Redress and Monitoring System
<b>CSSS</b>	Champion Services Sector Scheme
<b>CVC</b>	Central Vigilance Commission
<b>DDG</b>	Deputy Director General
<b>DG</b>	Director General
<b>DGQI</b>	Data Governance Quality Index
<b>DPPH</b>	Domestic Promotion, Publicity and Hospitality
<b>DPR</b>	Detailed Project Report
<b>EA</b>	Economic Adviser
<b>FCIs</b>	Food Craft Institutes
<b>FRAC</b>	Framework for Roles, Activities, and Competencies
<b>GeM</b>	Government e-Marketplace
<b>GFR</b>	General Financial Rules
<b>H&amp;R</b>	Hotel and Restaurant
<b>HRACC</b>	Hotel and Restaurant Approval and Classification Committee
<b>HRD</b>	Human Resource Development
<b>HRMS</b>	Human Resource Management System
<b>ICI</b>	Indian Culinary Institute
<b>IC</b>	International Cooperation
<b>IDD</b>	Infrastructure Development Division
<b>IFD</b>	Integrated Finance Division
<b>iGOT</b>	Integrated Government Online Training
<b>IHM</b>	Institute of Hotel Managements
<b>IISM</b>	Indian Institute of Skiing & Mountaineering
<b>IITTM</b>	Indian Institute of Tourism & Travel Management
<b>ITDC</b>	India Tourism Development Corporation
<b>JS</b>	Joint Secretary
<b>KMS</b>	Knowledge Management System
<b>KPI</b>	Key Performance Indicator
<b>L&amp;D</b>	Learning & Development
<b>LGSCATSS</b>	Loan Guarantee Scheme for COVID Affected Tourism Sector
<b>LTC</b>	Leave Travel Concession
<b>LTF</b>	Linguistic Tourist Facilitators
<b>MDA</b>	Market Development Assistance
<b>MDO</b>	Ministries, Departments, and Organizations
<b>MICE</b>	Meetings, Incentives, Conferences, and Exhibitions

<b>MIS</b>	Management Information System
<b>MMP</b>	Mission Mode Project
<b>MoT</b>	Ministry of Tourism
<b>MR</b>	Market Research
<b>MSMEs</b>	Micro, Small & Medium Enterprises
<b>MVT</b>	Medical Value Travel
<b>NCHMCT</b>	National Council of Hotel Management & Catering Technology
<b>NDTM</b>	National Digital Tourism Mission
<b>NIC</b>	National Informatics Centre
<b>NIDHI</b>	National Integrated Database of Hospitality Industry
<b>NPCSCB</b>	National Program for Civil Services Capacity Building
<b>NSCTI</b>	National Standards for Civil Services Training Institutes
<b>NT</b>	Niche Tourism
<b>NTAC</b>	National Tourism Advisory Council
<b>OL</b>	Official Languages
<b>OM</b>	Overseas Marketing
<b>PFMS</b>	Public Financial Management System
<b>PIMS</b>	Personnel Information Management System
<b>PMHRC</b>	PM's HR Council
<b>PMU</b>	Programme Monitoring Unit
<b>PRASAD</b>	Pilgrimage Rejuvenation and Spiritual Augmentation Drive
<b>PSU</b>	Public Sector Undertaking
<b>RTI</b>	Right to Information
<b>SAATHI</b>	System for Assessment, Awareness and Training for Hospitality Industry
<b>SD</b>	Swadesh Darshan
<b>SPARROW</b>	Smart Performance Appraisal Report Recording Online Window (SPARROW)
<b>SPV</b>	Special Purpose Vehicle
<b>SSC</b>	Staff Selection Commission
<b>TT</b>	Travel Trade
<b>UPSC</b>	Union Public Service Commission

# Executive Summary

This revised report marks the final deliverable in supporting the capacity-building commission's effort to develop an annual capacity-building plan for the Ministry of Tourism. It lays the foundation for the Ministry of Tourism's capacity-building efforts, with a clear focus on achieving ambitious goals, aligning with national priorities, embracing emerging technologies, and delivering excellent citizen/customer-centric services in the tourism sector. The report presents a comprehensive roadmap for the Capacity Building of the Ministry, based on a capacity needs analysis (CNA) undertaken in the preceding stage. The report outlines a set of training interventions aimed at strengthening the individual, organizational, and institutional pillars of the Ministry. These capacities have been assessed through the lenses of national priorities, citizen-centricity, and emerging technologies.

## **Section 1: Organizational Overview:**

This section provides essential context, including information on Mission Karmayogi and the purpose behind the Annual Capacity Building Plan for MDOs. It offers an in-depth understanding of the Ministry of Tourism's functions, structure, institutional setup, vision, mission, and alignment with national priorities. The section also details various programs and schemes that align with national priorities and reviews key institutions and knowledge management tools. Furthermore, it highlights the regulatory environment and emerging trends in the tourism sector. Notably, the Ministry of Tourism has ambitious plans, including positioning India as a major tourism destination during its G20 presidency in 2023 and targeting a USD trillion tourism sector by 2047. The capacity-building plan is designed to support these goals, focusing on increasing tourism GDP, international arrivals, employment generation, domestic visits, and embracing emerging technologies and citizen/customer-centricity.

## **Section 2: Capacity Needs Analysis:**

This section conducts a comprehensive competency mapping of the Ministry across all levels of administration. It delves into the roles, responsibilities, and activities of each position within each division, categorized based on consultations and staff self-assessment exercises. It further refines a list of behavioral and functional competencies proposed by the Capacity Building Commission, tailoring them to the Ministry of Tourism's specific needs. An assessment and mapping of current competencies within each division have been carried out through consultations and feedback. Preliminary gaps have been identified across individual, organizational, and institutional pillars, covering soft skills, leadership, teamwork, knowledge of MS Office, adherence to GFR guidelines, understanding of legal procedures, and adherence to rules and guidelines. For organizational and institutional pillars, gaps include standard operating procedures, project and program management, resource allocation, technology adoption, stakeholder engagement, manpower shortage, promotion mechanisms, and the work environment. **The organizational competency mapping has been updated to reflect the revised structure, where 9 core divisions have been established to consolidate the existing 27 divisions.**

## **Section 3: Enabling Environment:**

This section examines and evaluates key organizational processes, protocols, guidelines, SOPs, administrative processes, internal regulations, policies, infrastructure, technology adoption, communication methods, and knowledge management practices within the Ministry. It defines and refines 15 organizational processes, considering a detailed analysis of ministerial functions and relevant guidelines such as the General Financial Rules (GFR). The aim is to ensure alignment and adherence to standardized practices.

#### **Section 4: Capacity Building Roadmap and Action Plan:**

This section proposes a **comprehensive set of training interventions** to address the identified capacity gaps across the individual, organizational, and institutional pillars. These interventions encompass various behavior and functional competencies **delivered through iGoT, online, offline, and hybrid courses**. The roadmap sets the Ministry on a path to strategically enhance its staff's capabilities, improve institutional efficiency, and increase organizational effectiveness in pursuit of its vision for India's tourism sector. **The Monitoring and Evaluation framework** ensures data-driven decision-making, resource efficiency, and accountability. It includes a structured approach to assess the impact and efficiency of training programs, with a detailed breakdown of courses, objectives, competencies, delivery methods, training partners, and participant categories.

# I. Organizational Overview

# 1. Introduction

## 1.1. Study Background

The role of government officials is crucial for the administration of public services and core governance-related functions. Government officials perform a wide range of tasks from preparing policies, planning their implementation, and management of various schemes, programs, and initiatives. Considering the criticality of the role played by the government officials, it is imperative to equip them with the right set of skills, attitudes, and training to empower them for alignment with the vision of New India.

India's current civil service capacity building landscape faces key challenges such as working in silos, unstructured training, limited access to learning opportunities, sub-optimal learning ecosystem, and limited future readiness.

The National Program for Civil Services Capacity Building (NPCSCB), also known as the Mission Karmayogi, refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

The objective of the assignment is to support the Ministry of Tourism, Government of India in the preparation and finalization of a competency-based annual Capacity Building Plan (CBP) under the NPCSCB, or Mission Karmayogi, in consultation with the Capacity Building Commission (CBC).

## 1.2. NPCSCB or Mission Karmayogi

Launched by the Union Cabinet, Government of India in September 2020, the Mission Karmayogi is a National Programme for Civil Services Capacity Building (NPCSCB) (the "Program"), which aims at capacity building of the Indian civil servants for the future based on the philosophy of creating an ecosystem of "competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system".

The framework for implementing and monitoring the program involves the Prime Minister's Public Human Resource Council (PMHRC), the apex body for the program. Under the apex body, there will be a Cabinet Secretariat Coordination Unit that will monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans. A Capacity Building Commission (CBC) is set up for functional supervision of training institutions and would facilitate in preparation of the annual capacity building plans. An SPV (Special Purpose Vehicle) is set up for operating the digital assets created for NPCSCB on behalf of the Government of India.



### Institutional structure of Mission Karmayogi

The following institutions have been created to operationalize the Mission:

- PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission



- Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions
- Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardization of training and capacity building, supervises all central training institutions
- Special Purpose Vehicle: Owns and operates the online platform - iGOT Karmayogi - facilitating world class learning.

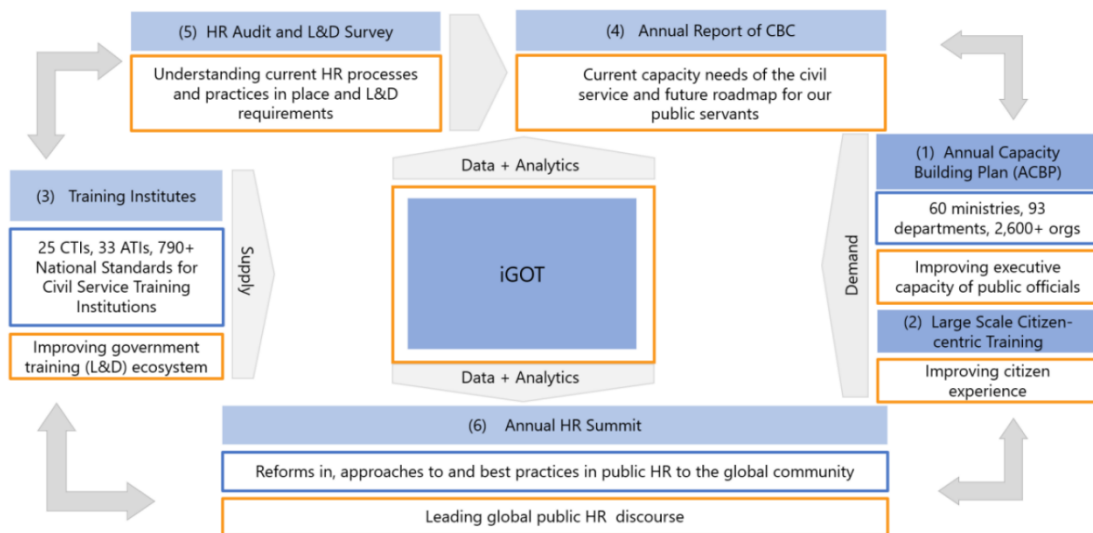
The Capacity Building Commission (CBC) was constituted in 2021 to fulfil the vision of Mission Karmayogi. An integral part of CBC’s mandate is to facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and Organizations (MDO) of the Government of India.

CBC is currently conceptualizing and developing capacity development plan for 30 MODs including Ministry of Tourism. CBC has been interacting and working along with the ministries to chart out their goals, identify their competency requirement and prepare of their capacity development plan.

### 1.3. Annual Capacity Building Plan (ACBP)

The figure below shows the Emerging Ecosystem of Civil Services Capacity Building as envisioned by CBC. As can be seen, demand for capacity building will be driven by the creation and implementation of ACBPs across all MDOs.

*Figure 2: Emerging Ecosystem of Civil Services Capacity Building*



The objective of creating an ACBP is to (i) understand and document the capacity building needs of 666 at the individual, organizational, and institutional levels and (ii) identify both training and non-training capacity building interventions to bridge these needs.

The ACBPs will provide a detailed analysis of individual and collective organizational needs for the MDO, based on which interventions will be designed, implemented, and monitored. Specific citizen-centric behavioral training will focus on improving citizens’ experience while engaging with the State.

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

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

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

**Conceptual Framework for Development of Annual Capacity Building Plans**

The content of an ACBP will be based on three lenses which focus on areas for capacity building exercise and three Pillars which cover the scope of capacity building exercise. The figure below shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organizational, and institutional capacity building.

**Three Lenses: Focus areas for capacity building exercise**

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

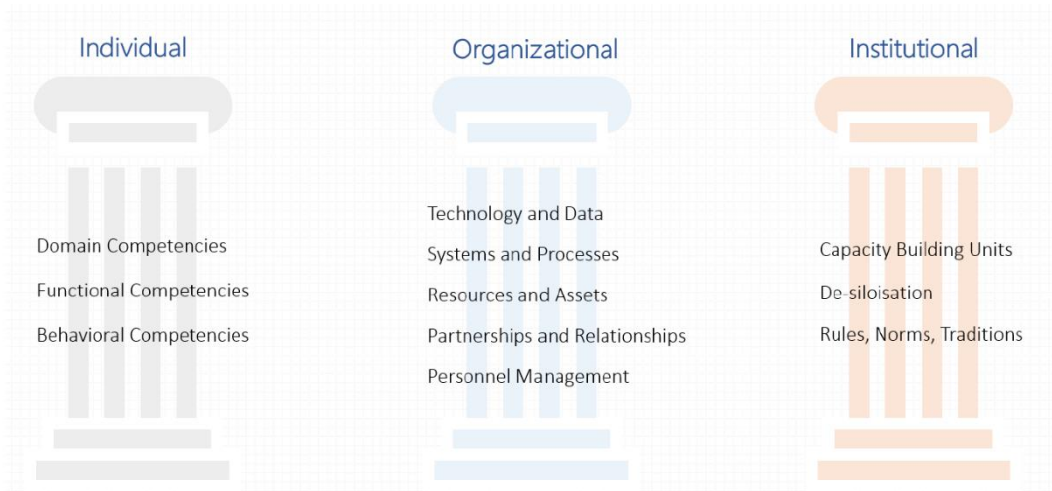
**Three Pillars: Scope of capacity building exercise**

Capacity is developed at three levels: individual, organizational, and institutional (as seen in figure 4). These are the three pillars of capacity building.

*Figure 3: CBC's Approach to Capacity Building*



*Figure 4: The three pillars of Capacity Building*



## 2. About Ministry of Tourism

The Ministry of Tourism is the central agency of the government of India for all matters related to tourism planning, development, and promotion. The ministry works closely with other ministries with tourism commonalities, state tourism departments and industry stakeholders. The Ministry has a close-knit organizational structure supporting its subsidiary institutions entrusted with specific objectives for tourism services, capacity building, and skill training for the tourism and hospitality industry. The Ministry's vision is driven by well-defined goals and priorities. With the advancements in technology, the ministry has adopted various knowledge management tools to support its ongoing programs and schemes in a comprehensive and efficient manner.

This chapter aims to present an introduction about the Ministry of Tourism including:

- Mandate, roles, and functions of the ministry
- Vision, mission, priorities, goals, and targets
- Brief details of key programs and schemes
- Key institutions associated with the ministry
- Knowledge management tools for effective program management and analytical support

### 2.1. Mandate

The Ministry of Tourism is the central authority to formulate national policies and programmes for the development and promotion of tourism in the country. In the process, the Ministry consults and collaborates with other stakeholders in the sector including various Central Ministries/ agencies, the State Governments/ Union Territory Administrations, and the representatives of the private sector.

The mandate of this Ministry revolves around promoting internal tourism, i.e., both inbound and domestic tourism, in India. The other major objectives of the Ministry pertain to projecting the country as a 365-day tourist destination, promoting tourism in a sustainable manner with active participation of all segments of the society, assuring quality standards amongst tourism service providers, etc. Apart from these, the Ministry's focus is also on integrated development of tourism infrastructure and facilities through effective partnership with various stakeholders.

The Directorate General of Tourism attached to the Ministry of Tourism, has 20 domestic field offices and an Indian Institute of Skiing and Mountaineering within the country and 08 overseas offices. The overseas offices promote Indian tourism in the markets abroad. The domestic field offices play a vital role in the promotion of the tourism sector in the country. They are also involved in monitoring the progress of implementation of projects sanctioned by the Ministry to the State Governments/ Union Territories. India Tourism Development Corporation (ITDC) is the only public sector undertaking under the charge of the Ministry of Tourism (<https://tourism.gov.in/>).

#### Role and Functions

The Ministry of Tourism functions as the nodal agency for the development of tourism in the country. It plays a crucial role in coordinating and supplementing the efforts of the State/ Union Territory Governments, catalyzing private investment, strengthening promotional and marketing efforts and in providing trained manpower resources. The functions of the Ministry in this regard mainly consist of all policy matters, planning & co-ordination with other ministries, departments, state/ UT governments, regulation, infrastructure & product development, human resource development, publicity & marketing, research, analysis, monitoring and evaluation, international co-operation and external assistance,

legislation and parliamentary work, establishment matters, vigilance matters, implementation of official language policy, budget co-ordination and related matters.

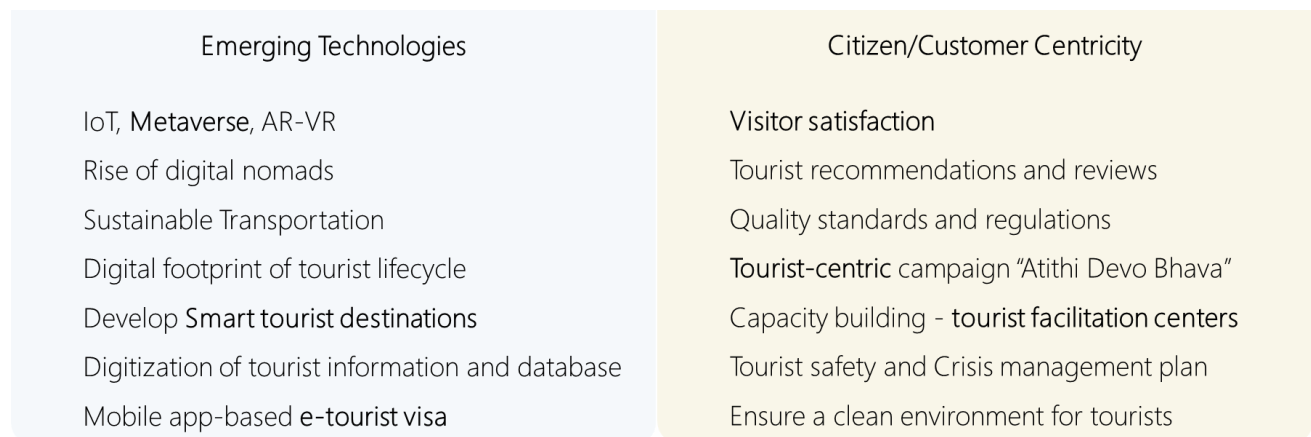
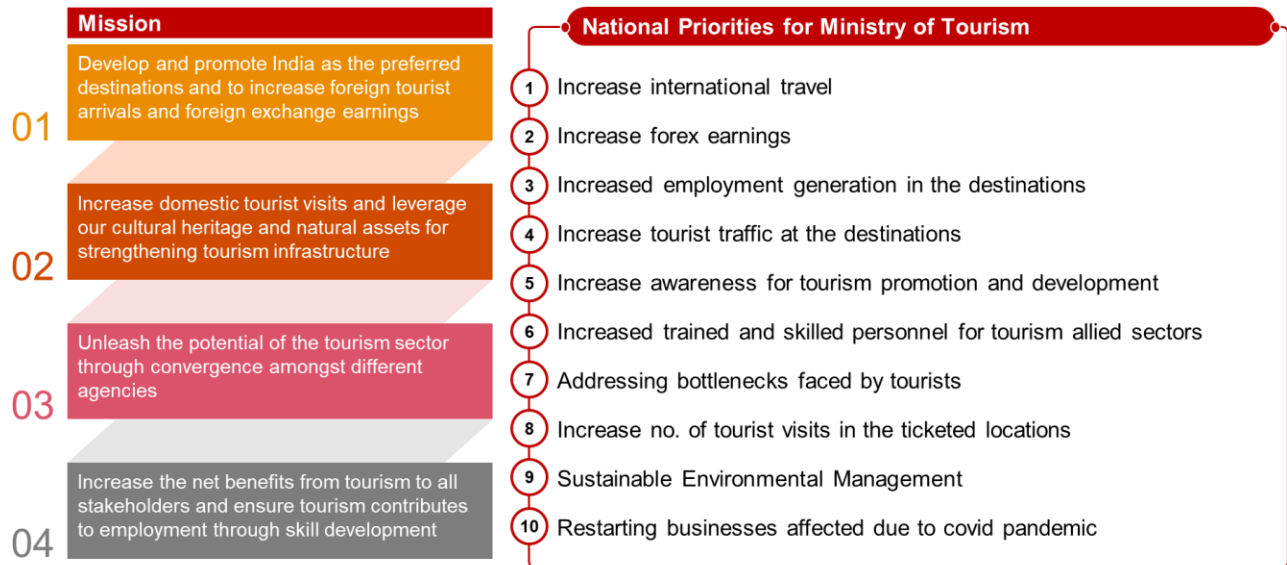
*Figure 5: Roles and Functions of the Ministry of Tourism*



## 2.2. Vision, Mission, and Priorities

*The Ministry’s Vision is to position Tourism as an engine for growth and development in a responsible and equitable manner for employment generation and to promote Brand India worldwide.*

Figure 6: Mission and National Priorities for Ministry of Tourism



**To ensure that the national priorities laid out by the ministry are pursued practically beyond paper, various steps have been taken to ensure integrated governance for tourism promotion and development, these include:**

- Setting-up an **Inter-Ministerial Coordination Committee on Tourism Sector** under the Chairmanship of the Cabinet Secretary. This Committee includes the Secretaries from the Ministries of Home, Defense, External Affairs, Road Transport & Highways, Civil Aviation, Culture, Rural Development, Environment & Forest, Urban Development, Labor and Employment, Departments of Revenue, Expenditure, School Education & Literacy, Chairman, Railway Board, etc. Secretary, Ministry of Tourism is the Member Convener of the Committee.
- Constitution of a **Tourism Task Force** has also been constituted under the chairmanship of Secretary (Tourism), with representatives from other Ministries including Ministries of Home Affairs,

Civil Aviation, Railways/IRCTC, Road Transport & Highways, Environment & Forests, Shipping and Sports to address various issues related to tourism.

- The Ministry is in the process of establishing a **National Tourism Board**, a Special Purpose Vehicle (SPV) aiming at promotion of tourism in India while attracting more international tourists to the country. The Government of India has been requested for an estimated Rs 1000 crore budget for the board and the motion would be put forward in the next Union budget. The board will be under complete strategic control of the Ministry of Tourism and would work in close conjunction with investment promotion agency, Invest India. It shall focus on the marketing and promotion of tourism in India<sup>1</sup>
- The **National Digital Tourism Mission** is a strategic initiative launched by the Ministry of Tourism to propel the tourism sector into the digital age. It recognizes the transformative power of technology in enhancing various aspects of the tourism industry, from visitor engagement to destination management. By leveraging emerging technologies and digital platforms, the mission aims to capitalize on India's rich cultural heritage and diverse tourism offerings, ensuring a seamless and immersive digital experience for both domestic and international tourists. This mission aligns with the broader vision of promoting tourism as a key driver of economic growth and employment generation in the country.
- The Ministry of Tourism has **implemented several initiatives to promote citizen/customer centricity**. The "Atithi Devo Bhava" campaign emphasizes hospitality, while schemes like Capacity Building for Service Providers (CBSP) and Hunar-se-Rozgar Tak (HSRT) focus on enhancing service providers' skills. Tourist facilitation centers offer assistance, and safety and crisis management plans ensure visitor well-being. These efforts aim to create a customer-centric tourism ecosystem and enhance visitor satisfaction.

## 2.3. Goals and Targets

The Ministry of Tourism plans to position India as a major tourism destination during its presidency of G20 for 2023. The National Tourism Policy has been drafted with a holistic vision and strategy to revive India's Tourism and targets to achieve USD 1 Trillion by the sector in 2047. Salient features of the draft national tourism policy are elaborated later in Chapter 3.

### Dharamshala Declaration

A declaration 'Dharamshala Declaration' was adopted at the end of a National conference of Tourism Ministers in September 2022. The Dharamshala Declaration mentions that India plans to become a major tourist destination as it chaired the G-20 in 2023. It set out long-term and short-term goals for the country in the tourism sector.

### Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals

The Goa Roadmap for Tourism, introduced at the G20 Tourism Ministers' Meeting in 2023, aims to provide G20 countries and beyond with voluntary tools and recommendations to harness the tourism sector's potential for advancing the Sustainable Development Goals (SDGs). Guided by the priorities of the Tourism Working Group under India's G20 Presidency, the roadmap builds on past efforts, incorporating frameworks from previous presidencies. It emphasizes a safer, healthier, and more sustainable future, considering national circumstances. The document outlines key enablers, advocates

<sup>1</sup> <https://www.thestatesman.com/india/new-board-headed-by-mot-mooted-to-promote-tourism-in-india-1503121481.html>  
[https://www.ilo.org/wcmsp5/groups/public/@ed\\_dialogue/@sector/documents/genericdocument/wcms\\_887681.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_dialogue/@sector/documents/genericdocument/wcms_887681.pdf)

for the inclusion of tourism in national SDG agendas, proposes recommendations, and showcases case studies highlighting progress among G20 members and guest countries. The roadmap encourages collaborative efforts among governments and stakeholders to accelerate SDG achievement, recognizing individual national needs and priorities.

- **Priority 1 – Green Tourism:**
  - Objective: Greening the tourism sector for sustainability, responsibility, and resilience.
- **Priority 2 – Digitalization:**
  - Objective: Harnessing digitalization for enhanced competitiveness, inclusion, and sustainability in tourism.
- **Priority 3 – Skills:**
  - Objective: Empowering youth with skills for jobs and entrepreneurship in the tourism sector.
- **Priority 4 – Tourism MSMEs:**
  - Objective: Nurturing tourism micro, small, and medium-sized enterprises (MSMEs), startups, and the private sector to foster innovation and dynamism.
- **Priority 5 – Destination Management:**
  - Objective: Rethinking the strategic management of destinations towards a holistic approach that aligns with and delivers on the Sustainable Development Goals (SDGs).

## 2.4. Key Programs and Schemes

For tourism infrastructure creation in the country, Ministry of Tourism has two major schemes, launched during 2014-15, viz. Swadesh Darshan - Integrated Development of Theme-Based Tourist Circuits and PRASHAD Pilgrimage Rejuvenation and Spiritual, Heritage Augmentation Drive for development of tourism infrastructure in the country. Apart from these, the ministry has certain other schemes which focus on capacity building for service providers, market development assistance for destination promotion, loan guarantee for tourism service providers affected by Covid-19, financial assistance to supported institutions, champion services sector scheme for promotion and development of tourist destinations.

*Table 1 Brief details of key programs and schemes*

S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
1.	<b>Swadesh Darshan</b>	Infrastructure Development for Tourist Facilitation	<ul style="list-style-type: none"> <li>• Swadesh Darshan Scheme is a Central Sector scheme launched in 2014-15 by the Ministry of Tourism and Culture, Government of India for the integrated development of theme-based tourist circuits.</li> <li>• The Ministry has sanctioned 76 projects under the scheme since its inception under 13 themes for a revised sanctioned cost of Rs.</li> </ul>	<a href="#"><u>Click Here for Scheme Guidelines 2.0</u></a>

S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
			<p>5292.57 crore (as on date).</p> <ul style="list-style-type: none"> <li>The scheme aims to promote, develop, and harness the potential of tourism in India. Under the Swadesh Darshan scheme, the Ministry of Tourism provides Central Financial Assistance – CFA to State Governments, Union Territory Administrations for the infrastructure development of circuits.</li> <li>This scheme is envisioned to synergize with other schemes like Swachh Bharat Abhiyan, Skill India, Make in India etc. with the idea of positioning the tourism sector as a major engine for job creation, the driving force for economic growth, building synergy with various sectors to enable tourism to realize its potential.</li> <li>Under the Swadesh Darshan scheme, the ministry also introduced guidelines for a sub-scheme - Challenged based destination development.</li> </ul>	
2.	<b>PRASAD (Pilgrimage Rejuvenation and Spiritual Augmentation Drive)</b>	Development and augmentation of pilgrimage sites across India	<ul style="list-style-type: none"> <li>The Government of India launched the PRASAD scheme in the year 2014-2015 under the Ministry of Tourism. The full form of the PRASAD scheme is 'Pilgrimage Rejuvenation and Spiritual Augmentation Drive'.</li> <li>PRASHAD scheme offers a tremendous opportunity to undertake infrastructure developments at the important pilgrimage destinations and holistic development of heritage cities in an inclusive, integrated, and sustainable manner that focuses on livelihoods, skills, cleanliness, security, accessibility, and service delivery.</li> <li>The scheme aims to revitalize the pilgrimage and spiritual experiences of tourists by providing strategically designed tourism infrastructure that ensures</li> </ul>	<b><u><a href="#">Click Here for Scheme Guidelines</a></u></b>



S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
			<p>convenience, accessibility, security, cleanliness, and an enriched overall experience. Additionally, the scheme endeavours to rejuvenate and preserve the essence of heritage cities through integrated, inclusive, and sustainable development, thereby fostering employment opportunities for local communities.</p> <ul style="list-style-type: none"> <li>Under this Scheme financial assistance is provided to the State Government and Union Territories Administration for the development of Tourism Infrastructure at the Pre-Identified Pilgrimage destinations/ Heritage Cities. Since its launch in January 2015, 46 projects worth Rs.1630.15 crore have been sanctioned by the Ministry of Tourism across 26 states/UTs under the Scheme so far.</li> </ul>	
3.	<b>CBSP Scheme (Capacity Building for Service Providers)</b>	Provide education, training, and certification to the tourism service providers at every level	<ul style="list-style-type: none"> <li>Its main objectives are to train and up-grade manpower at every stratum of service to i) capitalize on the vast tourism potential of the country to the fullest, and ii) provide professional expertise to the local populace as well as create fresh opportunities for employment generation in the tourism sector both in urban as well as rural areas.</li> <li>The Scheme is implemented by the Ministry of Tourism through Institutes of Hotel Management and Food Craft Institutes including such institutes approved by the All India Council for Technical Education (AICTE), Indian Institute of Tourism &amp; Travel Management (IITTM), National Council of Hotel Management &amp; Catering Technology (NCHMCT), India Tourism Development Corporation (ITDC), State/UT/Central Training/Academic Institutions and the</li> </ul>	<a href="#"><b><u>Click Here for Scheme Guidelines</u></b></a>

S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
			<p>specialized academic Training Institutes in the private sector engaged in giving training in the hospitality sector.</p> <ul style="list-style-type: none"> <li>The following programmes are conducted under the CBSP Scheme: -</li> </ul> <ol style="list-style-type: none"> <li>Hunar Se Rozgar Tak: 3823 persons trained /certified and about 4480 trainees were under training at the end of the FY 2020-21</li> <li>Skill Testing &amp; Certification: 4766 persons had been certified during the FY 2020-21</li> <li>Entrepreneurship Programme: 1834 persons had been trained /certified at the end of FY 2020-21</li> <li>Tourism Adventure Courses: 70 trainees were trained / certified under the Tourism Adventure and Travel Escort courses in the FY 2020-21</li> <li>Linguistic Tourist Facilitators (LTF): introduced.</li> <li>Mid-Day Meal</li> <li>Destination Based Skill Development: 3715 trainees were certified at 44 destinations under this initiative during the FY 2020-21</li> </ol>	
4.	<b>Market Development Assistance (MDA) Scheme for promotion of Domestic Tourism</b>	Sensitizing tourism stakeholders for promotion of tourism destinations	<ul style="list-style-type: none"> <li>The global outbreak of COVID-19 in 2020 has been an unprecedented global health emergency with tremendous impact on societies and livelihoods. Travel and Tourism has been among the sectors most affected by this crisis with complete curtailment of all travel. The focus of the Ministry at present is therefore on reviving and revitalizing the domestic tourism sector.</li> <li>In view of the above situation, the Guidelines for the Scheme of Market Development Assistance (MDA) for promotion of Domestic</li> </ul>	<a href="#"><b><u>Click Here for Scheme Guidelines</u></b></a>

S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
			<p>Tourism have been modified to enhance the scope and reach of the Scheme, to provide maximum benefits to the stakeholders.</p> <ul style="list-style-type: none"> <li>The objectives of the Scheme are: <ol style="list-style-type: none"> <li>To motivate stakeholders to promote tourism destinations in the country, including lesser-known and unexploited destinations as part of their marketing programs for the domestic market.</li> <li>To familiarize stakeholders with tourism destinations and products across the country to enable them to promote and package them effectively amongst domestic consumers</li> <li>To familiarize stakeholders with new destinations, products, and developments in tourism in the country.</li> <li>To encourage stakeholders to make the tourism industry a vital socioeconomic activity of the country</li> </ol> </li> </ul>	
5.	<b>Loan Guarantee Scheme for COVID Affected Tourism Sector (LGSCATSS)</b>	Provide loans to the CATSS, to discharge their liabilities and restart their business affected due to Covid-19 pandemic	<ul style="list-style-type: none"> <li>As announced the Ministry of Finance on 28.06.2021 to provide relief to the tourism sector, Ministry of Tourism is set to implement the “Loan Guarantee Scheme for Covid Affected Tourism Service Sector (LGSCATSS)”.</li> <li>Under this loan guarantee scheme, loan up to Rs. 10.00 lakh will be extended to each Tour Operators/ Travel Agents/ Tourist Transport Operators approved/recognized by the Ministry of Tourism, up to Rs. 1.00 lakh will be extended to each Regional Tourist Guide/ Incredible India Tourist Guide approved/ recognized by the Ministry of Tourism and Tourist Guides</li> </ul>	<a href="#"><b>Click Here for Scheme Guidelines</b></a>



S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
			approved/ recognized by the	
6.	<b>Scheme of Financial Assistance to the IHMs / FCIs /IITM /ICI /NCHMCT /PSUs</b>	Financial support for setting up institution for tourism and hospitality training	<ul style="list-style-type: none"> <li>The Ministry of Tourism has an enabling plan scheme “Assistance to IHMs/FCIs etc.” under which Central financial assistance can be sanctioned to a State/Union Territory Government for the establishment of an Institute of Hotel Management (IHM), a Food Craft Institute (FCI), broad basing of hospitality education through government sponsored ITI, Polytechnics, Colleges, PSUs and for Schools subject to availability of funds, adherence to the terms and conditions of the scheme guidelines and their inter-se priority.</li> </ul>	<a href="#"><u>Click Here for Scheme Guidelines</u></a>
7.	<b>Champion Services Sectors Scheme</b>	Promotion and development of tourist destinations	<ul style="list-style-type: none"> <li>The Government has identified 12 Champion Services Sectors including Tourism and Hospitality Services for promoting their development and realizing their full potential.</li> <li>The tourism sectoral plan under the Champion Services Sectors Scheme includes the following components: <ol style="list-style-type: none"> <li>Creation of Tented Accommodation in Buddhist Circuit and Marketing &amp; Promotion of these destinations and accommodations.</li> <li>Extending Incentives for Improving Air Connectivity.</li> <li>Capacity Building Programmes in &amp; Around Iconic Sites [Language training of Tourist Facilitators].</li> <li>Incentives to Tour Operators in Emerging Markets.</li> <li>Promotion of MICE Tourism.</li> </ol> </li> <li>EFC has approved a total budget of Rs.535.40 Crore for implementing the above components.</li> </ul>	<a href="#"><u>Click for scheme guidelines on point 4</u></a>  <b>Other components are awaiting cabinet approval</b>




S. No.	Scheme Name	Focus Area	Brief Details	Hyperlink
8.	<b>Assistance to Central Agencies for Tourism Infrastructure Development</b>	Tourism Infrastructure development	<ul style="list-style-type: none"> <li>The objective of the scheme is to ensure tourism infrastructure development through financial assistance and successful project implementation, proper maintenance, and management of the illumination/preservation of monuments, development of cruise terminals, etc. by the concerned central agencies like Archaeological Survey of India, Port Trust of India, ITDC, Ministry of Railways, etc. who own the assets.</li> </ul>	<a href="#"><u>Click Here for Scheme Guidelines</u></a>

## 2.5. Key Institutions

The Ministry of Tourism has under its charge a public sector undertaking, the India Tourism Development Corporation (ITDC) and the other autonomous institutions as tabulated below:

*Table 2 Focus area and main objectives of key institutions under MoT*

S. No.	Institution	Focus Area	Main Objectives	Hyperlink
1.	India Tourism Development Corporation (ITDC) 	Managing hotel assets, providing tourism services, engineering, and consulting services	<ul style="list-style-type: none"> <li>Construct, take over and manage existing hotels and market hotels, beach resorts, travelers' lodges/restaurants.</li> <li>Provide transport, entertainment, shopping, and conventional services.</li> <li>Produce, distribute, tourist publicity material.</li> <li>Render consultancy-cum-managerial services in India and abroad.</li> <li>Provide solutions for tourism development and engineering industry including providing consultancy and project implementation.</li> </ul>	<a href="#">Click here for more information</a>
2.	Indian Institute of Tourism and Travel Management (IITTM)  पर्यटन शिक्षा संस्कृति रक्षा	Education, training, research and consultancy in travel and tourism management and other allied sectors	<ul style="list-style-type: none"> <li>Facilitate certification programs and degree courses related to tourism and allied areas</li> <li>Support the ministry in research, analysis, capacity building, and training</li> </ul>	<a href="#">Click here for more information</a>
3.	National Council for Hotel Management and Catering Technology (NCHMCT); and the Institutes of Hotel Management (IHMs)	Standardization and regulation of hospitality education, hospitality training and certification	<ul style="list-style-type: none"> <li>Advise the government on coordinated development of hotel management and catering education.</li> <li>Affiliate institutes and prescribe courses of study and instructions leading to examinations conducted by it.</li> <li>Standardize courses and infrastructure requirements for institutes imparting education</li> </ul>	<a href="#">Click here for more information</a>

S. No.	Institution	Focus Area	Main Objectives	Hyperlink
			<p>and training in hospitality management.</p> <ul style="list-style-type: none"> <li>• Prescribe educational and other qualifications, experience, etc. for members of staff in the affiliated institutes and organize faculty development programs.</li> <li>• Award certificates and diplomas in hospitality and hotel administration.</li> </ul>	
4.	<p>Indian Culinary Institute (ICI)</p> 	Culinary art training, culinary research, promotion of culinary tourism	<ul style="list-style-type: none"> <li>• Institutionalize preservation and documentation of Indian cuisine</li> <li>• Promote Indian Cuisine as a Niche Tourism product</li> <li>• Offer regular programmes on culinary arts and culinary management at graduate and post-graduate level degrees</li> <li>• Promote research and innovation, organize demand-driven certificate and diploma courses</li> <li>• Document and create database specific to Indian cuisine and commission studies and survey on cuisine.</li> </ul>	<a href="#">Click here for more information</a>
5.	<p>Indian Institute of Skiing &amp; Mountaineering (IISM)</p> 	Advisory role on adventure tourism, adventure training activities	<ul style="list-style-type: none"> <li>• Advisory to the ministry of tourism for formulation of National adventure policies/programs and</li> <li>• Coordination with various central, and state govt, private agencies for development and promotion of adventure tourism in the country.</li> <li>• Conducts adventure training activities</li> <li>• Promote adventure tourism and develop new adventure destinations in the country.</li> </ul>	<a href="#">Click here for more information</a>

## 2.6. Knowledge Management Tools

In accordance with development in technology over the years the Ministry of Tourism has innovated and institutionalized various knowledge management tools for managing programs, monitoring projects, promoting tourism, gathering data and administer day to day office operations. The table below presents key features of the tools which are operational at present.

*Table 3 Knowledge Management Tools used in MoT*

S. No.	KM Tool	Key Features
1.	<b>National Integrated Database of Hospitality Industry (NIDHI)</b>	<ul style="list-style-type: none"> <li>Ministry has introduced an online system of receiving, processing, and conveying/ granting approvals for hotel project, hotel classification / re-classification status to functioning hotels and project level approval for hotel under construction</li> <li>Under the NIDHI Scheme, all types of accommodation units can be registered on the portal <a href="https://nidhi.nic.in">nidhi.nic.in</a>, an integrated database of hospitality industry</li> <li>Website: <a href="https://nidhi.nic.in/">https://nidhi.nic.in/</a></li> </ul>
2.	<b>System for Assessment, Awareness and Training for Hospitality Industry (SAATHI)</b>	<ul style="list-style-type: none"> <li>SAATHI is a System for Assessment, Awareness &amp; Training for Hospitality Industry which aims to assist the industry in their preparedness to continue operations safely and mitigate risks arising out of the COVID-19 pandemic, and to instill confidence amongst the staff and guests that the hospitality unit has exhibited intent towards ensuring safety and hygiene at the workplace.</li> <li>Website: <a href="https://saathi.qcin.org/">https://saathi.qcin.org/</a></li> </ul>
3.	<b>Incredible India Tourism Website and mobile app</b>	<ul style="list-style-type: none"> <li>Incredible India is designed as a one-stop digital information and service platform that serves all hospitality, travel &amp; tourism related needs of a tourist.</li> <li>Incredible India' mobile application assists international and domestic tourists to access information about destinations, attractions and experiences that are also featured on the Incredible India website. Along with this information, the mobile app also features map integration, emergency contacts' listing.</li> <li>Website: <a href="https://www.incredibleindia.org/">https://www.incredibleindia.org/</a></li> </ul>
4.	<b>E-office</b>	<ul style="list-style-type: none"> <li>eOffice is a Mission Mode Project (MMP) under the National e-Governance programme of the government developed by National Informatics Centre (NIC)</li> <li>It is a cloud enabled software that can be deployed/hosted in any data center or in any cloud identified by the organization.</li> <li>It includes e-file, KMS, SPARROW, PIMS for file sharing, knowledge management, performance appraisal, and personnel records respectively.</li> </ul>



S. No.	KM Tool	Key Features
		<ul style="list-style-type: none"> <li>Website: <a href="https://eoffice.gov.in/">https://eoffice.gov.in/</a></li> </ul>
5.	<b>eHRMS</b>	<ul style="list-style-type: none"> <li>The e-HRMS system has been designed and developed by NIC to maintain digital database of all employees for effective HR management.</li> <li>Website: <a href="https://ehrms.gov.in/">https://ehrms.gov.in/</a></li> </ul>
6.	<b>UTSAV portal</b>	<ul style="list-style-type: none"> <li>Ministry of Tourism has developed UTSAV, a portal for festival, events and live darshan across the country. This portal showcases the month-wise and State wise calendar contents on festivals, Events and Online Pooja/Aarti.</li> <li>It will also have the official social media links, official websites, brochures, contact details of the organizing committee and the details of how to reach the destination</li> <li>Website: <a href="https://utsav.gov.in/">https://utsav.gov.in/</a></li> </ul>
7.	<b>Swadesh Darshan Dashboard</b>	<ul style="list-style-type: none"> <li>Swadesh Darshan dashboard is a comprehensive portal on Swadesh Darshan scheme which enables the central and state authorities to monitor the project progress and serve various objectives</li> <li>It provides the requisite management and analytical reports. The state tourism departments utilize the portal to upload relevant documents such as Utilisation certificate, etc., update project progress.</li> <li>The ministry officials monitor the completion of project milestones, track issues relating to escalation and variance.</li> <li>Accordingly, the ministry conducts periodic review meetings with the state tourism departments based on the dashboard inputs and analysis</li> </ul>
8.	<b>PRASAD Dashboard</b>	<ul style="list-style-type: none"> <li>The dashboard is a MIS tool developed by the Ministry of Tourism for tracking progress of projects sanctioned under PRASHAD scheme for rejuvenation and augmentation of pilgrimage infrastructure</li> <li>The state tourism departments utilize the portal to upload relevant documents such as Utilisation certificate, etc., update project progress.</li> <li>The ministry officials monitor the completion of project milestones, track issues relating to escalation and variance.</li> <li>Accordingly, the ministry conducts periodic review meetings with the state tourism departments based on the dashboard inputs and analysis</li> </ul>

The Ministry is considering an overall organizational restructuring internally to enhance overall efficiency and reduce duplication of work and is yet to prepare a restructuring plan. The next chapter focuses on the policy environmental and sectoral roadmaps which provide the necessary regulatory framework for the ministry's institutional pillar.

# 3. Regulatory environment and Sectoral roadmaps

The regulatory landscape to support tourism sector development needs to be consistently updated and upgraded with the changing trends and challenges in the sector. The individual and organizational pillars are strengthened by the institutional pillar which covers the norms, policy, and rules. The Ministry has drafted a national tourism policy with an objective to redefine the tourism policy priorities and make it robust for implementation. Key emerging trends have highlighted a shift in customer preference, and travel patterns. Thus, the policy is supported by key sectoral roadmaps for niche tourism categories such as adventure tourism, ecotourism, medical and wellness tourism, rural and sustainable tourism, among others.

Therefore, based on secondary assessment, this chapter aims to:

- Review and present key highlights of the updated draft of National Tourism policy and niche tourism sectoral roadmaps
- Present key emerging trends in the tourism sector

## 3.1. Draft National Tourism Policy

To achieve the goal of competitiveness and sustainability of tourism sector based on UNWTO guiding principles, the ministry of tourism drafted the national tourism policy in June 2022 after taking inputs from various stakeholders including central ministries, state governments, union territories and private stakeholders.

The strategic objectives of the draft policy are:

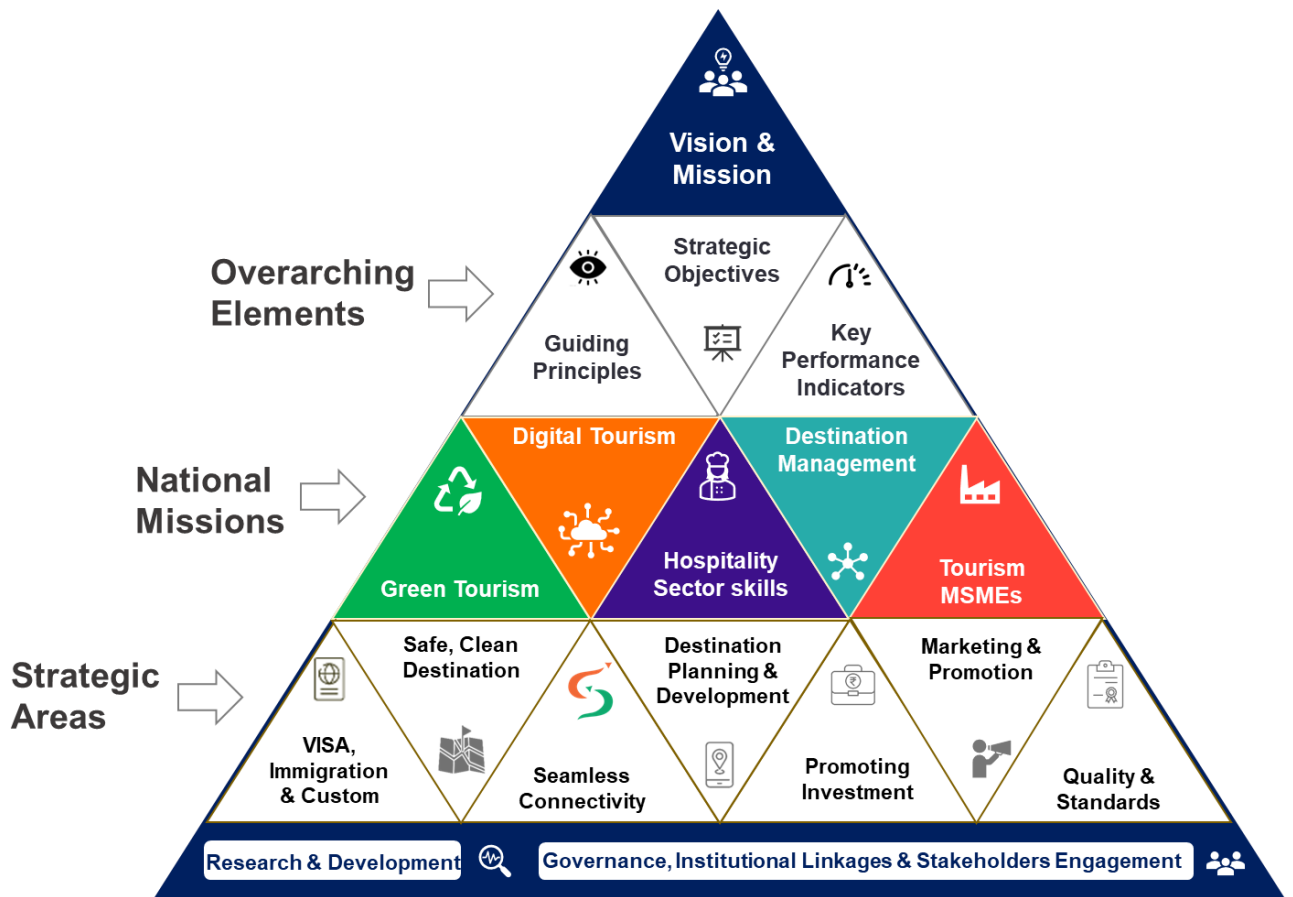
1. To enhance the contribution of tourism in Indian economy by increasing the visitation, stay and spend
2. To create jobs and entrepreneurial opportunities in tourism sector and ensure supply of skilled work force
3. To enhance the competitiveness of tourism sector and attract private sector investment
4. To preserve and enhance the cultural and natural resources of the country
5. To ensure sustainable, responsible, and inclusive development of tourism in the country.

While the policy is under review for cabinet approval, its vision supported by four mission pillars and overall policy framework is represented below

Figure 7: Vision and Mission of Draft National Tourism Policy



Figure 8: Draft National Tourism Policy 2022 - Policy Framework



Source: Draft National Tourism Policy

## 3.2. Emerging Trends in Tourism

Emerging trends across demographics, consumer preferences, economics, technology, environmental perspective, safety, and security have been impacting tourism sector immensely. Some of the major global travel megatrends are tabulated below. The ministry has accordingly adapted and innovated its draft national tourism policy and sectoral strategies basis emerging trends, and the key sectoral strategic roadmaps are summarised in the subsequent section.

*Figure 9: Key Global Megatrends*

Trend Category	Key elements	Ministry's innovation and strategic focus areas
<b>Demographics</b>	<ul style="list-style-type: none"> <li>Demographic Shifts</li> <li>Rise of Millennials and Gen Z<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>Digital Tourism</li> <li>Green Tourism</li> </ul>
<b>Consumer Trends</b>	<ul style="list-style-type: none"> <li>Leisure trends &amp; interest in sports/adventure</li> <li>Brand Affinity</li> <li>Interest in Health and Wellness</li> <li>Interest in Heritage and Culture</li> <li>Faster Pace of Life</li> <li>Rise of low-cost carriers</li> <li>Rising concerns for Sustainability &amp; Responsibility</li> <li>Need for Customization/personalization</li> </ul>	<ul style="list-style-type: none"> <li>Tourism MSMEs</li> <li>Product customization</li> <li>Safe and clean destinations with seamless connectivity</li> <li>Sectoral strategic roadmaps and action plans across</li> </ul>
<b>Economic Trends</b>	<ul style="list-style-type: none"> <li>Rise of the service industry</li> <li>Outsourcing / Offshoring</li> <li>Growth of Luxury Travel</li> <li>Off-shore Investing</li> <li>Rise of China</li> <li>Rising Middle Class</li> <li>Regional Trade Blocs</li> </ul>	<ol style="list-style-type: none"> <li>Adventure tourism,</li> <li>Ecotourism,</li> <li>Medical and Wellness tourism,</li> <li>MICE tours</li> <li>Rural tourism</li> <li>Sustainable tourism</li> </ol>
<b>Technological Trends</b>	<ul style="list-style-type: none"> <li>IoT, metaverse, AR-VR</li> <li>Rise of digital nomads</li> <li>Wireless Communication</li> <li>E-trade/E-commerce</li> <li>Digitization of tourist information and database</li> <li>Mobile app-based e-tourist visa</li> <li>Demand for alternate energy</li> <li>Sustainable Transportation</li> <li>Digital footprint of tourist lifecycle</li> <li>Develop Smart tourist destinations</li> <li>Digitization of tourist information and database<sup>6</sup></li> </ul>	

<sup>2</sup> Millennials and Gen Z together make up ~50% of the world's population by 2022 (WEF) and their interests, consumption patterns and spending behaviours affect all industries including tourism

<b>Environmental Concerns</b>	<ul style="list-style-type: none"> <li>• Global Warming Awareness</li> <li>• Rise of Eco-Tourism</li> </ul>
<b>Need for Contentment</b>	<ul style="list-style-type: none"> <li>• Religion</li> <li>• Business of Pleasure</li> <li>• Happiness</li> </ul>
<b>Risk and Security</b>	<ul style="list-style-type: none"> <li>• Global pandemic risk</li> <li>• Natural disasters</li> </ul>

### 3.3. Sectoral Roadmaps

The Ministry has published key sectoral roadmaps on niche tourism themes in alignment with the draft national tourism policy and in response to the emerging trends in tourism sector. Each roadmap focuses on a specific theme with an emphasis on capacity building, increasing competitiveness and ranking for destination development, investment promotion and product development. The strategic pillars of each roadmap are tabulated below along with a hyperlink to access the respective roadmaps.

*Figure 10: Sectoral Strategies and Roadmaps*

S. No.	Strategy	Strategic Pillars	Hyperlink
1.	<b>National Strategy for Adventure Tourism 2022</b>	<ul style="list-style-type: none"> <li>• State assessment, ranking and strategy</li> <li>• Skills, capacity building and certification</li> <li>• Marketing and promotion</li> <li>• Strengthening adventure tourism safety management framework</li> <li>• National and state level rescue and communication grid</li> <li>• Destination and product Development</li> <li>• Governance and Institutional Framework</li> </ul>	<a href="#">Click here for strategy roadmap</a>
2.	<b>National Strategy for Medical and Wellness tourism 2022</b>	<ul style="list-style-type: none"> <li>• Develop a brand for India as a wellness destination</li> <li>• Strengthen the ecosystem for medical and wellness tourism</li> <li>• Enable digitalization by setting up Online MVT (Medical Value Travel) Portal</li> <li>• Enhancement of accessibility for MVT</li> <li>• Promoting Wellness Tourism</li> <li>• Governance and Institutional Framework</li> </ul>	<a href="#">Click here for strategy roadmap</a>
3.	<b>National Strategy for MICE Industry 2022</b>	<ul style="list-style-type: none"> <li>• Institutional support for MICE</li> <li>• Developing Eco-system for MICE</li> </ul>	<a href="#">Click here for strategy roadmap</a>

S. No.	Strategy	Strategic Pillars	Hyperlink
		<ul style="list-style-type: none"> <li>• Enhance competitiveness of Indian MICE industry</li> <li>• Enhance ease of doing business for MICE events</li> <li>• Marketing India as a MICE destination</li> <li>• Skill development for MICE industry</li> </ul>	
4.	<b>National Strategy for Eco Tourism 2022</b>	<ul style="list-style-type: none"> <li>• State Assessment and Ranking</li> <li>• State Strategy for Eco Tourism</li> <li>• IEC, Capacity Building and Certification</li> <li>• Marketing and Promotion</li> <li>• Destination and Product Development</li> <li>• Public Private and Community Partnerships</li> <li>• Governance and Institutional Framework</li> </ul>	<a href="#">Click here for strategy roadmap</a>
5.	<b>National Strategy for Rural tourism 2021</b>	<ul style="list-style-type: none"> <li>• Model policies and best practices for rural tourism</li> <li>• Digital technologies and platforms for rural tourism</li> <li>• Developing clusters for rural tourism</li> <li>• Marketing support for rural tourism</li> <li>• Capacity building of stakeholders</li> <li>• Governance and Institutional Framework</li> </ul>	<a href="#">Click here for strategy roadmap</a>
6.	<b>National Strategy for Sustainable Tourism 2022</b>	<ul style="list-style-type: none"> <li>• Promoting Environmental Sustainability</li> <li>• Protecting Biodiversity</li> <li>• Promoting Economic Sustainability</li> <li>• Promoting Socio-Cultural Sustainability</li> <li>• Scheme for Certification of Sustainable Tourism</li> <li>• IEC and Capacity Building</li> <li>• Governance</li> </ul>	<a href="#">Click here for strategy roadmap</a>
7.	<b>National Digital Tourism Mission</b>	<ul style="list-style-type: none"> <li>• To enhance the competitiveness of tourism sector in the Country</li> <li>• To create smart destinations with the help of digital technologies</li> </ul>	<a href="#">Click here for report</a>

S. No.	Strategy	Strategic Pillars	Hyperlink
		<ul style="list-style-type: none"> <li>• To bring about digital transformation of business processes and models</li> <li>• To cultivate markets through digital transformation</li> <li>• To help MSMEs in adopting digital technologies</li> <li>• To promote digital skills in the work force</li> </ul>	

With a detailed background of the organizational mandate, priorities, and programs it becomes possible to understand the distribution of work across the ministerial divisions. Accordingly, the next section focuses on a capacity needs analysis including roles and responsibilities of various divisions, recording their capacity requirements and recommendations and mapping degree of current and expected levels of behavioral, functional and domain competencies across all division to recommend suitable training interventions.

## II. Capacity Needs Analysis



# 4. Organizational Competency Mapping

This chapter details an as-is self-assessment of the Ministry's institutional and organizational capacities and the competency mapping of its staff across all divisions and positions. The chapter describes the gap between "current" and "expected" competencies at individual and organizational levels. It begins with an overview of the organizational structure of the Ministry. **The Ministry of Tourism had an exhaustive set of 27 divisions which have been restructured under 9 core divisions. These 9 divisions and their sub-divisions carry out various functions under the ministry's mandate.** The Ministry is small, with an average of 3-4 staff members per division. It is common for divisional-in-charge officials to supervise multiple divisions simultaneously. The Ministry also consists of officials from the Central Secretariat Service (CSS) and the Tourism Cadre, who perform various functions within the ministry. Hence, based on observations and discussions with senior officials, these positions have been categorized or grouped according to their hierarchy and similar job functions. For example, officials at a certain level, such as Joint Director General, Director, Deputy Director General, and Deputy Secretary, may be grouped as they share similar administrative responsibilities and mandates. CNA and specific competencies have been defined suitably for different staff positions considering this categorization and the respective roles within the ministry.

A **competency assessment framework** has been designed based on available CBC resources. The framework categorizes the relevant behavioral, functional, and domain competencies into basic and advanced levels for various staff positions. **Competency Needs Analysis (CNA)** of each staff level is conducted to identify their roles, responsibilities, and activities within the section. This analysis also determines the competency requirements across domain knowledge, functional skills, and behavioral attitudes needed to fulfill their current functional roles within the organization and ensure future resilience. The CNA includes an assessment of the staff's capabilities and identifies areas where more training or development may be required to enhance their performance and support the ministry's goals.

For each division, its roles, and responsibilities, work allocation matrix, preliminary gaps, and primary interventions have been detailed across Individual (behavioral, functional, and domain competencies) Organizational and Institutional Pillars. A **detailed competency mapping** of current and expected competencies for each staff position across all divisions has been prepared as per the competency assessment framework and inputs received from the self-assessment exercises, consultations, and benchmarking with secondary sources.

## 4.1. Organizational Structure

The Ministry of Tourism is the nodal agency for the formulation of national policies and programs and for the coordination of activities of various Central Government Agencies, State Governments/UTs, and the Private Sector for the development and promotion of tourism in the country.

According to the Central Secretariat Manual of Office Procedure, a department is headed by a Secretary to the Government of India who serves as the administrative head and principal advisor to the Minister on policy and administration matters. The department's work is divided into wings, with a Special Secretary/Additional Secretary/Joint Secretary in charge of each wing. Each wing consists of several divisions, led by officers at the level of Director/Joint Director/Deputy Secretary or equivalent, known as Division Heads. Divisions may have branches, each supervised by an Under Secretary or equivalent officer, acting as the Branch Officer. At the lowest unit level, a department has Sections or Desks, which have specific areas of work. These sections comprise Assistant Section Officers/Senior Secretariat Assistants as dealing officers and Junior Secretariat Assistants for clerical support. Sections are overseen by a Section Officer or an equivalent officer. This hierarchy structure provides a framework for efficient functioning and coordination within a department, ensuring clear roles, responsibilities, and reporting lines at each level of the organization.



Based on the hierarchical structure outlined above, the roles and responsibilities have been identified based on the following categorization:

*Figure 11: Positions Per Level*

<b>P1</b>	Director / Joint Director General / Deputy Director General / Deputy Secretary or Equivalent
<b>P2</b>	Assistant Director General / Under Secretary / Deputy Director or Equivalent
<b>P3</b>	Assistant Director / Section Officer or Equivalent
<b>P4</b>	Assistant Section Officer / Tourist Information Officer or Equivalent
<b>P5</b>	Upper Division Clerk / Lower Division Clerk or Equivalent

### **Organizational Structure of the Ministry of Tourism**

The Ministry of Tourism is headed by the Union Minister for Tourism and Ministers of State. The Union Minister for Tourism and Culture is the overall in-charge of the Ministry supported by the Office of Minister of State for Tourism. The Secretary (Tourism) is the administrative head of the Ministry. Under the Secretary, the office of the Director General of Tourism provides executive directions for the implementation of various policies and programs. The organizational structure of the ministry is categorized into 9 divisions supervised by Director and Deputy Director General (DDG) level officials. Senior officials in the ministry at the level of Director General (DG), Additional Secretary (Tourism) (AS T), Additional Director General (ADG), Joint Secretary (JS), Chief Financial Controller (CFC), Economic Adviser (EA) further supervise all the administrative and managerial functions of the various divisions.

## 4.2. Competency Assessment Framework

This section provides a detailed competency assessment for various staff positions across all divisions. An exhaustive list of behavioral and functional competencies suggested by the Capacity Building Commission has been further categorized and populated into key competencies relevant to the Ministry of Tourism based on inputs from staff, self-assessment exercises, consultations with senior officials, and guidance from CBC. The defined competencies are then measured into basic and advanced levels for various staff positions. This structure serves as the basis for designing a competency assessment framework for all divisions of the ministry.

*Table 4 Comprehensive List of Competencies*

Competency Category	List of Competencies	Exhaustive Competencies included
<b>Behavioral attributes</b>	1. Leadership and teamwork	Accountability, Adaptability, Agility, Assertiveness, Collaboration, Coaching, Empowerment, Entrepreneurship, Ethical Governance, Ethical Leadership, Goal Setting, Human Resource Management, Impactful Presentation Skills, Influence, Initiative, Knowledge Management, Leadership, Leading Change, Learning Agility, Management Skills, Mentoring, Motivation, Organizational Development, Relationship Building, Resilience, Sales Skills, Service Orientation, Strategic Planning, Team Building, Team Leadership, Teamwork, Trustworthiness, Value-Based Leadership.
	2. Communication Skills	Brand Management, Communication, Cultural Awareness, Customer Focus, Customer Service, Effective Communication, Information Management, Interpersonal Skills, Listening Skills, Networking, Presentation Skills, Public Speaking, Relationship Building, Verbal Communication, Vision, Written Communication.
	3. Empathy to colleagues	Emotional Intelligence, Emotional Resilience, Empathy, Gender Sensitization, Managing Personal Relationships, Patience, Social Responsibility.

Competency Category	List of Competencies	Exhaustive Competencies included
	4. Analytical Thinking	Analytical Thinking, Critical Thinking, Data Analysis, Problem Identification, Problem Solving, Research Skills, Systems Thinking, Technical Expertise, Technology Literacy, Thinking Skills.
	5. Time Management	Dependability, Flexibility, Goal Setting, Initiative, Planning and Organizing, Time Management, Work-Life Balance.
	6. Negotiation	Negotiation, Persuasion.
	7. Managing stress	Managing Stress, Stress Management.
	8. Conflict Resolution	Conflict Management, Conflict Resolution.
	9. Attention to customer needs	Customer Focus, Customer Service.
	10. Gender Sensitivity	Gender Awareness, Inclusive Communication, Empowering Others, Equity and Fairness, Sensitivity to Gendered Experiences, Advocacy for Gender Equality, Respect and Dignity.
<b>Functional Skills</b>	1. e-office	Record Management, E-Office Usage, Mail Management.
	2. Program Management (focuses on outcomes)	Environmental Social and Governance (ESG), Public Policy Research, Bid Participation, Disaster Management, Government Dashboards, Monitoring and Evaluation (M&E), Managerial Effectiveness, Results Orientation, Stakeholder Management.
	3. Project Management (focuses on outputs)	Project Management, E-Governance Project Management, IT Project Management.
	4. MS Office (Excel, PPT, Word)	MS Office Skills
	5. Public Financial Management System (PFMS)	PFMS (Public Financial Management System), Payment Process for Buyers.
	6. Right to Information Act, 2005 (RTI)	Right to Information (RTI) Act
	7. Government e-Marketplace (GeM)	Buyer Dashboard, GeM (Government e-Marketplace), Vendor Registration.
	8. General Financial Rules, 2017 (GFR)	Budget Formulation & Implementation, General Financial Rules (GFR).
	9. HRMS Rules	HR Management

Competency Category	List of Competencies	Exhaustive Competencies included
	10. Procurement and Tender Writing	Bid Participation, Procurement Management, Tendering Process.
	11. Establishment Rules & General Administration Matters of Government Departments	Cadre Building and Management, Recruitment Rules, Leave Rules.
	12. Budgeting	Budgeting
	13. Bookkeeping & Accounting	Accounting, Financial Management, Double Entry System, Automated Balance Sheets.
	14. Financial Management	Financial analysis, financial reporting, Financial compliance, Financial Planning
	15. Vigilance	Administrative Vigilance, Vigilance Administration.
	16. Cabinet note, EFC or office order, noting and drafting	Drafting Charge Sheets, Legislative Drafting.
	17. NIC applications (email, messenger, cloud storage and others)	E-Office Usage, Mail Management.
	18. Stakeholder Management	Stakeholder Management
	19. Quantitative & Analytical Skills	Analytics, Data Analytics, Statistical Analysis
	20. Scheme rules and guideline	Policy Analysis and Formulation
<b>Domain knowledge</b>	1. Travel and Tourism Management	Customer Relationship Management, Destination Marketing
	2. Understanding of Indian Geography	Geographical Information Systems (GIS), Cultural Geography
	3. Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	Supplier Relationship Management, Inventory Management
	4. Tourism Economy	Economic Impact Analysis, Tourism Revenue Management
	5. Emerging Trends in Tourism	Digital Transformation, Experiential Tourism
	6. Tourism Infrastructure know how	Infrastructure Development Planning, Facility Management
	7. Types of Tourism Products	Niche Tourism Knowledge, Event Management
	8. Tourism sectoral strategies and roadmaps	Policy Development, Public-Private Partnerships
	9. Sustainability in Tourism	Sustainable Tourism Planning, Community Engagement
	10. Destination planning and product development	Destination Branding, New Product Development
	11. Carrying Capacity in Tourism	Visitor Management, Sustainable Infrastructure Development

Respective degree and levels of competencies have been defined as per the competency frameworks and manuals available with the CBC. Based on the degree of knowledge for various competencies, the current and expected level of competencies of each staff position can be measured suitably.

*Table 5 Degree and level of knowledge*

Competence order	Competence level	Competence level description
<b>Basic</b>	Level 1	<ul style="list-style-type: none"> <li>• Basic knowledge and limited or no experience</li> <li>• Understands how it can be applied</li> </ul>
<b>Advanced</b>	Level 2	<ul style="list-style-type: none"> <li>• Expert knowledge and experience.</li> <li>• Champions capability development</li> <li>• Works independently in low complexity or under supervision</li> </ul>

An exhaustive competency mapping of all divisions of the Ministry has been carried out in the subsequent section.

### 4.3. Division-wise Competency Mapping

In the following section, the overall mandate of the divisions, along with the roles and responsibilities of various staff levels, have been outlined in alignment with the revised organizational structure. The updates reflect the recent restructuring to ensure clarity and alignment with the new framework.

S. No.	Division Name	Roles & Responsibilities Structure: Divisions & Sub-Divisions/Sections
1	<b>Administration &amp; IT Division</b>	Division Head: P1 1) Admin-I: P2, P3, P4, P5 2) Admin - II: P2, P3, P4, P5 3) Admin-IV: P2, P3, P4, P5 4) Official Language: P3, P4 5) RTI Cell: P2, P3, P4, P5 6) Parliament Section: P2, P3, P4, P5 7) IT Division: P2, P3, P4, P5 8) Vigilance: P2, P3, P4, P5
2	<b>Destination Development Division</b>	Division Head: P1 9) SD: P2, P3, P4, P5 10) PRASHAD: P2, P3, P4, P5 11) IDD: P2, P3, P4, P5
3	<b>Facilitation &amp; Standards Division</b>	Division Head: P1 12) Quality & Standards: P2, P3, P4, P5 13) IDIP: P2, P3, P4, P5 14) Travel & Trade: P2, P3, P4, P5
4	<b>Integrated Finance Division</b>	Division Head: P1 15) Budget & Accounts Division: P2, P3, P4, P5 16) Integrated Finance Division: P2, P3, P4, P5

S. No.	Division Name	Roles & Responsibilities Structure: Divisions & Sub-Divisions/Sections
5	<b>Monitoring &amp; Coordination Division</b>	Division Head: P1 17) Monitoring & Cooperation Division: P2, P3, P4, P5
6	<b>Research and Analytics Division</b>	Division Head: P1 18) Market Research Division: P2, P3, P4, P5
7	<b>Strategy &amp; Product Development Division</b>	Division Head: P1 19) Niche Tourism: P2, P3, P4, P5
8	<b>Skilling &amp; Capacity Building Division</b>	Division Head: P1 20) PSU: P2, P3, P4, P5 21) HRD: P2, P3, P4, P5 22) Travel Trade - Guide : P2, P3, P4, P5
9	<b>Marketing &amp; Promotion Division</b>	Division Head: P1 23) International Cooperation: P2, P3, P4, P5 24) Publicity: P2, P3, P4, P5 25) Overseas Marketing: P2, P3, P4, P5 26) Events: P2, P3, P4, P5 27) Domestic Office: P2, P3, P4, P5

For each division, its overall mandate, staff roles, and responsibilities, as well as competency mapping have been systematically captured. This includes a detailed breakdown of the roles and responsibilities for all staff levels, updated based on the latest restructuring. A thorough competency assessment was conducted, key gaps were identified, and categorized into behavioral, functional, and domain-specific competencies. Based on this assessment, targeted training interventions have been proposed to address the identified gaps and enhance overall staff performance.

### 4.3.1. Administration & IT Division

The Administration & IT Division, which now consists of the Admin - I, II, IV, Official Language, RTI Cell, Parliament and IT Sub-division is headed by a Deputy secretary or equivalent level of official and attends to all the establishment and service/personnel matters in respect of the officers/staff of the Ministry of Tourism. The table below provides its focus area, roles and responsibilities, and work allocation matrix.

*Table 6: Roles and Responsibilities of Admin & IT Division*

<b>Focus areas and priorities</b>	<b>All Establishment and service/personal matters in respect of the officers/staff of the Ministry of Tourism</b>
<b>Roles and Responsibilities</b>	<ol style="list-style-type: none"> <li>1. <b>All matters related to Administration of Ministry of Tourism</b> <ul style="list-style-type: none"> <li>○ <b>Administration I</b> <ul style="list-style-type: none"> <li>▪ Manages establishment matters, including work allocation, transfers/postings, appointments, recruitment, promotions, retirements, and terminal benefits in coordination with relevant authorities (UPSC, ACC, DoPT, SSC).</li> <li>▪ Oversees the framing of Recruitment Rules, service record maintenance, pay fixation, MACP, leave, LTC, and training.</li> <li>▪ Handles miscellaneous tasks such as disciplinary proceedings,</li> </ul> </li> </ul> </li> </ol>

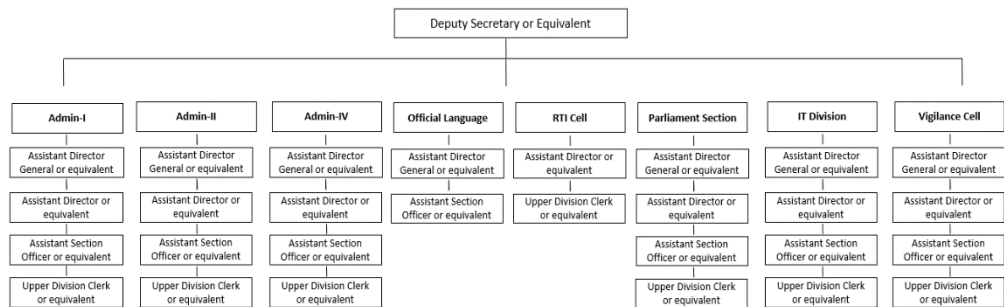
	<p>deputation applications, character verification, and reviews under FR 56(j).</p> <ul style="list-style-type: none"> <li>○ <b>Administration IV</b> <ul style="list-style-type: none"> <li>▪ Manages the hiring of staff, security guards, and MTS on a contract basis, and settles related bills.</li> <li>▪ Handles the purchase, repair, and maintenance of furniture, office equipment (including stationery, rubber stamps, and name plates), computers, electrical items, and air conditioners, and provides refreshments for senior officers and conferences.</li> <li>▪ Oversees the installation and upkeep of telephone and cable services and manages expenses for hired private vehicles.</li> <li>▪ Includes managing central registry operations, processing emergency medical treatment permissions, dealing with estate office matters, and handling repair, maintenance, and purchase of government vehicles and official publications.</li> </ul> </li> <li><b>2. All matters related to Information Technology</b> <ul style="list-style-type: none"> <li>○ <b>Information Technology</b> <ul style="list-style-type: none"> <li>▪ Develop and maintain the Incredible India website and mobile app; manage the e-Darshan &amp; Festivals portal (utsav.gov.in) and administrative website (tourism.gov.in).</li> <li>▪ Oversee the development of the e-Services portal, HRD Division portal, and coordinate with NIC/NICSI for various applications and IT infrastructure.</li> <li>▪ Address National Digital Tourism Mission (NDTM), Data Governance Quality Index (DGQI), PM WANI, and e-Office implementation.</li> <li>▪ Handle IT procurement, digitization, VC meeting coordination, expenditure monitoring, and address RTI queries and grievances.</li> </ul> </li> <li><b>3. All matters related to Vigilance, Official Language, Cash, Parliament, and RTI.</b> <ul style="list-style-type: none"> <li>○ <b>Official Languages</b> <ul style="list-style-type: none"> <li>▪ Oversee all translation work for the Ministry and implement the Official Language Policy across the Ministry and its affiliated offices. The Hindi Division is engaged in various activities as directed by the Ministry to fulfill its responsibilities</li> </ul> </li> <li>○ <b>Cash Section (Admin II)</b> <ul style="list-style-type: none"> <li>▪ Manages salary, pay, allowances, income tax deductions, Form 16/16A, tax filings, GeM payments, GST deductions, and reconciliation of bills, including Swadesh, Prashad, RSOP, DPPH, and office expenses.</li> <li>▪ Oversees accounts, cash book maintenance, challan submission, settlement of claims (audit, RTI, TA, LTC, medical), and retiree bill settlements (DCRG, gratuity, commutation, leave encashment).</li> <li>▪ Maintains registers (Challan, Valuable, GPF), processes advances (GPF, computer, scooter), and manages software packages like PFMS, GeM, Bhaviya, and e-office.</li> </ul> </li> <li>○ <b>Parliament Section</b> <ul style="list-style-type: none"> <li>▪ Coordinate all parliamentary work and liaise with the Lok Sabha/Rajya Sabha Secretariat and Ministry of Parliamentary Affairs to obtain and transmit information to relevant officers during Parliament sessions.</li> </ul> </li> </ul> </li> </ul> </li></ul>
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- Handle all correspondence from the Lok Sabha/Rajya Sabha Secretariat and Department of Parliamentary Affairs and ensure timely distribution to concerned sections.
- Coordinate with various committees, including the Department-related Parliamentary Standing Committee (DPRSC).
- Ensure prompt attention to parliamentary matters by reminding officers, preparing notes for the Minister and senior officers, and maintaining departmental representation in the Official gallery.
- **RTI Cell**
  - Receive and review RTI applications and appeals, forwarding them to relevant CPIOs/FAAs or other ministries as needed.
  - Represent the Ministry in second appeals at the Central Information Commission and file annual/quarterly reports with the CIC.
- **Vigilance**
  - Liaises with CVC, CBI, and enforcement agencies on vigilance matters, examines complaints, and initiates disciplinary actions while monitoring pending cases.
  - Manages Annual Property Returns, Appraisal Reports, and coordinates vigilance activities, including probity issues, with regular reporting to the CVC.
  - Oversees Vigilance Awareness Week and ensures compliance with CVC guidelines and the Vigilance Manual.
  - Handles miscellaneous vigilance tasks and submits quarterly and annual performance reports to the CVC.

**Work Allocation Matrix**

**Division Head:**  
Deputy Secretary - Ms. Lalithambigai K



Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

*Table 7: Responsibilities and Competency Requirements of Admin & IT Division (P1)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<b>For matters related to Administration I</b> <ul style="list-style-type: none"> <li>Overall supervision, monitoring, and coordination of all matters related to Administration Establishment.</li> <li>Managing and coordinating the work of subordinate staff within the division.</li> <li>Handling administrative and establishment matters for all Gazetted posts, including appointments, promotions, and regularizations.</li> <li>Overseeing the appointment process for Gazetted posts, including reporting vacancies to the Union Public Service Commission (UPSC), advertising vacancies for deputation, and processing dossiers for appointment.</li> <li>Conducting periodic reviews of Gazetted posts under FR 56 (j) to evaluate the performance and suitability of incumbents.</li> <li>Ensuring probity and maintaining high ethical standards in all administrative and establishment matters.</li> <li>Managing the appointment and transfer of Assistant Secretaries, Personal Secretaries, and Additional Personal Secretaries to the Honorable Minister in the Ministry of Tourism.</li> <li>Assisting in the preparation of replies to Court Cases (Gazetted) and coordinating with Government</li> </ul>	<ul style="list-style-type: none"> <li>Basic understanding of Travel and Tourism Industry</li> <li>Knowledge of the geographical context for making informed administrative decisions.</li> <li>Knowledge of best practices in Tourism Administration</li> <li>Tourism Economy: Awareness of the economic aspects of the tourism industry and its impact on administrative decisions.</li> <li>Awareness of current and future trends in the tourism industry to inform decision-making for recruitment, capacity building, and contractual staff hiring</li> <li>Consideration of sustainability principles to ensure ethical and responsible practices in administrative and establishment matters.</li> <li>Understanding the policies, regulations,</li> </ul>	<ul style="list-style-type: none"> <li>Administration and establishment management</li> <li>Supervision and coordination</li> <li>Staff management</li> <li>Recruitment and appointment process</li> <li>Performance evaluation</li> <li>Legal compliance</li> <li>Court case coordination</li> <li>Recruitment rule framing and amendment</li> <li>RTI and CPGRAM management</li> <li>Seniority list maintenance</li> <li>Pay fixation management</li> <li>MACP implementation</li> <li>Incumbency position maintenance</li> <li>Contractual staff hiring</li> <li>Government council coordination</li> <li>Invest India and Capacity Building Commission matters</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration</li> </ul>	<ul style="list-style-type: none"> <li>Coordination</li> <li>Communication</li> <li>Problem-solving</li> <li>Decision-making</li> <li>Time management</li> <li>Flexibility</li> <li>Collaboration</li> <li>Adaptability</li> <li>Leadership</li> <li>Initiative</li> <li>Ethical conduct</li> <li>Analytical thinking</li> <li>Organizational skills</li> <li>Confidentiality and Integrity</li> <li>Attention to Detail</li> <li>Regulatory Compliance</li> <li>Professional Ethics</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> <li>Teamwork</li> <li>Relationship Building</li> <li>Initiative</li> <li>Cultural Sensitivity</li> <li>Professionalism</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Council.</p> <ul style="list-style-type: none"> <li>Participating in the framing and amendment of Recruitment Rules (RRs) for Gazetted posts.</li> <li>Handling matters related to Right to Information (RTI), Centralized Public Grievance Redress and Monitoring System (CPGRAMS), and other related administrative tasks.</li> <li>Maintaining and updating the seniority list for Gazetted posts.</li> <li>Ensuring proper pay fixation after promotions, appointments, and Modified Assured Career Progression (MACP) for Gazetted staff.</li> <li>Maintaining the incumbency position of staff in the Ministry of Tourism.</li> <li>Handling matters related to Invest India and Capacity Building Commission.</li> <li>Managing the hiring process of contractual staff for field offices.</li> <li>Overseeing other administrative matters as assigned by higher authorities.</li> </ul> <p><b>For matters related to Cash Section (Admin II)</b></p> <ul style="list-style-type: none"> <li>Ensuring timely resolution of audit paras and maintaining adherence to financial processes within the Cash Section.</li> <li>Handling RTI queries in a precise and confidential manner while adhering to RTI guidelines.</li> </ul>	<p>and guidelines specific to tourism schemes, expenditure statements, income tax calculations, and miscellaneous bill handling in the tourism sector.</p> <ul style="list-style-type: none"> <li>Having knowledge of financial management principles and practices applicable to tourism projects, schemes, and expenditures, including budgeting, financial reporting</li> <li>Understanding accounting principles, reconciliation processes, and audit requirements relevant to the tourism industry, including GPF file processing, bill preparation, and handling of audit work.</li> <li>Awareness of IT tools, software packages, and systems commonly used in the tourism industry for financial management, billing, and reconciliation purposes, such as PRASHAD,</li> </ul>	<p>Matters</p> <ul style="list-style-type: none"> <li>Noting and drafting</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Financial Management</li> <li>Taxation</li> <li>Recordkeeping</li> <li>Billing and Claims Processing</li> <li>RTI Compliance</li> <li>Supervision and Leadership</li> <li>Problem Solving</li> <li>Communication Skills</li> <li>Compliance Management</li> <li>Teamwork</li> <li>Program and Project Management</li> <li>Task Management</li> <li>Process Improvement</li> <li>Stakeholder Engagement</li> <li>Reporting and Documentation</li> <li>Resource Management</li> <li>Team Leadership</li> <li>Compliance and Risk Management</li> <li>Budget Oversight</li> <li>Communication and Coordination</li> <li>Record-Keeping</li> <li>Program and Project</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Orientation</li> <li>Continuous Learning</li> <li>Financial management and budgeting</li> <li>Coordination</li> <li>Monitoring</li> <li>Analytical Thinking</li> <li>Decision-making</li> <li>Professionalism</li> <li>Confidentiality</li> <li>Integrity</li> <li>Communication</li> <li>Time management</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Managing the processing and verification of bills related to Travelling Allowance, LTC, Medical claims, and CGEGIS.</li> <li>• Overseeing the settlement of retiree bills, including DCRG, gratuity, commutation, and leave encashment, in compliance with applicable regulations.</li> <li>• Supervising the activities of the Cash Section, including Salary and Pay &amp; Allowances arrears bills.</li> <li>• Managing income tax deductions and preparing Form 16 &amp; 16A.</li> <li>• Maintaining accounts, Cash Book, Challan Register, and Valuable Register, and ensuring timely submission of Challan to the Bank and settlement of outward claims.</li> <li>• Processing various financial requests such as GPF Advance/Withdrawal, computer/scooter advance, OTA, bonus, LPC, and tuition fee.</li> <li>• Undertaking additional assigned tasks from superiors.</li> <li>• Coordinating the preparation of sanctions and bills for medical claims of MoT employees, as well as overseeing the processing of non-scheme bills, salary bills for ministers, staff, and gazetted officers, income tax calculations, and miscellaneous bills.</li> </ul> <p><b>For matters related to Administration IV</b></p>	<p>SWADESH DARSHAN, and GST software</p> <ul style="list-style-type: none"> <li>• Staying updated with the latest trends in the tourism industry to identify opportunities for improvement and implement best practices.</li> <li>• Considering sustainability principles in administrative tasks, such as resource allocation, procurement, and compliance</li> <li>• Knowledge of best practices in Tourism Administration and procurement</li> <li>• Knowledge of the Official Language Policy of the Union of India and its application in the tourism sector.</li> <li>• Understanding of the specific language requirements and preferences of tourists from different regions.</li> <li>• Knowledge of the Right to Information Act and its provisions</li> </ul>	<p>management</p> <ul style="list-style-type: none"> <li>• Knowledge of Official Language Policies</li> <li>• Policy Implementation</li> <li>• Language Support</li> <li>• Documentation and Reporting</li> <li>• Policy development</li> <li>• Record-keeping</li> <li>• Information management</li> <li>• Review and approval.</li> <li>• Liaison</li> <li>• Monitoring and reporting</li> <li>• Legal and regulatory understanding</li> <li>• Stay updated</li> <li>• Information handling.</li> <li>• Knowledge of Parliamentary Procedures and Rules</li> <li>• Strategic Planning and Execution</li> <li>• Record-keeping and Documentation</li> <li>• Decision-making based on Parliamentary Affairs</li> <li>• Data Analysis and Interpretation</li> </ul> <ul style="list-style-type: none"> <li>• Operations management</li> <li>• Financial management</li> <li>• Strategic planning and</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Manage and oversee various tasks related to permissions, reimbursements, coordination, reporting, audit replies, RTI matters, and other assigned tasks.</li> <li>• Develop and implement efficient processes and procedures, ensuring compliance with regulations and policies.</li> <li>• Act as a point of contact for stakeholders, addressing inquiries and fostering positive relationships.</li> <li>• Compile and submit accurate reports, maintain proper documentation and records.</li> <li>• Manage and allocate resources effectively, including procurement of necessary supplies.</li> <li>• Provide leadership, guidance, and support to the department's team members.</li> <li>• Ensure compliance with laws and policies, identify and mitigate risks.</li> <li>• Identify opportunities for improvement, streamline processes, and stay updated with industry best practices.</li> <li>• Participate in budgeting, monitor expenditures, and identify cost-saving opportunities.</li> <li>• Facilitate effective communication and coordination with stakeholders and other departments.</li> <li>• Maintain accurate stock entry records and monitor stock levels.</li> <li>• Oversee the overall functioning of the</li> </ul>	<ul style="list-style-type: none"> <li>• Familiarity with the tourism industry and related policies</li> <li>• Understanding of government processes and procedures</li> <li>• Awareness of tourism-related information and data.</li> <li>• Understanding of Tourism Policy and Planning</li> <li>• Destination Management</li> <li>• Tourism Marketing and Promotion</li> <li>• Visitor Experience Management</li> <li>• Tourism Product Development</li> <li>• Cultural Heritage and Tourism</li> <li>• Sustainable Tourism Practices</li> <li>• Stakeholder Engagement in Tourism</li> <li>• Event Management in the Tourism Sector</li> <li>• Tourism Impact Assessment and Management</li> <li>• Knowledge of India's diverse regions and their tourism potential.</li> </ul>	<ul style="list-style-type: none"> <li>execution</li> <li>• Human resources management</li> <li>• Stakeholder engagement and partnership development</li> <li>• Risk management</li> <li>• Knowledge of relevant regulations and compliance</li> <li>• Vigilance Management</li> <li>• Case Examination and Processing</li> <li>• Compliance with Policies and Procedures</li> <li>• Investigations</li> <li>• Reporting and Documentation</li> <li>• Stakeholder Engagement</li> <li>• Knowledge of Laws and Regulations</li> <li>• Risk Assessment and Mitigation</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> <li>• Program and project management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Procurement and Tender Writing.</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>department, providing guidance and promoting a positive work culture.</p> <p><b>For matters related to Official Languages</b></p> <ul style="list-style-type: none"> <li>• Coordinate and monitor the implementation of the Official Language Policy of the Union of India in the Ministry.</li> <li>• Ensure compliance with the orders and guidelines issued by the Department of Official Language, Ministry of Home Affairs.</li> </ul> <p><b>For matters related to RTI Cell</b></p> <ul style="list-style-type: none"> <li>• Overall management and supervision of the RTI Cell</li> <li>• Ensuring compliance with the provisions of the Right to Information Act</li> <li>• Developing and implementing policies and procedures related to RTI applications</li> <li>• Providing guidance and support to the Assistant Director and other staff members</li> <li>• Reviewing and approving responses to RTI applications and appeals</li> <li>• Liaising with the Central Information Commission (CIC) and other relevant authorities</li> <li>• Monitoring the filing of annual/quarterly reports with the CIC</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding how different components, like travel agents, transportation, and accommodation, contribute to the tourism industry.</li> <li>• Awareness of the economic aspects of tourism, such as revenue generation and job creation.</li> <li>• Familiarity with the necessary facilities and infrastructure to support tourism.</li> <li>• Understanding different tourism experiences, like cultural, adventure, and eco-tourism.</li> <li>• Knowledge of strategic plans and initiatives to promote tourism growth.</li> <li>• Understanding the importance of sustainable tourism practices.</li> <li>• Knowledge of planning and creating tourism products for specific destinations.</li> <li>• Knowledge of Vigilance in the Tourism Sector</li> <li>• Understanding of</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GF, HRMS</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Handling complex or high-profile RTI cases</li> <li>• Resolving any issues or disputes related to RTI applications and appeals.</li> </ul> <p><b>For matters related to Parliament Section</b></p> <ul style="list-style-type: none"> <li>• Overseeing and supervising the work related to Parliament Division, including submission of files, coordination with Rajya Sabha/Lok Sabha Secretariat, and Ministry of Parliamentary Affairs.</li> <li>• Organizing Consultative Committee Meetings and coordinating the visits of other Parliamentary Committees.</li> <li>• Initiating and monitoring the progress of instructions received from both the Secretariats regarding parliamentary matters such as Assurances, Rule 377, Special Mentions, and Zero Hours.</li> <li>• Managing the distribution of notices from both houses during session periods, settling disputed notices, and circulating finally admitted questions within the time frame.</li> <li>• Coordinating with divisions within the department, ensuring effective communication, information sharing, and cooperation.</li> <li>• Monitoring e-office files, overseeing letter drafting, and coordinating with other officers of the Ministry.</li> <li>• Ensuring the timely submission of the</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical Practices in Tourism</li> <li>• Cultural Heritage Preservation and Conservation</li> <li>• Tourism Policy and Regulation</li> <li>• Destination Management and Planning</li> <li>• Stakeholder Engagement in the Tourism Industry</li> <li>• Sustainable Tourism Practices</li> <li>• Tourism Impact Assessment</li> </ul>		

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Hindi Timahi Report.</p> <ul style="list-style-type: none"> <li>• Maintaining records and monitoring the progress of assurances, matters raised under Rule 377, special mentions, and zero hours discussions.</li> </ul> <p><b>For matters related to Information Technology</b></p> <ul style="list-style-type: none"> <li>• Provide guidance and oversight to Assistant Directors in the execution of their responsibilities.</li> <li>• Support the development and maintenance of key websites and portals related to tourism initiatives.</li> <li>• Coordinate with stakeholders, including the National Informatics Centre (NIC) and NICSI, for the implementation of various applications and technical resources.</li> <li>• Assist in the implementation and management of eOffice systems and other IT infrastructure.</li> <li>• Collaborate with the HRD Division to develop and maintain portals and services.</li> <li>• Ensure compliance with data governance and quality standards in the management of tourism-related data.</li> <li>• Monitor and update the Darpan Dashboard and PRAYAS Dashboard for the Ministry of Tourism.</li> <li>• Coordinate and participate in virtual meetings on different platforms.</li> <li>• Oversee the digitization of physical</li> </ul>			



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>files for efficient record management.</p> <ul style="list-style-type: none"> <li>• Support the procurement of SSL and DSC for secure digital transactions.</li> <li>• Monitor IT expenditure and budget allocation for the IT division.</li> <li>• Provide support in handling RTI queries, CPGRAMS grievances, and providing inputs for Parliament Questions, audit paras, and PMO/VIP references.</li> </ul> <p><b>For matters related to Vigilance</b></p> <ul style="list-style-type: none"> <li>• Coordinate and monitor all vigilance-related work within the organization.</li> <li>• Examine and process sensitive issues pertaining to vigilance cases.</li> <li>• Attend meetings and other engagements with the Central Vigilance Commission (CVC).</li> <li>• Carry out assigned tasks and responsibilities from higher-ranking officers.</li> <li>• Ensure compliance with established vigilance policies and procedures.</li> <li>• Conduct investigations into reported cases of misconduct or corruption.</li> <li>• Maintain confidentiality and handle sensitive information appropriately.</li> <li>• Collaborate with internal stakeholders to address vigilance concerns and implement corrective measures.</li> <li>• Prepare reports and documentation related to vigilance matters.</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements

*Table 8: Responsibilities and Competency Requirements of Admin 1 Sub-Division (P2-P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Responsible for managing all matters pertaining to Administration.</li> <li>Monitors and allocates work for all staff members in the Admin 1 division.</li> <li>Prepares and processes proposals related to policy issues of staff matters.</li> <li>Acts as the nodal officer for various administrative-related matters.</li> <li>Performs assigned work given by higher officers from time to time.</li> <li>Coordinating with UPSC and internal Ministry Departmental Promotion Committee (DPC) for promotions of Gazetted posts.</li> <li>Preparing and submitting proposals to UPSC for appointments under the Direct Recruitment quota in the Ministry.</li> <li>Regularizing/confirming Gazetted posts after completion of probation.</li> <li>Assessing the need for creating or continuing Gazetted posts based on the Ministry's work requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the geographical context for making informed administrative decisions.</li> <li>Knowledge of Tourism Supply Chain: Understanding the requirements of travel agents, transport, accommodation, and excursions within the tourism industry.</li> <li>Awareness of the economic aspects of the tourism industry and its impact on administrative decisions.</li> <li>Staying informed about current and future trends in the tourism industry for effective decision-making.</li> <li>Understanding the requirements and best practices of tourism</li> </ul>	<ul style="list-style-type: none"> <li>Staff management support</li> <li>Recruitment and appointment process</li> <li>Performance evaluation</li> <li>Legal compliance</li> <li>Administration and establishment management support</li> <li>Supervision and coordination</li> <li>Court case coordination</li> <li>Recruitment rule framing and amendment</li> <li>RTI and CPGRAM management</li> <li>Seniority list maintenance</li> <li>Pay fixation management</li> <li>MACP implementation</li> <li>Incumbency position maintenance</li> <li>Contractual staff hiring</li> <li>Government council coordination</li> <li>Invest India and</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making</li> <li>Communication skills</li> <li>Problem-solving</li> <li>Analytical thinking</li> <li>Adaptability</li> <li>Initiative</li> <li>Leadership</li> <li>Team management</li> <li>Goal setting</li> <li>Delegation</li> <li>Empowerment</li> <li>Results-oriented</li> <li>Time management</li> <li>Resilience</li> <li>Flexibility</li> <li>Collaboration</li> <li>Interpersonal skills</li> <li>Stakeholder engagement</li> <li>Organizational awareness</li> <li>Ethical conduct</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
		infrastructure. <ul style="list-style-type: none"> <li>Familiarity with strategies and roadmaps in the tourism sector to align administrative decisions.</li> <li>Considering sustainability principles in administrative matters related to staffing and promotions.</li> </ul>	Capacity Building Commission matters <ul style="list-style-type: none"> <li>Program and project management</li> <li>MS Office (Excel, PPT, Word) and NIC applications</li> <li>Scheme rules and General Administration Matters</li> <li>PFMS, RTI, GeM, GFR, HRMS knowledge</li> <li>Procurement, Cabinet note, and Tender Writing</li> </ul>	
<b>Assistant Director / Section Officer or Equivalent</b>	<b>Monitoring, Coordination, and Examination of Administration/Establishment Work:</b> <ul style="list-style-type: none"> <li>Monitor, coordinate, and examine all work related to Administration Establishment for subordinate staff of the section.</li> <li>Handle administrative/establishment matters related to all Gazetted posts.</li> <li>Manage the appointment process for all Gazetted posts, including vacancies reported to UPSC, deputation advertisements, dossier reception, and deputation recommendations.</li> <li>Facilitate promotions of all Gazetted posts through UPSC and internal Ministry DPC.</li> <li>Prepare and submit proposals to UPSC for appointments under the Direct Recruitment quota in the</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the geographical context for making informed administrative decisions.</li> <li>Understanding the components of the tourism supply chain to manage staffing and establishment matters effectively.</li> <li>Awareness of the economic aspects of the tourism industry for budget considerations and decision-making.</li> <li>Staying updated with the latest trends in the tourism industry to adapt administrative policies.</li> <li>Understanding the</li> </ul>	<ul style="list-style-type: none"> <li>Policy Analysis and Development</li> <li>Appointment and Transfer Procedures</li> <li>Court Case Management</li> <li>Recruitment Rule Framing and Amendment</li> <li>Administration and Establishment Management</li> <li>RTI and Grievance Handling</li> <li>Seniority List Management</li> <li>Pay Fixation and MACP Implementation</li> <li>Incumbency Position Maintenance</li> <li>Contractual Staff Hiring and Management</li> <li>Program and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and Evaluation</li> <li>Coordination</li> <li>Examination and Analysis</li> <li>Attention to Detail</li> <li>Problem-solving</li> <li>Time Management</li> <li>Adaptability</li> <li>Ethical Conduct</li> <li>Communication</li> <li>Teamwork</li> <li>Managing Stress</li> <li>Gender Sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict Resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Ministry.</p> <ul style="list-style-type: none"> <li>Regularize/confirm all Gazetted posts in the Ministry after completion of probation.</li> <li>Assess the need for creation/continuation of Gazetted posts based on the Ministry's work requirements.</li> <li>Conduct periodical reviews of all Gazetted posts under FR 56 (j) as per the rules.</li> <li>Ensure probity in administrative/establishment matters.</li> </ul>	<ul style="list-style-type: none"> <li>infrastructure requirements within the tourism sector.</li> <li>Familiarity with strategic plans in the tourism sector for aligning administrative decisions.</li> <li>Considering sustainability principles in administrative matters.</li> </ul>	<ul style="list-style-type: none"> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> </ul>	
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<p><b>Appointment, Transfer, and Court Cases:</b></p> <ul style="list-style-type: none"> <li>Manage the appointment and transfer of Assistant Secretaries/PS/Addl. PS to HM in the Ministry of Tourism.</li> <li>Prepare replies for Court Cases (Gazetted) in the Ministry and coordinate with Government Council.</li> <li>Frame and amend Recruitment Rules for all Gazetted posts.</li> </ul> <p><b>Other Administrative/Establishment Matters:</b></p> <ul style="list-style-type: none"> <li>Handle matters related to RTI/CPGRAM (Centralized Public Grievance Redress and Monitoring) in the Ministry.</li> <li>Maintain and update Seniority Lists related to all Gazetted posts.</li> <li>Manage pay fixation after promotions, appointments, and MACP (Modified</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the geographical context for effective management of appointments, transfers, and other administrative matters.</li> <li>Awareness of the economic aspects of the tourism industry to make informed decisions related to appointments and transfers.</li> <li>Staying updated with the latest trends in the tourism industry to align administrative practices accordingly.</li> <li>Understanding the infrastructure requirements within the tourism sector for managing appointments and transfers.</li> </ul>	<ul style="list-style-type: none"> <li>Appointment and transfer management</li> <li>Court case coordination</li> <li>Recruitment rule framing and amendment</li> <li>RTI and CPGRAM handling</li> <li>Seniority list maintenance and update</li> <li>Pay fixation management</li> <li>MACP-related matters addressing</li> <li>Incumbency position preparation and maintenance</li> <li>Invest India and Capacity Building Commission handling</li> <li>Contractual staff hiring facilitation</li> <li>Administrative/establishment matters management</li> <li>Program and Project</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication</li> <li>Teamwork</li> <li>Problem-solving</li> <li>Decision-making</li> <li>Time management</li> <li>Adaptability</li> <li>Initiative</li> <li>Analytical thinking</li> <li>Collaboration</li> <li>Ethical conduct</li> <li>Relationship building</li> <li>Resilience</li> <li>Conflict resolution</li> <li>Stakeholder management</li> <li>Result orientation</li> <li>Professionalism</li> <li>Empathy</li> <li>Accountability</li> <li>Motivation</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Assured Career Progression) in the Ministry of Tourism.</p> <ul style="list-style-type: none"> <li>Address MACP-related matters for all Gazetted posts.</li> <li>Maintain and prepare the incumbency position of staff in the Ministry of Tourism.</li> <li>Handle matters related to Invest India and Capacity Building Commission.</li> <li>Facilitate the hiring of contractual staff for field offices.</li> <li>Manage other administrative/establishment matters related to Gazetted posts.</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with strategic plans in the tourism sector for framing and amending recruitment rules.</li> <li>Considering sustainability principles in administrative and establishment matters, including appointments and transfers.</li> </ul>	<p>Management</p> <ul style="list-style-type: none"> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Oversee appointment, promotion, and direct recruitment processes for Non-Gazetted posts</li> <li>Ensure compliance with relevant rules and guidelines during appointment and promotion procedures</li> <li>Prepare and submit vacancy reports of Non-Gazetted posts to the Staff Selection Commission (SSC)</li> <li>Facilitate regularisation and confirmation process for Non-Gazetted posts</li> <li>Conduct periodic reviews of Non-Gazetted posts as per Fundamental Rule 56 (j)</li> <li>Handle matters related to the Right to Information (RTI) Act for Non-Gazetted posts</li> <li>Maintain and update the seniority list for Non-Gazetted posts</li> <li>Assist in framing and amendment of Recruitment Rules (RRs) for Non-</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the geographical context for effective management of appointments, transfers, and other administrative matters.</li> <li>Awareness of the economic aspects of the tourism industry to make informed decisions related to appointments and transfers.</li> <li>Staying updated with the latest trends in the tourism industry to align administrative practices accordingly.</li> <li>Understanding the infrastructure requirements within</li> </ul>	<ul style="list-style-type: none"> <li>Appointment, promotion, and recruitment management</li> <li>Compliance with rules and guidelines</li> <li>Vacancy reporting to SSC</li> <li>Regularization and confirmation process</li> <li>RTI handling</li> <li>Seniority list maintenance and update</li> <li>Recruitment Rules (RRs) framing and amendment</li> <li>VIP reference management</li> <li>Pay fixation management</li> <li>Transfer and posting processing</li> <li>GeM hiring process</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Decision-making</li> <li>Attention to detail</li> <li>Accountability</li> <li>Integrity</li> <li>Time management</li> <li>Adaptability</li> <li>Teamwork</li> <li>Communication skills</li> <li>Problem-solving</li> <li>Stress management</li> <li>Empathy</li> <li>Gender sensitivity</li> <li>Conflict resolution</li> <li>Time management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Gazetted posts</p> <ul style="list-style-type: none"> <li>• Handle references and requests related to VIPs concerning Non-Gazetted posts</li> <li>• Process Modified Assured Career Progression (MACP) requests for Non-Gazetted officials and employees</li> <li>• Manage pay fixation process for Non-Gazetted staff</li> <li>• Process and facilitate transfers and postings as directed</li> <li>• Manage hiring of Data Entry Operators (DEOs) and Stenographers through GeM</li> <li>• Handle grant of leave and its entry in the service book for Gazetted and Non-Gazetted posts</li> <li>• Manage matters related to Leave Travel Concession (LTC) for Non-Gazetted posts</li> <li>• Facilitate opening of service books and entry of orders</li> <li>• Monitor E-hrms portal for data accuracy and compliance</li> <li>• Handle various administrative matters as required</li> <li>• Manage diarization, dispatch, and initial processing of files for routine matters</li> <li>• Prepare and process payments for consultants according to established procedures.</li> </ul>	<p>the tourism sector for managing appointments and transfers.</p> <ul style="list-style-type: none"> <li>• Familiarity with strategic plans in the tourism sector for framing and amending recruitment rules.</li> <li>• Considering sustainability principles in administrative and establishment matters, including appointments and transfers.</li> </ul>	<p>management</p> <ul style="list-style-type: none"> <li>• Leave grant and service book entry</li> <li>• Payment processing for consultants</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement, Cabinet note and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• LTC processing for Non-Gazetted</li> <li>• Service book opening and order entry</li> <li>• E-hrms portal monitoring</li> <li>• Diarization, dispatch, and file processing</li> </ul>	

## Current Competency Mapping of Administration I Sub-Division

Table 9: Current Competency Mapping of Administration I Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	B	A	A	A
Communication Skills	B	B	A	A	A
Empathy to colleagues	A	B	A	A	A
Analytical Thinking	B	A	A	A	A
Time Management	B	A	A	A	A
Negotiation	B	B	A	A	A
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	A	A	A
Attention to customer needs	B	B	A	A	A
Gender Sensitivity	A	B	A	A	A
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	A	A	A

Program Management (focuses on outcomes)	A	A	A	B	B
Project Management (focuses on outputs)	A	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	B	B	B	B	B
Bookkeeping & Accounting	B	B	B	B	B
Financial Management	B	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B



Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Administration I Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 10: Preliminary Gaps and Interventions identified under Individual Pillar for Admin I Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the GFR, PMFS.
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

### Organizational Pillar

*Table 11: Preliminary Gaps and Interventions identified under Organizational Pillar for Admin I Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM

2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes.
3.	Resource Management and Allocation	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
4.	New tools and software implementation	The incorporation training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI to improve the overall services and outreach of the ministry
5.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 12: Preliminary Gaps and Interventions identified under Institutional Pillar for Admin I Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Internal Promotion and Reward Mechanism	Provision for a domain specific reward mechanism to and a promotion structure to motivate and incentivize employees
3.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Administration I Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

Table 13: Expected Competency Mapping of Administration I Sub-Division

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalen t	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalen t
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A

Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

*Table 14: Responsibilities and Competency Requirements of Admin II Sub-Division (P2-P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Addresses Audit Paras and handles RTI (Right to Information) queries:</li> <li>Ensures timely resolution of audit paras identified during the review of Cash Section's activities and other financial processes.</li> <li>Responds to RTI queries by providing accurate and relevant information while adhering to RTI guidelines and maintaining confidentiality.</li> <li>Manages Travelling Allowance bills, Leave Travel Concession (LTC), Medical claims, and CGEGIS bills:</li> <li>Processes and verifies Travelling Allowance bills, LTC applications, medical claims, and CGEGIS bills.</li> <li>Calculates eligible amounts, ensures compliance with rules and regulations, and prepares necessary sanction orders and vouchers for payment.</li> <li>Handles settlement of Retiree bills (DCRG, Gratuity, Commutation, leave encashment bills):</li> <li>Processes retiree bills, including DCRG, gratuity, commutation, and leave encashment, based on applicable rules and regulations.</li> <li>Calculates eligible amounts and prepares necessary sanction orders and vouchers for settlement</li> </ul>	<ul style="list-style-type: none"> <li>Having knowledge of financial management principles and practices applicable to tourism projects, schemes, and expenditures, including budgeting, financial reporting</li> <li>Understanding the policies, regulations, and guidelines specific to tourism schemes, expenditure statements, income tax calculations, and miscellaneous bill handling in the tourism sector.</li> <li>Understanding accounting principles, reconciliation processes, and audit requirements relevant to the tourism industry, including GPF file processing, bill preparation, and handling of audit work.</li> <li>Awareness of IT tools, software packages, and systems commonly used in the tourism industry for financial management, billing, and reconciliation purposes, such as PRASHAD, SWADESH</li> </ul>	<ul style="list-style-type: none"> <li>Audit resolution</li> <li>RTI query handling</li> <li>Billing processing and verification</li> <li>Compliance management</li> <li>Calculation and eligibility assessment</li> <li>Sanction order and voucher preparation</li> <li>Financial processes and regulations</li> <li>Cash management</li> <li>Program and Project Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Travel allowance administration</li> <li>Leave and</li> </ul>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Adaptability</li> <li>Attention to Customer Needs</li> <li>Communication</li> <li>Dependability</li> <li>Effective Communication</li> <li>Initiative</li> <li>Interpersonal Skills</li> <li>Knowledge Management</li> <li>Problem Solving</li> <li>Resilience</li> <li>Service Orientation</li> <li>Time Management</li> <li>Verbal Communication</li> <li>Written Communication</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
		DARSHAN, and GST software.	concession management <ul style="list-style-type: none"> <li>• Medical claims processing</li> <li>• Retirement benefits administration</li> </ul>	
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Oversees the Cash Section's activities, including handling Salary, Pay &amp; Allowances arrears bills.</li> <li>• Responsible for the Deduction of Income tax and preparation of Form 16 &amp; 16A.</li> <li>• Maintains accounts and Cash Book.</li> <li>• Submits Challan to the Bank and settles Outward claims.</li> <li>• Maintains Challan Register and Valuable Register.</li> <li>• Processes GPF Advance/Withdrawal, Computer/Scooter advance, OTA, Bonus, LPC, Tuition fee, etc.</li> <li>• Familiar with operating software packages such as PFMS, GeM, Bhaviya, e-office.</li> <li>• Undertakes additional tasks assigned by the officer.</li> <li>• Preparation of Sanctions and bills for Medical claims of MoT Employees.</li> <li>• Processing of Non-Scheme Bills, including Office Expenses, Professional Services, Other Administrative Expenses, IT (Office Expenses), Minor Works, Rent, Rate &amp; Taxes, and Other Charges.</li> </ul>	<ul style="list-style-type: none"> <li>• Staying updated on emerging trends, innovations, and best practices in tourism, especially in financial management, compliance, and sustainability</li> <li>• Understanding tourism policies, regulations, and guidelines for schemes, expenditure statements, income tax calculations, and bill handling.</li> <li>• Knowledge of financial management principles and practices for tourism projects, schemes, and budgets.</li> <li>• Understanding accounting principles, reconciliation processes, and audit requirements in the tourism industry.</li> <li>• Awareness of commonly used IT tools and software for financial management, billing, and reconciliation in tourism, such as PRASHAD, SWADESH, DARSHAN, and GST software.</li> </ul>	<ul style="list-style-type: none"> <li>• Cash Management</li> <li>• Payroll and Allowances Administration</li> <li>• Income Tax Deduction and Form Preparation</li> <li>• Financial Accounting</li> <li>• Banking Operations</li> <li>• GPF (General Provident Fund) Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Software Proficiency (PFMS, GeM, Bhaviya, e-office)</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Financial Management</li> <li>• Goal Orientation</li> <li>• Knowledge of Financial Systems</li> <li>• Organizational Skills</li> <li>• Problem Solving</li> <li>• Proficiency in Software Packages</li> <li>• Resourcefulness</li> <li>• Task Prioritization</li> <li>• Teamwork</li> <li>• Time Management</li> <li>• Verbal and Written Communication</li> <li>• Adaptability</li> <li>• Analytical Thinking</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
			<ul style="list-style-type: none"> <li>• Claims Processing</li> <li>• Bill Processing</li> <li>• Financial Reporting</li> <li>• Program and Project Management</li> </ul>	
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Processing and handling of all Scheme Bills (PRASHAD, SWADESH DARSHAN, MR, DPPH, DITD, GIHM, Assistance to Central Agencies, Assistance to IHM, Champion Service Sector, Contribution).</li> <li>• Preparation of Quarterly Expenditure statement for Non-Plan Expenditure.</li> <li>• Calculation of Income Tax for Group B (Non-Gazetted) officers.</li> <li>• Processing of Arrear bills for Group B (Non-Gazetted) officers.</li> <li>• Handling of miscellaneous bills such as DCRG, Commutation value of Pension, CGEIS, and License Fee.</li> <li>• Issuance of Form 16 for Income Tax purposes for Group B (Non-Gazetted) officers.</li> <li>• GPF (General Provident Fund) file processing and bill preparation for Group B (Non-Gazetted) officers.</li> <li>• Issuance of Form 16A for private parties.</li> <li>• Preparation of GST bills.</li> <li>• Miscellaneous tasks, including reconciliation with PAO (Pay and Accounts Office) and handling audit work.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the policies, regulations, and guidelines specific to tourism schemes, expenditure statements, income tax calculations, and miscellaneous bill handling in the tourism sector.</li> <li>• Having knowledge of financial management principles and practices applicable to tourism projects, schemes, and expenditures, including budgeting, financial reporting, and reconciliation with the Pay and Accounts Office (PAO).</li> <li>• Understanding accounting principles, reconciliation processes, and audit requirements relevant to the tourism industry, including GPF file processing, bill preparation, and handling of audit work.</li> <li>• Awareness of IT tools, software packages, and systems commonly used in</li> </ul>	<ul style="list-style-type: none"> <li>• Bill Processing and Administration</li> <li>• Financial Reporting</li> <li>• Taxation</li> <li>• Record keeping</li> <li>• Data Analysis</li> <li>• Payroll Management</li> <li>• General Provident Fund (GPF) Management</li> <li>• Compliance</li> <li>• Audit Management</li> <li>• Reconciliation</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Procurement and Tender Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Organizational Skills</li> <li>• Time Management</li> <li>• Analytical Thinking</li> <li>• Problem-Solving</li> <li>• Communication Skills</li> <li>• Adaptability</li> <li>• Integrity</li> <li>• Professionalism</li> <li>• Teamwork</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
		<p>the tourism industry for financial management, billing, and reconciliation purposes, such as PRASHAD, SWADESH DARSHAN, and GST software.</p>		
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Preparation of Salary bills for Ministers, their staff, and Gazetted Officers of MoT.</li> <li>• Calculation of Income Tax for Gazetted Officers.</li> <li>• Processing of Arrear bills for Gazetted Officers.</li> <li>• Handling of miscellaneous bills such as DCRG, Commutation Value of Pension, CGEGIS, and License Fee for Gazetted Officers.</li> <li>• Issuance of Form 16 for Income Tax purposes for Gazetted Officers.</li> <li>• GPF (General Provident Fund) file processing and bill preparation for Gazetted Officers.</li> <li>• Challan preparation through PFMS (Public Financial Management System).</li> <li>• Obtaining approval from the Competent Authority for Medical claims.</li> <li>• Preparation of Salary for Group C Employees.</li> <li>• Calculation of Income Tax for Group C Employees.</li> <li>• Processing of Arrear bills for Group C Employees.</li> <li>• Handling of miscellaneous bills such</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding tourism policies, regulations, and guidelines for schemes, expenditure statements, income tax calculations, and bill handling.</li> <li>• Knowledge of financial management principles and practices for tourism projects, schemes, and budgets.</li> <li>• Awareness of commonly used IT tools and software for financial management, billing, and reconciliation in tourism, such as PRASHAD, SWADESH DARSHAN, and GST software.</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll Management</li> <li>• Financial Administration</li> <li>• Taxation</li> <li>• Bill Processing</li> <li>• Documentation</li> <li>• Recordkeeping</li> <li>• Financial Analysis</li> <li>• Data Analysis</li> <li>• Mathematical Skills</li> <li>• Compliance</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Attention to Detail</li> <li>• Organizational Skills</li> <li>• Time Management</li> <li>• Analytical Thinking</li> <li>• Problem-Solving to colleagues</li> <li>• Empathy</li> <li>• Conflict resolution</li> <li>• Adaptability</li> <li>• Integrity</li> <li>• Professionalism</li> <li>• Teamwork</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>as DCRG, Commutation Value of Pension, CGEGIS, and License Fee for Group C Employees.</p> <ul style="list-style-type: none"> <li>• Issuance of Form 16 for Income Tax purposes for Group C Employees.</li> <li>• GPF (General Provident Fund) file processing and bill preparation for Group C Employees.</li> <li>• GST bill preparation.</li> <li>• Processing of Travelling Allowance bills for all Officers/Officials of MoT, Ministers, and their staff.</li> <li>• Processing of ATT (Additional Traveling Time) bills for all Officers.</li> <li>• Processing of Tuition Fee and OTA (Overtime Allowance) bills for all Officers.</li> <li>• Handling of Computer Advance requests for all Officers.</li> <li>• Processing of LTC (Leave Travel Concession) Bills (Advance/Adjustment).</li> <li>• Recordkeeping of RTI (Right to Information) money, including Postal Orders, Drafts, Cheques, and Cash, followed by depositing it in the Government Account. Transfer of TA (Traveling Allowance) bills.</li> </ul>			

## Current Competency Mapping of Cash Section Sub-Division

Table 15: Current Competency Mapping of Cash Section Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
<b>Functional / Skills Domain / Knowledge</b>					
Leadership and teamwork	B	B	A	A	A
Communication Skills	B	B	A	A	A
Empathy to colleagues	A	B	A	A	A
Analytical Thinking	B	A	A	A	A
Time Management	B	A	A	A	A
Negotiation	B	B	A	A	A
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	A	A	A
Attention to customer needs	B	B	A	A	A
Gender Sensitivity	A	B	A	A	A
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	B	B
Project Management	A	A	B	B	B

(focuses on outputs)					
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	B	B	B	B	B
Bookkeeping & Accounting	B	B	B	B	B
Financial Management	B	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	NA	B	B
Quantitative & Analytical Skills	A	B	NA	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B

Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Administration II Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 16: Preliminary Gaps and Interventions Identified under Individual Pillar for Cash Section Sub-Section*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency

2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes like Public Private Partnership (PPP) Mode, Rules, Campaigns, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 17: Preliminary Gaps and Interventions Identified under Organizational Pillar for Cash Section Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, eSamikSha, SPARROW, HRMS, PMFS.
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes

3.	Resource Management and Allocation	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
4.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI to improve the overall services and outreach
5.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 18: Preliminary Gaps and Interventions Identified under Institutional Pillar for Cash Section Sub-Section*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Cash Section Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

Table 19: Expected Competency Mapping of Cash Section Sub-Division

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Required Competencies</b> <b>Behavioral / Attitude</b> <b>Functional / Skills</b> <b>Domain / Knowledge</b>	<b>Expected degree of competency at each level</b> <b>Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A



General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in	B	B	B	A	A

Tourism					
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 20: Responsibilities and Competency Requirements of Admin IV Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Executing tasks related to permissions, reimbursements, coordination, reporting, audit replies, RTI matters, and other assigned tasks.</li> <li>• Assisting in the development and implementation of efficient processes and procedures, ensuring compliance with regulations and policies.</li> <li>• Supporting the communication with stakeholders, addressing inquiries, and building positive relationships.</li> <li>• Assisting in compiling and submitting accurate reports, maintaining proper documentation and records.</li> <li>• Assisting in managing and allocating resources effectively, including procurement of necessary supplies.</li> <li>• Following the leadership, guidance, and support provided by the above official.</li> <li>• Ensuring compliance with laws and policies and assisting in identifying and mitigating risks.</li> <li>• Supporting the identification of opportunities for process improvement, streamlining procedures, and staying updated with industry best practices.</li> <li>• Assisting in budgeting, monitoring expenditures, and identifying potential cost-saving opportunities.</li> <li>• Facilitating effective communication and coordination with stakeholders and other departments.</li> <li>• Assisting in maintaining accurate stock entry records and monitoring stock levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of best practices in Tourism Administration and procurement</li> <li>• Staying updated with the latest trends in the tourism industry to identify opportunities for improvement and implement best practices.</li> <li>• Considering sustainability principles in administrative tasks, such as resource allocation, procurement, and compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Task Execution</li> <li>• Process Implementation</li> <li>• Stakeholder Engagement</li> <li>• Reporting and Documentation</li> <li>• Resource Management</li> <li>• Leadership Skills</li> <li>• Compliance and Risk Management</li> <li>• Continuous Improvement</li> <li>• Budgeting and Financial Management</li> <li>• Communication and Coordination Skills</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Teamwork and Collaboration</li> <li>• Problem-solving Skills</li> <li>• Time Management</li> <li>• Attention to Detail</li> <li>• Adaptability</li> <li>• Professionalism</li> <li>• Managing stress</li> <li>• Gender sensitivity to colleagues</li> <li>• Conflict resolution</li> <li>• Accountability</li> <li>• Integrity and Ethics</li> <li>• Customer Service Orientation</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Supporting the overall functioning of the department, following the guidance provided by the above official and promoting a positive work culture.</li> </ul>		<p>Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</p>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Management of CGHS/Medical treatment permissions: Overseeing the processing and management of requests concerning CGHS and medical treatment permissions.</li> <li>Reimbursement administration for office bags/briefcases: Managing and overseeing the reimbursement process for office bags and briefcases.</li> <li>Coordination of newspaper reimbursement and supply: Ensuring efficient management of newspaper reimbursement and supply procedures.</li> <li>Quarterly reporting on Hindi-related activities: Supervising the compilation and preparation of quarterly reports related to Hindi.</li> <li>Handling audit replies: Managing the provision of responses and explanations to audit observations and queries.</li> <li>Management of RTI matters: Overseeing the handling of matters related to the Right to Information Act, including the processing of applications and inquiries.</li> <li>Procurement of Government official books: Managing and overseeing the procurement process for official government books.</li> <li>Handling additional tasks as directed by senior officers: Managing and</li> </ul>	<ul style="list-style-type: none"> <li>Considering sustainability principles in administrative tasks, such as resource allocation, procurement, and compliance to minimize environmental impact.</li> <li>Awareness of sectoral strategies and roadmaps can be applied to the management of RTI matters and audit replies, ensuring compliance with established guidelines.</li> <li>Knowledge of best practices in Tourism Administration and procurement</li> <li>Staying updated with the latest trends in the tourism industry to identify opportunities for improvement and implement best</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain management</li> <li>Administrative skills</li> <li>Financial management</li> <li>Reporting and documentation</li> <li>Compliance and regulatory knowledge</li> <li>Customer service orientation</li> <li>Program and Project Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> </ul>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Adaptability</li> <li>Assertiveness</li> <li>Collaboration</li> <li>Communication</li> <li>Dependability</li> <li>Effective Communication</li> <li>Empathy</li> <li>Flexibility</li> <li>Goal Setting</li> <li>Initiative</li> <li>Interpersonal Skills</li> <li>Leadership</li> <li>Managing Personal Relationships</li> <li>Organizational Development</li> <li>Planning and Organizing</li> <li>Problem Solving</li> <li>Relationship Building</li> <li>Resilience</li> <li>Time Management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>overseeing any other tasks and assignments assigned by controlling/senior officers from time to time.</p> <ul style="list-style-type: none"> <li>Supervision of stock entry register maintenance: Ensuring the accurate recording and maintenance of stock entry details specific to their respective areas of responsibility.</li> </ul>	<p>practices.</p>	<ul style="list-style-type: none"> <li>Noting and drafting</li> </ul>	
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>CGHS/Medical treatment permission matters: Managing and processing requests related to CGHS and medical treatment permissions.</li> <li>Reimbursement of office bags/briefcases: Facilitating the reimbursement process for office bags and briefcases.</li> <li>Reimbursement of newspaper and its supply: Managing the reimbursement and supply of newspapers.</li> <li>Quarterly report related to Hindi: Compiling and preparing quarterly reports on Hindi-related activities.</li> <li>Audit replies: Providing responses and explanations to audit observations and queries.</li> <li>RTI matter: Handling matters related to the Right to Information Act, including processing applications and inquiries.</li> <li>Supply of water bottles in the office, residence of HM (T), and offices of MOT: Ensuring the availability and distribution of water bottles in designated locations.</li> <li>Purchase of Government official books: Managing the procurement process for</li> </ul>	<ul style="list-style-type: none"> <li>Understanding emerging trends in tourism to stay updated with evolving practices and incorporating them into tasks such as quarterly reporting and audit replies.</li> <li>Awareness of Tourism sectoral strategies and roadmaps enables alignment of RTI matters, audit replies, and other tasks with established strategies and guidelines.</li> <li>Considering sustainability principles in administrative tasks, such as resource allocation, procurement, and compliance to minimize</li> </ul>	<ul style="list-style-type: none"> <li>Procurement management</li> <li>Inventory management</li> <li>Logistics coordination</li> <li>Medical documentation management</li> <li>Policy compliance</li> <li>Financial management</li> <li>Reimbursement processing</li> <li>Information retrieval</li> <li>Program and project management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM,</li> </ul>	<ul style="list-style-type: none"> <li>Attention to detail</li> <li>Time management</li> <li>Vendor management</li> <li>Communication skills</li> <li>Confidentiality</li> <li>Analytical thinking</li> <li>Interpersonal skills</li> <li>Decision-making</li> <li>Accuracy</li> <li>Organizational skills</li> <li>Integrity</li> <li>Record keeping</li> <li>Collaboration</li> <li>Problem-solving</li> <li>Written communication</li> <li>Information management</li> <li>Customer service</li> <li>Conflict resolution</li> <li>Managing stress</li> <li>Gender sensitivity to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>official government books.</p> <ul style="list-style-type: none"> <li>Any other matter as directed by the Controlling/Senior Officers from time to time: Handling additional tasks and assignments as instructed by senior officers.</li> <li>Maintaining Stock Entry Register relating to their respective work: Ensuring accurate recording and maintenance of stock entry details specific to their assigned responsibilities.</li> </ul>	<p>environmental impact.</p> <ul style="list-style-type: none"> <li>Knowledge of best practices in Tourism Administration and procurement</li> </ul>	<p>GFR, HRMS</p> <ul style="list-style-type: none"> <li>Tender Writing</li> <li>Schemes rules and General Administration matters</li> <li>Noting and drafting</li> <li>Expense management</li> <li>Data analysis</li> <li>Report preparation</li> <li>Audit management</li> <li>Compliance review</li> <li>RTI application processing</li> </ul>	
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Handling general complaints and related tasks</li> <li>Managing major tenders</li> <li>Managing outsourcing of manpower and housekeeping services</li> <li>Handling Estate Office, CPWD, and NDMC-related work</li> <li>Purchasing and distributing stationary items</li> <li>Processing payments for PTI News Scanner service</li> <li>Maintaining stock entry register</li> <li>Purchase, repair, and maintenance of furniture</li> <li>Purchase and distribution of stationary items</li> <li>Purchase, repair, and maintenance of electrical items, ACs, and air purifiers</li> <li>Managing TV and cable connections</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of best practices in Tourism Administration and procurement</li> <li>Awareness of Tourism sectoral strategies and roadmaps enables alignment of RTI matters, audit replies, and other tasks with established strategies and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Tender management</li> <li>Complaint handling</li> <li>Outsourcing and vendor management</li> <li>Inventory management</li> <li>Facilities management</li> <li>Financial management (bill processing, settlements, reimbursements)</li> <li>Project and Program management</li> </ul>	<ul style="list-style-type: none"> <li>Communication skills</li> <li>Problem-solving skills</li> <li>Customer service orientation</li> <li>Time management</li> <li>Attention to detail</li> <li>Adaptability</li> <li>Teamwork and collaboration</li> <li>Organizational skills</li> <li>Professionalism</li> <li>Multitasking ability</li> <li>Managing stress</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Installation, maintenance, and reimbursement of telephones</li> <li>• Pest control in offices</li> <li>• Providing rubber stamps and name plates</li> <li>• Maintaining stock entry register</li> <li>• Purchasing refreshment items for senior officers</li> <li>• Settling canteen bills, meeting bills, and tea allowances</li> <li>• Arranging refreshments for meetings in MANTHAN</li> <li>• Managing CR Section bill process</li> <li>• Handling CPWD-related work in Transport Bhawan</li> <li>• Modernizing officers under D/o Public Administration Reforms Scheme</li> <li>• Managing CPWD accommodations</li> <li>• Maintaining stock entry register</li> <li>• Purchasing and maintaining computers, computer stationery, and printer cartridges</li> <li>• Managing photocopier machines and cartridges, including AMC</li> <li>• Installing, maintaining, and managing biometric machines</li> <li>• Maintaining directories and machines</li> <li>• Maintaining stock entry register</li> </ul>		<ul style="list-style-type: none"> <li>• Record keeping and documentation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> <li>• Procurement and supply chain management</li> <li>• Equipment and maintenance management</li> </ul>	

## Current Competency Mapping of Administration IV Sub-Division

*Table 21: Current Competency Mapping of Administration IV Sub-Division*

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	A	A
Communication Skills	B	B	B	A	A
Empathy to colleagues	A	B	B	A	A
Analytical Thinking	B	A	B	A	A
Time Management	B	A	B	A	A
Negotiation	B	B	B	A	A
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	B	A	A
Attention to customer needs	B	B	B	A	A
Gender Sensitivity	A	B	B	A	A
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	B	A	A
Program Management (focuses on outcomes)	A	A	B	B	B



Project Management (focuses on outputs)	A	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	B	B	B	B	B
Bookkeeping & Accounting	B	B	B	B	B
Financial Management	B	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	Project Management	NA	NA	NA	NA
<b>Domain /</b>					

Knowledge					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Administration IV Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 22: Preliminary Gaps and Interventions Identified under Individual Pillar for Admin IV Sub-Division*

Behavioral Competencies		
Sl.	Gap Identified	Preliminary interventions basis the gap identified

No		
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

### Organizational Pillar

*Table 23: Preliminary Gaps and Interventions Identified under Organizational Pillar for Admin IV Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes.
3.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 24: Preliminary Gaps and Interventions Identified under Institutional Pillar for Admin IV Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Internal Promotion and Reward Mechanism	Provision for domain-specific curriculum related to wage negotiation (including Productivity Linked Reward scheme) and labor laws
2.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
3.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Administration IV Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 25: Expected Competency Mapping of Administration IV Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent

	Equivalent				
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A

NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Table 26: Responsibilities and Competency Requirements of Official Languages Sub-Division (P2,P4)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Vet translations from English to Hindi and vice versa.</li> <li>• Assist the Director (OL) in implementing the Official Language Policy in the Ministry</li> <li>• Ensure proper compliance with the provisions of the Official Language Act and Orders issued under it.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the Official Language Policy of the Union of India and its application in the tourism sector.</li> <li>• Understanding of the specific language requirements and preferences of tourists from different regions.</li> </ul>	<ul style="list-style-type: none"> <li>• Translation Skills</li> <li>• Knowledge of Official Language Policies</li> <li>• Policy Implementation</li> <li>• Compliance Management</li> <li>• Documentation and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Language Proficiency</li> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Adaptability</li> <li>• Cultural Sensitivity</li> <li>• Professionalism</li> <li>• Time Management</li> <li>• Effective Communication</li> <li>• Ethical Conduct</li> <li>• Problem-solving Skills</li> </ul>
<b>Senior / Junior Translators or Equivalent</b>	<ul style="list-style-type: none"> <li>• Translate various materials, such as Parliament Questions, Cabinet Notes, letters from HRM/MOS and other senior officers, delay statements, standing committee reports, documents, notifications, resolutions, general orders, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the Official Language Policy of the Union of India and its application in the tourism sector.</li> <li>• Understanding of the specific language requirements and preferences of tourists from different regions.</li> </ul>	<ul style="list-style-type: none"> <li>• Translation Skills</li> <li>• Knowledge of Tourism Terminology</li> <li>• Research and Analysis</li> <li>• Document Management</li> <li>• Quality Control</li> <li>• Multitasking</li> <li>• Information Gathering</li> <li>• Accuracy and Precision</li> <li>• Cross-Cultural Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Language Proficiency</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Cultural Sensitivity</li> <li>• Confidentiality</li> <li>• Professionalism</li> <li>• Teamwork</li> <li>• Effective Communication</li> <li>• Ethical Conduct</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
			<ul style="list-style-type: none"> <li>• Proofreading and Editing</li> </ul>	



## Current Competency Mapping of OL Sub-Division

Table 27: Current Competency Mapping of Official Languages Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer /Senior Translator or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	-	B	-
Communication Skills	B	B	-	B	-
Empathy to colleagues	B	B	-	B	-
Analytical Thinking	A	A	-	B	-
Time Management	A	A	-	B	-
Negotiation	A	B	-	B	-
Managing stress	B	A	-	B	-
Conflict Resolution	A	A	-	B	-
Attention to customer needs	A	B	-	B	-
Gender Sensitivity	A	B	-	B	-
Specific behavioral competencies apart from the above	NA	NA	-	NA	-
<b>Functional / Skills</b>			-		-
e-office	B	A	-	B	-
Program Management (focuses on outcomes)	B	A	-	B	-
Project Management (focuses on outputs)	B	A	-	B	-
MS Office (Excel, PPT, Word)	A	A	-	B	-
Public Financial Management System (PFMS)	B	B	-	B	-
Right to Information Act, 2005 (RTI)	A	A	-	B	-
Government e-Marketplace (GeM)	A	B	-	B	-
General Financial Rules, 2017 (GFR)	A	A	-	B	-
HRMS Rules	B	B	-	B	-

Procurement and Tender Writing	A	B	-	B	-
Establishment Rules & General Administration Matters of Government Departments	B	B	-	B	-
Budgeting	B	B	-	NA	-
Bookkeeping & Accounting	B	B	-	NA	-
Financial Management	A	B	-	NA	-
Vigilance	A	B	-	B	-
Cabinet note, EFC or office order, noting and drafting	B	B	-	B	-
NIC applications (email, messenger, cloud storage and others)	B	B	-	B	-
Stakeholder Management	B	B	-	B	-
Quantitative & Analytical Skills	B	B	-	B	-
Scheme rules and guidelines	B	B	-	B	-
Specific functional competencies apart from the above	NA	NA	-	NA	-
<b>Domain / Knowledge</b>			-		-
Travel and Tourism Management	B	B	-	B	-
Understanding of Indian Geography	B	B	-	B	-
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	-	B	-
Tourism Economy	B	B	-	B	-
Emerging Trends in Tourism	B	B	-	B	-
Tourism Infrastructure know how	B	B	-	B	-
Types of Tourism Products	B	B	-	B	-
Tourism sectoral strategies and roadmaps	B	B	-	B	-
Sustainability in Tourism	B	B	-	B	-
Destination planning and product development	B	B	-	B	-
Carrying Capacity in Tourism	B	B	-	B	-
Specific domain competencies apart from the above	NA	NA	-	NA	-

## Primary Gaps and Interventions for OL Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

## Individual Pillar

*Table 28: Preliminary Gaps and Interventions Identified under Individual Pillar for Official Languages Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 29: Preliminary Gaps and Interventions Identified under Organizational Pillar for Official Languages Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 30: Preliminary Gaps and Interventions Identified under Institutional Pillar for Official Languages Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of OL Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 31: Expected Competency Mapping of Official Languages Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer /Senior Translator or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	-	A	-
Communication Skills	A	A	-	A	-
Empathy to colleagues	A	A	-	A	-
Analytical Thinking	A	A	-	A	-
Time Management	A	A	-	A	-
Negotiation	A	A	-	A	-
Managing stress	A	A	-	A	-
Conflict Resolution	A	A	-	A	-
Attention to customer needs	A	A	-	A	-
Gender Sensitivity	A	A	-	A	-
<b>Functional / Skills</b>			-		-
e-office	A	A	-	A	-
Program Management (focuses on outcomes)	A	A	-	A	-
Project Management (focuses on outputs)	A	A	-	A	-
MS Office (Excel, PPT, Word)	A	A	-	A	-
Public Financial Management System (PFMS)	A	A	-	A	-
Right to Information Act, 2005 (RTI)	A	A	-	A	-
Government e-Marketplace (GeM)	A	A	-	A	-
General Financial Rules, 2017 (GFR)	A	A	-	A	-
HRMS Rules	A	A	-	A	-
Procurement and Tender Writing	A	A	-	A	-
Establishment Rules & General Administration Matters of Government Departments	A	A	-	A	-
Budgeting	A	A	-	A	-

Bookkeeping & Accounting	A	A	-	A	-
Financial Management	A	A	-	A	-
Vigilance	B	B	-	B	-
Cabinet note, EFC or office order, noting and drafting	A	A	-	A	-
NIC applications (email, messenger, cloud storage and others)	A	A	-	A	-
Stakeholder Management	A	A	-	A	-
Quantitative & Analytical Skills	A	A	-	A	-
Scheme rules and guidelines	A	A	-	A	-
<b>Domain / Knowledge</b>			-		-
Travel and Tourism Management	B	B	-	A	-
Understanding of Indian Geography	B	B	-	A	-
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	-	A	-
Tourism Economy	B	B	-	A	-
Emerging Trends in Tourism	B	B	-	A	-
Tourism Infrastructure know how	B	B	-	A	-
Types of Tourism Products	B	B	-	A	-
Tourism sectoral strategies and roadmaps	B	B	-	A	-
Sustainability in Tourism	B	B	-	A	-
Destination planning and product development	B	B	-	A	-
Carrying Capacity in Tourism	B	B	-	A	-

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

*Table 32: Responsibilities and Competency Requirements of RTI Cell (P3,P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>Receiving and processing RTI applications and appeals</li> <li>Scrutinizing the applications and appeals to ensure completeness and compliance with RTI guidelines</li> <li>Forwarding the applications and appeals to the respective Central Public Information Officers (CPIOs) and First Appellate Authorities (FAAs)</li> <li>Coordinating with the concerned divisions and Regional Offices of the Ministry of Tourism to gather information and responses for RTI requests</li> <li>Representing the Ministry and its divisions in second appeals filed at the CIC</li> <li>Compiling and filing annual/quarterly reports with the CIC</li> <li>Providing guidance and support to the LDC/UDC staff members</li> <li>Resolving any issues or queries related to RTI applications and appeals</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the Right to Information Act and its provisions</li> <li>Understanding of the tourism industry and related government policies</li> <li>Familiarity with the Ministry of Tourism's organizational structure and functions</li> <li>Awareness of tourism-related information and records management practices</li> </ul>	<ul style="list-style-type: none"> <li>RTI application and appeal processing</li> <li>Compliance with RTI guidelines and procedures</li> <li>Coordination and collaboration with internal and external stakeholders</li> <li>Information gathering and research skills</li> <li>Presentation and report writing</li> <li>Data management and analysis</li> <li>Knowledge of legal and regulatory requirements</li> <li>Customer service orientation</li> <li>Conflict resolution</li> <li>Documentation and record-keeping</li> </ul>	<ul style="list-style-type: none"> <li>Integrity and ethics</li> <li>Attention to detail</li> <li>Effective communication</li> <li>Analytical thinking</li> <li>Interpersonal skills</li> <li>Problem-solving</li> <li>Time management</li> <li>Adaptability</li> <li>Confidentiality</li> <li>Professionalism</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>Receiving RTI applications and appeals online or by post</li> <li>Logging and maintaining records of all received applications and appeals</li> <li>Assisting in the scrutiny and processing of RTI applications</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the Right to Information Act and its application in the tourism sector</li> <li>Understanding of the</li> </ul>	<ul style="list-style-type: none"> <li>RTI application and appeal processing</li> <li>Records management and documentation</li> <li>Administrative</li> </ul>	<ul style="list-style-type: none"> <li>Integrity and ethics</li> <li>Attention to detail</li> <li>Effective communication</li> <li>Organizational skills</li> <li>Collaboration and</li> </ul>

	<ul style="list-style-type: none"> <li>• Forwarding applications to the respective CPIOs and FAAs</li> <li>• Assisting in the compilation and filing of reports with the CIC</li> <li>• Handling routine correspondence and communication related to RTI matters</li> <li>• Providing administrative support to the Director and Assistant Director</li> <li>• Maintaining and organizing RTI records and documentation</li> <li>• Assisting in the resolution of any queries or issues related to RTI applications and appeals.</li> </ul>	<p>Ministry of Tourism's organizational structure and functions</p> <ul style="list-style-type: none"> <li>• Familiarity with tourism-related information and records management practices</li> <li>• Awareness of the importance of transparency and accountability in the tourism industry</li> </ul>	<p>support</p> <ul style="list-style-type: none"> <li>• Correspondence and communication management</li> <li>• Data entry and record-keeping</li> <li>• Report compilation and filing</li> <li>• Knowledge of RTI guidelines and procedures</li> <li>• Customer service orientation</li> <li>• Information retrieval and research skills</li> <li>• Query resolution and issue handling</li> </ul>	<p>teamwork</p> <ul style="list-style-type: none"> <li>• Adaptability</li> <li>• Confidentiality</li> <li>• Problem-solving</li> <li>• Time management</li> <li>• Professionalism</li> </ul>
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## Current Competency Mapping of RTI Cell Sub-Division

Table 33: Current Competency Mapping of RTI Cell Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	-	B	-	B
Communication Skills	B	-	B	-	B
Empathy to colleagues	B	-	B	-	B
Analytical Thinking	A	-	A	-	B
Time Management	A	-	A	-	B
Negotiation	A	-	B	-	B
Managing stress	B	-	A	-	B
Conflict Resolution	A	-	A	-	B
Attention to customer needs	A	-	B	-	B
Gender Sensitivity	A	-	B	-	B
Specific behavioral competencies apart from the above	NA	-	NA	-	NA
<b>Functional / Skills</b>		-		-	
e-office	B	-	A	-	B
Program Management (focuses on outcomes)	B	-	A	-	B
Project Management (focuses on outputs)	B	-	A	-	B
MS Office (Excel, PPT, Word)	A	-	A	-	B
Public Financial Management System (PFMS)	B	-	B	-	B
Right to Information Act, 2005 (RTI)	A	-	A	-	B
Government e-Marketplace (GeM)	A	-	B	-	B
General Financial Rules, 2017 (GFR)	A	-	A	-	B

HRMS Rules	B	-	B	-	B
Procurement and Tender Writing	A	-	B	-	B
Establishment Rules & General Administration Matters of Government Departments	B	-	B	-	B
Budgeting	B	-	B	-	NA
Bookkeeping & Accounting	B	-	B	-	NA
Financial Management	A	-	B	-	NA
Vigilance	A	-	B	-	B
Cabinet note, EFC or office order, noting and drafting	B	-	B	-	B
NIC applications (email, messenger, cloud storage and others)	B	-	B	-	B
Stakeholder Management	B	-	B	-	B
Quantitative & Analytical Skills	B	-	B	-	B
Scheme rules and guidelines	B	-	B	-	B
Specific functional competencies apart from the above	NA	-	NA	-	NA
<b>Domain / Knowledge</b>		-		-	
Travel and Tourism Management	B	-	B	-	B
Understanding of Indian Geography	B	-	B	-	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	-	B	-	B
Tourism Economy	B	-	B	-	B
Emerging Trends in Tourism	B	-	B	-	B
Tourism Infrastructure know how	B	-	B	-	B
Types of Tourism Products	B	-	B	-	B
Tourism sectoral strategies and roadmaps	B	-	B	-	B
Sustainability in Tourism	B	-	B	-	B
Destination planning and product development	B	-	B	-	B
Carrying Capacity in Tourism	B	-	B	-	B
Specific domain competencies apart from the above	NA	-	NA	-	NA

## Primary Gaps and Interventions for RTI Cell Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

## Individual Pillar

*Table 34: Preliminary Gaps and Interventions Identified under Individual Pillar for RTI Cell Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 35: Preliminary Gaps and Interventions Identified under Organizational Pillar for RTI Cell Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 36: Preliminary Gaps and Interventions Identified under Institutional Pillar for RTI Cell Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of RTI Cell Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 37: Expected Competency Mapping of RTI Cell Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or	Position 2 : Assistant Director General / Under Secretary /	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information	Position 5: Upper Division Clerk / Lower Division
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	Equivalent	Deputy Director or Equivalent		Officer or Equivalent	Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	-	A	-	A
Communication Skills	A	-	A	-	A
Empathy to colleagues	A	-	A	-	A
Analytical Thinking	A	-	A	-	A
Time Management	A	-	A	-	A
Negotiation	A	-	A	-	A
Managing stress	A	-	A	-	A
Conflict Resolution	A	-	A	-	A
Attention to customer needs	A	-	A	-	A
Gender Sensitivity	A	-	A	-	A
<b>Functional / Skills</b>		-		-	
e-office	A	-	A	-	A
Program Management (focuses on outcomes)	A	-	A	-	A
Project Management (focuses on outputs)	A	-	A	-	A
MS Office (Excel, PPT, Word)	A	-	A	-	A
Public Financial Management System (PFMS)	A	-	A	-	A
Right to Information Act, 2005 (RTI)	A	-	A	-	A
Government e-Marketplace (GeM)	A	-	A	-	A
General Financial Rules, 2017 (GFR)	A	-	A	-	A
HRMS Rules	A	-	A	-	A
Procurement and Tender Writing	A	-	A	-	A
Establishment Rules & General Administration Matters of Government Departments	A	-	A	-	A
Budgeting	A	-	A	-	A
Bookkeeping & Accounting	A	-	A	-	A
Financial Management	A	-	A	-	A
Vigilance	B	-	B	-	B

Cabinet note, EFC or office order, noting and drafting	A	-	A	-	A
NIC applications (email, messenger, cloud storage and others)	A	-	A	-	A
Stakeholder Management	A	-	A	-	A
Quantitative & Analytical Skills	A	-	A	-	A
Scheme rules and guidelines	A	-	A	-	A
<b>Domain / Knowledge</b>		-		-	
Travel and Tourism Management	B	-	B	-	A
Understanding of Indian Geography	B	-	B	-	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	-	B	-	A
Tourism Economy	B	-	B	-	A
Emerging Trends in Tourism	B	-	B	-	A
Tourism Infrastructure know how	B	-	B	-	A
Types of Tourism Products	B	-	B	-	A
Tourism sectoral strategies and roadmaps	B	-	B	-	A
Sustainability in Tourism	B	-	B	-	A
Destination planning and product development	B	-	B	-	A
Carrying Capacity in Tourism	B	-	B	-	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 38: Responsibilities and Competency Requirements of Parliament Section Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting in the oversight and supervision of the Parliament Division, including file submission and coordination with Rajya Sabha/Lok Sabha Secretariat and Ministry of Parliamentary Affairs.</li> <li>Supporting the organization of Consultative Committee Meetings and coordinating visits of other Parliamentary Committees.</li> <li>Assisting in the initiation and monitoring of instructions received from Secretariats regarding parliamentary matters such as Assurances, Rule 377, Special Mentions, and Zero Hours.</li> <li>Assisting in the management of notice distribution from both houses during session periods, resolving disputed notices, and ensuring timely circulation of finally admitted questions.</li> <li>Collaborating with divisions within the department to facilitate effective communication, information sharing, and cooperation.</li> <li>Assisting in the monitoring of e-office files, drafting letters, and coordinating with other officers of the Ministry.</li> <li>Contributing to the timely submission of the Hindi Timahi Report.</li> <li>Supporting the maintenance of records and monitoring the progress of assurances, matters raised under Rule</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary Procedures and Regulations</li> <li>Knowledge of Government and Ministry Functions</li> <li>Understanding of Legislative Processes and Practices</li> <li>Familiarity with Tourism Policy and Programs</li> <li>Awareness of Tourism Industry Trends and Developments</li> </ul>	<ul style="list-style-type: none"> <li>File Management and Coordination</li> <li>Meeting and Event Planning</li> <li>Information Gathering and Research</li> <li>Report Writing and Documentation</li> <li>Record-keeping and Monitoring</li> <li>Interdepartmental Coordination</li> <li>Letter Drafting and Correspondence</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Data Analysis and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Time Management</li> <li>Organizational Skills</li> <li>Communication Skills</li> <li>Collaboration and Teamwork</li> <li>Problem-solving</li> <li>Adaptability and Flexibility</li> <li>Professionalism and Ethics</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	377, special mentions, and zero hours discussions.			
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>Supervisory work related to Parliament Division, including submission of files, Disputed Questions, coordination with Rajya/Lok Sabha Secretariat, and Ministry of Parliamentary Affairs on various parliamentary matters.</li> <li>Organizing Consultative Committee Meetings and coordinating visits of other Parliamentary Committees from different parts of the country.</li> <li>Initiating regular instructions issued by both the Secretariats regarding parliamentary matters such as Assurances, Rule 377, Special Mentions, and Zero Hours, and informing higher officers about the progress through monitoring.</li> <li>During session periods, distributing notices of both houses, settling disputed notices, and circulating finally admitted questions within the specified time frame.</li> <li>Additional responsibilities in the office of the HM (T), which include monitoring e-office files, drafting letters, and coordinating with other officers of the Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary Procedures and Regulations</li> <li>Knowledge of Government and Ministry Functions</li> <li>Understanding of Legislative Processes and Practices</li> <li>Familiarity with Tourism Policy and Programs</li> <li>Awareness of Tourism Industry Trends and Developments</li> </ul>	<ul style="list-style-type: none"> <li>File Management and Coordination</li> <li>Parliamentary Liaison and Coordination</li> <li>Meeting and Event Planning</li> <li>Information Gathering and Research</li> <li>Report Writing and Documentation</li> <li>Record-keeping and Monitoring</li> <li>Interdepartmental Coordination</li> <li>Letter Drafting and Correspondence</li> <li>Data Analysis and Reporting Program and project management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and Supervision</li> <li>Attention to Detail</li> <li>Time Management</li> <li>Organizational Skills</li> <li>Communication Skills</li> <li>Collaboration and Teamwork</li> <li>Problem-solving</li> <li>Adaptability and Flexibility</li> <li>Professionalism and Ethics</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
			Administration Matters <ul style="list-style-type: none"> <li>Noting and drafting</li> </ul>	
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>Preparation and submission of the Hindi Timahi (Annual Report) file.</li> <li>Management of the Disputed Question file during the session period of Parliament.</li> <li>Coordinating and collaborating with different divisions within the organization to ensure effective communication and cooperation.</li> <li>Gathering relevant information, compiling data, and drafting reports in Hindi.</li> <li>Resolving disputes or conflicts related to questions raised by Members of Parliament.</li> <li>Ensuring timely resolution and submission of final question files.</li> <li>Facilitating smooth workflow and coordination between divisions.</li> <li>Providing support and assistance to ensure efficient functioning of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary procedures and protocols</li> <li>Tourism policies and initiatives</li> <li>Tourism industry knowledge</li> <li>Government regulations</li> </ul>	<ul style="list-style-type: none"> <li>Research and data gathering</li> <li>Report writing</li> <li>Coordination</li> <li>Analytical thinking</li> <li>Technology proficiency</li> <li>Hindi language proficiency</li> <li>File management</li> <li>Program and project management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Interpersonal Skills</li> <li>Coordination and Collaboration</li> <li>Attention to Detail</li> <li>Time Management</li> <li>Adaptability</li> <li>Professionalism</li> <li>Problem-solving Abilities</li> <li>Decision-making Skills</li> <li>Teamwork</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>Manage the distribution process of Parliament notices from both the Lok Sabha and Rajya Sabha during the session period.</li> <li>Draft, issue, and circulate circulars, instructions, and guidelines to the</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary procedures and protocols</li> <li>Government regulations and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Typing and Data Entry</li> <li>Document Formatting</li> <li>Records Management</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Communication Skills</li> <li>Interpersonal Skills</li> <li>Attention to Detail</li> <li>Time Management</li> <li>Adaptability</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>relevant officers within the Ministry regarding parliamentary matters.</p> <ul style="list-style-type: none"> <li>• Type, compare, format, and upload questions from both houses of Parliament onto the respective portals or platforms.</li> <li>• Maintain records and monitor the progress of assurances, Rule 377 matters, special mentions, and zero hours discussions.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of tourism industry dynamics and trends</li> </ul>	<ul style="list-style-type: none"> <li>• Information Dissemination</li> <li>• Portal Management</li> <li>• Comparison and Verification</li> <li>• Report Compilation</li> <li>• Meeting Organization and Coordination</li> <li>• Knowledge of Parliamentary Procedures</li> <li>• Compliance with Guidelines and Circulars</li> <li>• Program and project management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Noting and drafting</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Problem-solving Abilities</li> <li>• Decision-making Skills</li> <li>• Coordination and Collaboration</li> <li>• Record-keeping Skills</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

## Current Competency Mapping of Parliament Section Sub-Division

Table 39: Current Competency Mapping of Parliament Section Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	B	B	B	B	B
Analytical Thinking	A	A	B	B	B
Time Management	A	A	B	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	A	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	B	B	B
Program Management	B	A	B	B	B

(focuses on outcomes)					
Project Management (focuses on outputs)	B	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	B	B	B	B
Scheme rules and guidelines	B	B	B	B	B
Specific functional competencies apart from the	NA	NA	NA	NA	NA

above					
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Parliament Section Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested

### Individual Pillar

*Table 40: Preliminary Gaps and Interventions Identified under Individual Pillar for Parliament Section Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## **Organizational Pillar**

*Table 41: Preliminary Gaps and Interventions Identified under Organizational Pillar for Parliament Section Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 42: Preliminary Gaps and Interventions Identified under Institutional Pillar for Parliament Section Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Parliament Section Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 43: Expected Competency Mapping of Parliament Section Sub-Section*

Competency / Staff Position	Position 1 : HOD Joint Director General /	Position 2 : Assistant Director General / Under	Position 3: Assistant Director / Section Officer or	Position 4: Assistant Section Officer / Tourist	Position 5: Upper Division Clerk / Lower

	Director / Deputy Director General / Deputy Secretary or Equivalent	Secretary / Deputy Director or Equivalent	Equivalent	Information Officer or Equivalent	Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A



NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 44: Responsibilities and Competency Requirements of IT Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Provide guidance and oversight to Assistant Directors in the execution of their responsibilities.</li> <li>• Support the development and maintenance of key websites and portals related to tourism initiatives.</li> <li>• Coordinate with stakeholders, including the National Informatics Centre (NIC) and NICSI, for the implementation of various applications and technical resources.</li> <li>• Assist in the implementation and management of eOffice systems and other IT infrastructure.</li> <li>• Collaborate with the HRD Division to develop and maintain portals and services.</li> <li>• Ensure compliance with data governance and quality standards in the management of tourism-related data.</li> <li>• Monitor and update the Darpan Dashboard and PRAYAS Dashboard for the Ministry of Tourism.</li> <li>• Coordinate and participate in virtual meetings on different platforms.</li> <li>• Oversee the digitization of physical files for efficient record management.</li> <li>• Support the procurement of SSL and DSC for secure digital transactions.</li> <li>• Monitor IT expenditure and budget allocation for the IT division.</li> <li>• Provide support in handling RTI queries, CPGRAMS grievances, and providing</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of India's diverse regions and their tourism potential.</li> <li>• Understanding how different components, like travel agents, transportation, and accommodation, contribute to the tourism industry.</li> <li>• Awareness of the economic aspects of tourism, such as revenue generation and job creation.</li> <li>• Staying updated on the latest developments and opportunities in the tourism sector.</li> <li>• Familiarity with the necessary facilities and infrastructure to support tourism.</li> <li>• Understanding different tourism experiences, like cultural, adventure, and eco-tourism.</li> <li>• Knowledge of strategic plans and initiatives to promote tourism growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning and execution</li> <li>• Human resources management</li> <li>• Program and Project management</li> <li>• Policy development and implementation</li> <li>• Operations management</li> <li>• Financial management</li> <li>• Operations management</li> <li>• Financial management</li> <li>• Stakeholder engagement and partnership development</li> <li>• Risk management</li> <li>• Performance measurement and evaluation</li> <li>• Knowledge of relevant regulations and compliance</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI,</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and interpersonal skills</li> <li>• Strategic thinking and planning</li> <li>• Decision-making and problem-solving</li> <li>• Leadership and managerial skills</li> <li>• Team management and collaboration</li> <li>• Adaptability and flexibility</li> <li>• Results orientation and accountability</li> <li>• Stakeholder management and relationship-building</li> <li>• Financial management and budgeting</li> <li>• Innovation and creativity</li> <li>• Stress management</li> <li>• Conflict resolutions</li> <li>• Time management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>inputs for Parliament Questions, audit paras, and PMO/VIP references.</p>	<ul style="list-style-type: none"> <li>Understanding the importance of sustainable tourism practices.</li> <li>Knowledge of planning and creating tourism products for specific destinations.</li> </ul>	<p>ChatGPT and NIC applications</p> <ul style="list-style-type: none"> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Developing and maintaining the Incredible India website and Mobile App.</li> <li>Developing the portal for e-Darshan &amp; Festivals (utsav.gov.in).</li> <li>Ensuring the maintenance and updating of the administrative website tourism.gov.in.</li> <li>Handling matters related to the National Digital Tourism Mission (NDTM).</li> <li>Managing matters related to Data Governance Quality Index (DGQI).</li> <li>Assisting in the implementation of PM WANI.</li> <li>Developing the portal for e-Services of the Ministry of Tourism.</li> <li>Coordinating the development of the portal for the HRD Division of the Ministry of Tourism.</li> <li>Collaborating with the National Informatics Centre (NIC) and NICS for applications like NIDHI, eTravel Trade Recognition, eHRMS, e-Office, SPARROW, eResource Management,</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of Indian Geography to contextualize IT solutions and applications</li> <li>Knowledge of Tourism supply chain to understand the IT requirements and challenges faced by various tourism stakeholders</li> <li>Grasp the economic aspects and potential impact of IT initiatives on the tourism sector</li> <li>Stay updated on technological advancements and innovative IT solutions relevant to the tourism industry).</li> <li>Ensure IT systems are compatible with</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of Website and mobile app development</li> <li>Knowhow - User interface (UI) and user experience (UX) design</li> <li>Content management and updates</li> <li>Security and privacy management</li> <li>Integration of features and systems</li> <li>Performance monitoring and optimization</li> <li>Technical coordination and project management</li> <li>Data analysis and</li> </ul>	<ul style="list-style-type: none"> <li>Communication skills</li> <li>Collaboration and teamwork</li> <li>Adaptability and flexibility</li> <li>Problem-solving and critical thinking</li> <li>Time management and organization</li> <li>Attention to detail</li> <li>Customer service orientation</li> <li>Leadership and decision-making</li> <li>Initiative and self-motivation</li> <li>Integrity and ethical behavior</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>etc.</p> <ul style="list-style-type: none"> <li>• Coordinating with NICS I for hiring technical resources.</li> <li>• Implementing eOffice, managing the creation of government email IDs, VPN management, etc.</li> <li>• Providing technical coordination for the IITFC Program.</li> <li>• Coordinating with NIC for the creation/upgradation of IT infrastructure and portals in the Ministry of Tourism.</li> <li>• Coordinating with NIC for the Cyber Crisis Management Plan.</li> <li>• Updating the Darpan Dashboard of the Ministry of Tourism.</li> <li>• Updating the PRAYAS Dashboard.</li> <li>• Procuring SSL and DSC (Digital Signature Certificates).</li> <li>• Digitizing physical files for efficient record management.</li> <li>• Coordinating and participating in VC meetings on different platforms.</li> <li>• Coordinating the publishing of tenders on the CPP Portal.</li> <li>• Monitoring IT expenditure.</li> <li>• Handling RTI queries, CPGRAMS grievances, providing inputs for Parliament Questions, audit paras, and PMO/VIP references related to the above matters.</li> </ul>	<p>existing infrastructure and contribute to its improvement.</p> <ul style="list-style-type: none"> <li>• Collaborate with tourism officials in designing IT solutions that enhance destination planning and tourism product development.</li> <li>• Consider environmental and social sustainability aspects while implementing IT solutions.</li> <li>• Be aware of the concept of carrying capacity and its implications for IT systems in managing tourist flows and minimizing negative impacts.</li> </ul>	<p>reporting</p> <ul style="list-style-type: none"> <li>• Procurement and contract management</li> <li>• Budget monitoring and financial management</li> <li>• Program management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Assisting in the development and maintenance of the Incredible India website and Mobile App.</li> <li>• Assisting in the development of the portal for e-Darshan &amp; Festivals (utsav.gov.in).</li> </ul>	<ul style="list-style-type: none"> <li>• Knowing the geographical aspects of different regions in India for providing accurate information on tourist destinations.</li> </ul>	<ul style="list-style-type: none"> <li>• e-Office</li> <li>• MS Office (Excel, PowerPoint, Word)</li> <li>• Right to Information Act, 2005 (RTI)</li> <li>• General Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Proficiency</li> <li>• Problem Solving</li> <li>• Adaptability</li> <li>• Attention to Detail</li> <li>• Time Management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Supporting the maintenance and updating of the administrative website tourism.gov.in.</li> <li>Assisting in handling matters related to the National Digital Tourism Mission (NDTM) and Data Governance Quality Index (DGQI).</li> <li>Assisting in the implementation of PM WANI and the development of the e-Services portal of the Ministry of Tourism.</li> <li>Coordinating the development of the portal for the HRD Division of the Ministry of Tourism.</li> <li>Collaborating with the National Informatics Centre (NIC) and NICS I for various applications.</li> <li>Assisting in the implementation of eOffice, managing government email IDs, VPN management, etc.</li> <li>Providing support in technical coordination for the IITFC Program.</li> <li>Assisting in coordinating with NIC for IT infrastructure and portal creation/upgradation.</li> <li>Assisting in coordinating with NIC for the Cyber Crisis Management Plan.</li> <li>Assisting in updating the Darpan Dashboard and PRAYAS Dashboard of the Ministry of Tourism.</li> <li>Supporting the procurement of SSL and DSC (Digital Signature Certificates).</li> <li>Assisting in digitizing physical files for efficient record management.</li> <li>Participating in VC meetings on different platforms.</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with travel agents, transportation, accommodations, and excursions to better understand project requirements.</li> <li>Understanding the economic impact of tourism in terms of revenue, employment, and GDP contribution.</li> <li>Staying updated on the latest advancements in the tourism industry to incorporate innovative features into IT projects.</li> <li>Awareness of infrastructure requirements and challenges to develop IT solutions that address specific needs.</li> <li>Knowledge of sustainable tourism practices to promote responsible and environmentally friendly initiatives.</li> <li>Understanding how destinations are planned, and tourism products are developed to create user-friendly portals and apps.</li> </ul>	<p>Rules, 2017 (GFR)</p> <ul style="list-style-type: none"> <li>Government e-Marketplace (GeM)</li> <li>Establishment Rules &amp; General Administration Matters of Government Departments</li> <li>NIC applications (email, messenger, cloud storage, etc.)</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Program and project management</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Communication</li> <li>Initiative</li> <li>Flexibility</li> <li>Analytical Thinking</li> <li>Organizational Skills</li> <li>Resilience</li> <li>Ethical Governance</li> <li>Customer Focus</li> <li>Teamwork</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Assisting in coordinating the publishing of tenders on the CPP Portal.</li> <li>Supporting the monitoring of IT expenditure.</li> <li>Assisting in handling RTI queries, CPGRAMS grievances, and providing inputs for Parliament Questions, audit paras, and PMO/VIP references.</li> </ul>			
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>Providing administrative support to the Assistant Director and Assistant Section Officer.</li> <li>Assisting in data entry and document management tasks related to IT projects and initiatives.</li> <li>Assisting in maintaining and updating records, files, and databases.</li> <li>Assisting in scheduling meetings and coordinating logistics for IT-related activities.</li> <li>Supporting the preparation and compilation of reports, presentations, and other documents.</li> <li>Assisting in the procurement process for IT-related resources, equipment, and services.</li> <li>Assisting in managing correspondence and communication within the IT Division.</li> <li>Providing general administrative support to the IT Division as required.</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with travel agents, transportation, accommodations, and excursions to better understand project requirements.</li> <li>Understanding the economic impact of tourism in terms of revenue, employment, and GDP contribution.</li> <li>Staying updated on the latest advancements in the tourism industry to incorporate innovative features into IT projects.</li> <li>Awareness of infrastructure requirements and challenges for IT solutions that address specific needs.</li> </ul>	<ul style="list-style-type: none"> <li>MS Office (Excel, PowerPoint, Word)</li> <li>Public Financial Management System (PFMS)</li> <li>HRMS Rules</li> <li>Procurement and Tender Writing</li> <li>Budgeting</li> <li>Bookkeeping &amp; Accounting</li> <li>Vigilance</li> <li>NIC applications (email, messenger, cloud storage, etc.)</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Program and project management.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and teamwork</li> <li>Communication skills</li> <li>Analytical thinking</li> <li>Time management</li> <li>Managing stress</li> <li>Conflict resolution</li> <li>Attention to customer needs</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> </ul>

## Current Competency Mapping of IT Sub-Division

Table 45: Current Competency Mapping of IT Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	A	B	B
Empathy to colleagues	B	B	A	B	B
Analytical Thinking	A	A	B	B	B
Time Management	A	A	A	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	A	B	B
Conflict Resolution	A	A	A	B	B
Attention to customer needs	A	B	A	B	B
Gender Sensitivity	A	B	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	A	B	B
Program Management (focuses on outcomes)	B	A	B	B	B
Project Management (focuses on outputs)	B	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	A	B	B

Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	A	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	A	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	B	B	B	B
Scheme rules and guidelines	B	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B



Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for IT Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 46: Preliminary Gaps and Interventions Identified under Individual Pillar for Information Technology Sub-Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.

<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 47: Preliminary Gaps and Interventions Identified under Organizational Pillar for Information Technology Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	Aligning competencies with the right roles and jobs. Distinct allocation of work responsibilities and less incidents of

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		overlapping of tasks would enable less conflict at work
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and Artificial and Virtual Reality, AI to improve the overall services and outreach of the ministry

## Institutional Pillar

*Table 48 :Preliminary Gaps and Interventions Identified under Institutional Pillar for Information Technology Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness) and advanced levels.

## Expected Competency Mapping of IT Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 49: Expected Competency Mapping of Information Technology Sub-Division*

<b>Competency / Staff Position</b>	<b>Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<b>Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<b>Position 3: Assistant Director / Section Officer or Equivalent</b>	<b>Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<b>Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent</b>
<b>Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Expected degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A

Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A

Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

*Table 50: Responsibilities and Competency Requirements of Vigilance Cell*

position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<p><b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Manage all matters related to vigilance within the organization.</li> <li>• Monitor and allocate work to the staff members in the vigilance department.</li> <li>• Examine and analyze significant issues pertaining to vigilance, including interaction with the Central Vigilance Commission (CVC).</li> <li>• Undertake assigned tasks and responsibilities as directed by higher-ranking officers.</li> <li>• Ensure compliance with established vigilance policies and procedures.</li> <li>• Conduct investigations and inquiries into reported cases of misconduct or corruption.</li> <li>• Maintain confidentiality and handle sensitive information appropriately.</li> <li>• Prepare reports and documentation related to vigilance matters.</li> <li>• Collaborate with internal stakeholders to address vigilance concerns and implement corrective measures.</li> <li>• Stay updated on relevant laws, regulations, and best practices in the field of vigilance.</li> <li>• Demonstrate integrity, professionalism, and ethical conduct in all vigilance-related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical Practices in Tourism</li> <li>• Cultural Heritage Preservation and Conservation</li> <li>• Knowledge of Vigilance in the Tourism Sector</li> <li>• Tourism Policy and Regulation</li> <li>• Destination Management and Planning</li> <li>• Stakeholder Engagement in the Tourism Industry</li> <li>• Sustainable Tourism Practices</li> <li>• Tourism Impact Assessment</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Vigilance Management</li> <li>• Work Allocation and Monitoring</li> <li>• Issue Examination and Analysis</li> <li>• Interaction with Central Vigilance Commission (CVC)</li> <li>• Compliance with Policies and Procedures</li> <li>• Investigations and Inquiries</li> <li>• Confidentiality Management</li> <li>• Report Preparation and Documentation</li> <li>• Program and project management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> </ul>	<ul style="list-style-type: none"> <li>• Management</li> <li>• Monitoring</li> <li>• Analytical Thinking</li> <li>• Decision-making</li> <li>• Professionalism</li> <li>• Confidentiality</li> <li>• Integrity</li> <li>• Communication</li> <li>• Gender sensitivity</li> <li>• Stress management</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Time management</li> <li>•</li> </ul>

<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Monitor, coordinate, and examine all work related to vigilance issues for the subordinate staff of the section.</li> <li>• Handle other matters related to the Vigilance Division.</li> <li>• Perform all assigned work given by higher-ranking officers from time to time.</li> <li>• Maintain a comprehensive oversight of vigilance-related activities within the section.</li> <li>• Coordinate with internal stakeholders to ensure adherence to vigilance policies and procedures.</li> <li>• Analyze and evaluate vigilance cases, identifying any irregularities or potential misconduct.</li> <li>• Facilitate effective communication and collaboration between the section and the Vigilance Division.</li> <li>• Provide guidance and support to subordinate staff regarding vigilance-related matters.</li> <li>• Prepare reports and documentation pertaining to vigilance issues as required.</li> <li>• Stay updated on vigilance regulations, best practices, and emerging trends.</li> <li>• Demonstrate professionalism, integrity, and confidentiality in all vigilance-related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Vigilance in the Tourism Sector</li> <li>• Understanding of Ethical Practices in Tourism</li> <li>• Tourism Policy and Regulation Awareness</li> <li>• Cultural Heritage Preservation and Conservation</li> <li>• Stakeholder Engagement in the Tourism Industry</li> <li>• Awareness of Sustainable Tourism Practices</li> <li>• Tourism Impact Assessment</li> <li>• Tourism Risk Management</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Vigilance Work Management</li> <li>• Coordination with Subordinate Staff</li> <li>• Vigilance Case Examination and Analysis</li> <li>• Compliance with Vigilance Policies and Procedures</li> <li>• Communication with Vigilance Division</li> <li>• Reporting and Documentation</li> <li>• Knowledge of Vigilance Regulations</li> <li>• Stakeholder Engagement</li> <li>• Program and project management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Coordination</li> <li>• Examination</li> <li>• Communication</li> <li>• Professionalism</li> <li>• Integrity</li> <li>• Confidentiality</li> <li>• Adaptability</li> <li>• Gender sensitivity</li> <li>• Conflict resolution</li> <li>• Empathy to colleagues</li> <li>• Stress management</li> <li>• Time management</li> <li>•</li> <li>•</li> </ul>
<p><b>Assistant Section Officer</b></p>	<ul style="list-style-type: none"> <li>• Handling and managing complaints and cases against government employees of</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Tourism Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints Handling</li> <li>• Case Management</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Collaboration</li> </ul>



<b>/ Tourist Information Officer or Equivalent</b>	<p>the Ministry.</p> <ul style="list-style-type: none"> <li>• Coordinating with ITDC/IITTM/IHM for the proper proceedings and resolution of complaints.</li> <li>• Dealing with RTI matters and grievance matters.</li> <li>• Preparation of Quarterly Progress Report.</li> <li>• Handling court cases and preparing replies for legal matters.</li> <li>• Coordinating with advocates for proper legal proceedings.</li> <li>• Managing CBI matters related to sanction of prosecution and collaborating with CBI for further proceedings in the respective courts.</li> <li>• Providing vigilance clearance to government employees.</li> <li>• Managing disciplinary proceedings against government officers, including the formation of charge sheets, appointment of investigating officers/prosecution officers, and collaboration with CVC/UPSC for proper proceedings.</li> <li>• Handling APAR (Annual Performance Appraisal Report) process.</li> <li>• Issuing vigilance certificates.</li> <li>• Ensuring proper maintenance and confidentiality of files.</li> <li>• Managing AIPR (Annual Immovable Property Return) process.</li> <li>• Maintaining records in SPARROW (Smart Performance Appraisal Report Recording Online Window) for all officers currently working in the Ministry.</li> <li>• Preparation of synopses for government officers.</li> <li>• Handling any other matters assigned by</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of Tourism-related Laws and Regulations</li> <li>• Collaboration with Tourism Institutions (ITDC/IITTM/IHM)</li> <li>• Awareness of Tourism-related Complaints and Grievance Handling</li> <li>• Understanding of Tourism-related Court Cases and Legal Proceedings</li> <li>• Knowledge of Vigilance Procedures in the Tourism Sector</li> <li>• Understanding of Tourism Ethics and Integrity</li> <li>• Awareness of Tourism Performance Evaluation and Reporting</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• RTI (Right to Information) Handling</li> <li>• Grievance Management</li> <li>• Report Preparation</li> <li>• Legal Affairs</li> <li>• Collaboration with External Agencies (ITDC/IITTM/IHM, CVC, UPSC, CBI)</li> <li>• Disciplinary Proceedings Management</li> <li>• Performance Appraisal Management</li> <li>• Records Management</li> <li>• Synopses Preparation</li> <li>• Program and project management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Problem-solving</li> <li>• Attention to detail</li> <li>• Analytical thinking</li> <li>• Integrity</li> <li>• Confidentiality</li> <li>• Professionalism</li> <li>• Time management</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>•</li> </ul>
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<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	the Division in charge.			
	<ul style="list-style-type: none"> <li>• Providing clerical and administrative support to the Vigilance Cell.</li> <li>• Maintaining and organizing files, records, and documentation related to vigilance matters.</li> <li>• Assisting in the preparation of reports, correspondence, and other vigilance-related documents.</li> <li>• Handling routine correspondence and communication within the Vigilance Cell.</li> <li>• Assisting in data entry and information management for vigilance cases.</li> <li>• Supporting the coordination of meetings and appointments related to vigilance matters.</li> <li>• Assisting in maintaining confidentiality and handling sensitive information appropriately.</li> <li>• Managing office supplies and inventory for the Vigilance Cell.</li> <li>• Assisting in the maintenance of records in SPARROW (Smart Performance Appraisal Report Recording Online Window).</li> <li>• Performing general administrative tasks assigned by superiors in the Vigilance Cell.</li> </ul>	<ul style="list-style-type: none"> <li>• Vigilance Support</li> <li>• Document Management</li> <li>• Correspondence Handling</li> <li>• Data Entry and Management</li> <li>• Meeting Coordination</li> <li>• Confidentiality Maintenance</li> <li>• Office Supply Management</li> <li>• Recordkeeping</li> <li>• Administrative Support</li> <li>• General Office Tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Clerical Support</li> <li>• File Organization</li> <li>• Report and Document Preparation</li> <li>• Data Entry and Accuracy</li> <li>• Meeting Coordination</li> <li>• Confidentiality Management</li> <li>• Office Supplies Management</li> <li>• Record Maintenance</li> <li>• Administrative Support</li> <li>• General Office Management</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Organizational Skills</li> <li>• Communication Skills</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Professionalism</li> <li>• Problem-solving</li> <li>• Customer Service Orientation</li> <li>• Initiative</li> <li>• Flexibility</li> <li>• Collaboration</li> <li>• Multitasking</li> <li>• Interpersonal Skills</li> <li>• Reliability</li> </ul>

A detailed assessment and mapping of the current competencies of the division has been carried out based on inputs from staff self-assessment questionnaire, consultations, and feedback.

## Current Competency Mapping of Vigilance Cell Sub-Division

*Table 51: Current Competency Mapping of Vigilance Cell Sub-Division*

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistan t Section Officer / Tourist Informati on Officer or Equivale nt	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Current degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	A	B	A	B	B
Analytical Thinking	B	A	A	B	B
Time Management	B	A	A	B	B
Negotiation	B	A	B	B	B
Managing stress	B	B	B	B	B
Conflict Resolution	B	A	B	B	B
Attention to customer needs	B	A	B	B	B
Gender Sensitivity	A	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
Functional / Skills					
e-office	A	B	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B
Project Management (focuses on outputs)	A	B	B	B	B
MS Office (Excel, PPT, Word)	A	A	A	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	B	A	B	B	B

General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	B	A	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	B	A	B	NA	NA
Vigilance	A	A	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	A	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	Project Management	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B

Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Vigilance Cell Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 52: Preliminary Gaps and Interventions Identified under Individual Pillar for Vigilance Cell Sub-Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
Functional Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Engagement with Stakeholders	A fundamental module on creating platforms for information

		sharing and standard operating procedures for stakeholder engagements, communications.
6.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and AI to improve the overall services and outreach of the ministry
7.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 53: Preliminary Gaps and Interventions Identified under Organizational Pillar for Vigilance Cell Sub- Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.

## Institutional Pillar

*Table 54: Preliminary Gaps and Interventions Identified under Institutional Pillar for Vigilance Cell Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

### Expected Competency Mapping of Vigilance Cell Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 55: Expected Competency Mapping of Vigilance Cell Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Required Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Expected degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A

Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	A	A	A	A	A
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A



Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

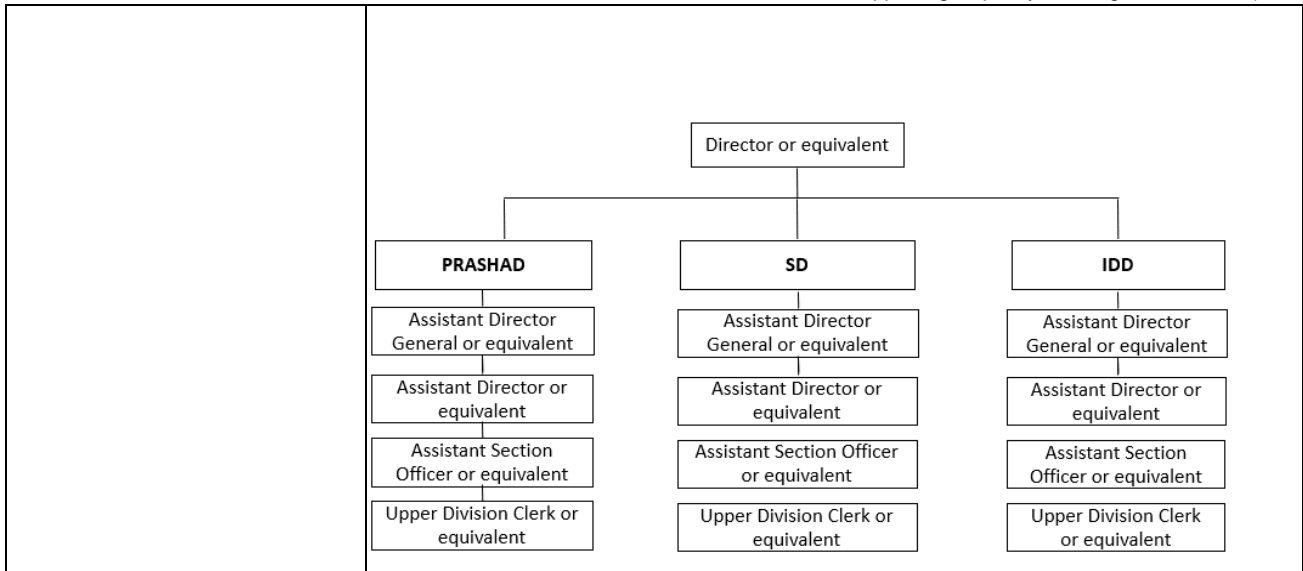
Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter

### 4.3.2. Destination Development Division

The Destination Development Division, which now includes the PRASHAD, Swadesh Darshan and IDD division, is headed by Director level position or equivalent and takes care of all matters pertaining to planning and implementation of the schemes as well as the financial and infrastructure development to central agencies schemes.

*Table 56: Roles and Responsibilities of Destination Development Division*

<b>Focus areas and priorities</b>	<b>All matters concerning planning and implementation of Destination Development Division (PRASHAD, SD, IDD)</b>
<b>Roles and Responsibilities</b>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>• All matters related to Challenge-based Destination Development</li> <li>• Operations, Maintenance &amp; Monitoring of Ministry of Tourism funded projects</li> <li>• Regulation in Destinations – Guidelines and Model Laws</li> <li>• All matters pertaining to Railways</li> <li>• Miscellaneous: <ul style="list-style-type: none"> <li>○ Gati Shakti</li> <li>○ Any other matter pertaining to Destination Development</li> </ul> </li> </ul> <p><b>PRASHAD</b></p> <ul style="list-style-type: none"> <li>• All issues related to the region / subject assigned with regards to PRASHAD, including VIP references, parliamentary questions, rule 377, RTIs, CPGRAMS, OOMF, DISHA, GATISHAKTI, etc.</li> <li>• Budgeting and expenditure planning for the scheme</li> <li>• Parliamentary standing committee report etc.</li> <li>• CAG Performance Audit of the scheme</li> <li>• Identification of sites under the PRASHAD Scheme</li> <li>• Sanctioning of Projects</li> <li>• Releasing funds under the Scheme</li> <li>• Monitoring of Implementation</li> </ul> <p><b>Swadesh Darshan</b></p> <ul style="list-style-type: none"> <li>• Matters related to Swadesh Darshan Scheme</li> <li>• Offering Secretarial support for the Swadesh Darshan Scheme</li> <li>• Managing and organizing official documents and records.</li> <li>• Assisting in the planning and execution of scheme-related activities.</li> <li>• Supervising the NPMU entrusted with monitoring and management of the Swadesh Darshan Scheme</li> </ul> <p><b>IDD</b></p> <ul style="list-style-type: none"> <li>• Assistance to Central Agency for Tourism infrastructure Projects- Central Financial Assistance (CFA) is provided to Central Agencies like ASI, Port Trust, ITDC etc. for Tourism infrastructure Development</li> <li>• Domestic Promotion, Publicity and Hospitality (DPPH) scheme- Under the scheme ID Division provides Central Financial Assistance to various State/UT for celebrations for fairs and festivals and Tourism related events.</li> <li>• Supporting tourism related matters pertaining to Northeastern States and DONER.</li> <li>• Financial assistance for upgradation/development of Information Technology- Financial Assistance is provided to State Govt/UT for upgradation/development of Information Technology.</li> <li>• GST- GST facilitation center for addressing queries and providing relevant guidelines.</li> </ul>
<b>Work Allocation Matrix</b>	<b>Division head:</b> Director, Ms. Seema Jain



Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

Table 57: Responsibilities and Competency Requirements of Destination Development Division (P1)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	<p><b>For matters related to PRASHAD</b></p> <ul style="list-style-type: none"> <li>Oversee and manage all issues related to the assigned region/subject, including VIP references, parliamentary questions, Rule 377 matters, and RTIs, Strategy planning for implementing the schemes, and so on.</li> <li>Handle budgeting and expenditure planning, ensuring efficient allocation and utilization of funds.</li> <li>Coordinate with the Parliamentary Standing Committee, providing necessary inputs and reports on the scheme's implementation and progress.</li> <li>Facilitate the CAG Performance Audit of the, including providing required information and cooperating with the audit process.</li> <li>Prepare sanctions and reports for releasing funds for projects, ensuring timely and accurate processing.</li> <li>Monitor the implementation of projects sanctioned under the, ensuring adherence to timelines, quality standards, and compliance with the scheme's guidelines.</li> <li>Organize regular review meetings to monitor the progress of projects, address any issues or challenges, and facilitate effective project management and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the PRASAD &amp; SD scheme and its objectives.</li> <li>Understanding of the tourism industry, including key tourism destinations, attractions, and trends.</li> <li>Familiarity with regional tourism development and potential in the assigned region.</li> <li>Awareness of tourism policies, guidelines, and regulations.</li> <li>Knowledge of budgeting and financial management principles specific to tourism projects.</li> <li>Destination development and management</li> <li>Tourism marketing and promotion</li> <li>Sustainable tourism practices</li> <li>Cultural heritage preservation and interpretation</li> <li>Visitor experience management</li> </ul>	<ul style="list-style-type: none"> <li>Program and project management</li> <li>Financial management</li> <li>Government regulations</li> <li>Stakeholder engagement</li> <li>Monitoring and evaluation</li> <li>Strategic planning</li> <li>Policy analysis</li> <li>Risk management</li> <li>Cross-cultural competence</li> <li>Technology literacy</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Program and project management.</li> <li>Policy formulation and implementation</li> <li>Financial management and budgeting</li> <li>Stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Organization</li> <li>Analytical thinking</li> <li>Problem-solving</li> <li>Teamwork</li> <li>Attention to detail</li> <li>Time management</li> <li>Leadership</li> <li>Strategic thinking</li> <li>Decision-making</li> <li>Communication and presentation skills</li> <li>Relationship building and networking.</li> <li>Team management and collaboration</li> <li>Adaptability and flexibility</li> <li>Problem-solving and critical thinking</li> <li>Resilience and ability to handle pressure</li> <li>Gender sensitivity</li> <li>Conflict resolution</li> <li>Stress management</li> <li>Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p><b>For all matters related to Swadesh Darshan and IDD</b></p> <ul style="list-style-type: none"> <li>• Policy development and program design for the promotion of iconic destinations and champion sectors</li> <li>• Collaboration with relevant stakeholders, including VIPs, for scheme-related matters</li> <li>• Providing guidance and support to the Deputy Director and Assistant Directors</li> <li>• Handling any other tasks assigned from time to time</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism policy and regulation</li> <li>• Stakeholder engagement in tourism development</li> <li>• Tourism research and data analysis</li> <li>• Tourism infrastructure planning and management</li> <li>• Community-based tourism development</li> </ul>	<p>and relationship management</p> <ul style="list-style-type: none"> <li>• Strategic planning and goal setting</li> <li>• Performance monitoring and evaluation</li> <li>• Risk assessment and management</li> <li>• Project planning and execution</li> <li>• Reporting and documentation</li> <li>• Contract and procurement management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting, drafting</li> </ul>	

Table 58: Responsibilities and Competency Requirements of PRASHAD Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Assistant Director General / Under Secretary / Deputy Director or Equivalent	<ul style="list-style-type: none"> <li>Support the oversight and management of assigned region/subject within the PRASAD scheme, including assisting with VIP references, parliamentary questions, Rule 377 matters, and RTIs.</li> <li>Assist in budgeting and expenditure planning for the PRASAD scheme, contributing to the efficient allocation and utilization of funds.</li> <li>Provide support in coordinating with the Parliamentary Standing Committee, including gathering necessary information and preparing reports on the scheme's implementation and progress.</li> <li>Facilitate the CAG Performance Audit of the PRASAD scheme by assisting in providing required information and cooperating with the audit process.</li> <li>Assist in the preparation of sanctions and reports for releasing funds for projects under the PRASAD scheme, ensuring accuracy and timely processing.</li> <li>Support the monitoring of project implementation under the PRASAD scheme, including tracking progress, identifying any deviations, and reporting on compliance with guidelines.</li> <li>Participate in regular review meetings to contribute to the monitoring of project</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of tourism destinations, attractions, and infrastructure</li> <li>Understanding of tourism policies, regulations, and guidelines</li> <li>Familiarity with tourism promotion and marketing strategies</li> <li>Knowledge of cultural heritage preservation practices</li> <li>Understanding of sustainable tourism principles and practices</li> <li>Skills in conducting research, analyzing data, and interpreting tourism-related information</li> </ul>	<ul style="list-style-type: none"> <li>Budgeting and Expenditure Planning</li> <li>Parliamentary Coordination</li> <li>CAG Audit Facilitation</li> <li>Sanction and Reporting</li> <li>Project Monitoring</li> <li>Meeting Organization</li> <li>Research and Analysis</li> <li>Financial Management</li> <li>Data Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Report Preparation</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication</li> <li>Teamwork</li> <li>Problem Solving</li> <li>Decision Making</li> <li>Adaptability</li> <li>Time Management</li> <li>Attention to Detail</li> <li>Relationship Building</li> <li>Ethics and Integrity</li> </ul>

	<p>progress, assist in addressing challenges, and support effective project management and coordination.</p>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Assist in monitoring the implementation of projects under the PRASAD scheme, tracking progress, identifying any deviations, and contributing to compliance with the scheme's guidelines.</li> <li>• Participate in regular review meetings to contribute to the monitoring of project progress, assist in addressing challenges, and support effective project management and coordination.</li> <li>• Support the oversight and management of the assigned region/subject within the PRASAD scheme, including handling tasks related to VIP references, parliamentary questions, Rule 377 matters, and RTIs.</li> <li>• Assist in the budgeting and expenditure planning processes for the PRASAD scheme, contributing to the efficient allocation and utilization of funds.</li> <li>• Provide support in coordinating with the Parliamentary Standing Committee, including gathering relevant information and assisting in the preparation of reports on the scheme's implementation and progress.</li> <li>• Assist in facilitating the CAG Performance Audit of the PRASAD scheme by providing necessary information and cooperating during the audit process.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of tourism policies, regulations, and guidelines</li> <li>• Familiarity with tourism promotion and marketing strategies</li> <li>• Knowledge of cultural heritage preservation practices</li> <li>• Understanding of sustainable tourism principles and practices</li> <li>• Skills in conducting research, analyzing data, and interpreting tourism-related information</li> </ul>	<ul style="list-style-type: none"> <li>• Project Monitoring and Evaluation</li> <li>• Financial Management</li> <li>• Research and Data Analysis</li> <li>• Report Writing</li> <li>• Coordination and Facilitation</li> <li>• Information Gathering and Management</li> <li>• Compliance and Audit Support</li> <li>• Document Preparation and Processing</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Noting and drafting</li> <li>• Stakeholder Communication</li> <li>• Meeting Coordination and Support</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Communication Skills</li> <li>• Collaboration and Teamwork</li> <li>• Problem-Solving</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Professionalism</li> <li>• Accountability</li> <li>• Initiative</li> </ul>

	<ul style="list-style-type: none"> <li>Support the preparation of sanctions and reports for the release of funds for projects under the PRASAD scheme, ensuring accuracy and timely processing.</li> </ul>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Assist in monitoring project implementation, including tracking progress, identifying deviations, and ensuring compliance with guidelines.</li> <li>Participate in review meetings, contribute to project monitoring, and assist in addressing challenges.</li> <li>Support the management of the assigned region/subject within the PRASAD scheme, handling tasks related to VIP references, parliamentary questions, Rule 377 matters, and RTIs.</li> <li>Assist in the budgeting and expenditure planning processes, contributing to efficient fund allocation and utilization.</li> <li>Coordinate with the Parliamentary Standing Committee, gather information, and assist in preparing reports on scheme implementation and progress.</li> <li>Assist in facilitating the CAG Performance Audit, providing information and cooperating during the audit process.</li> <li>Support the preparation of sanctions and reports for fund release, ensuring accuracy and timely processing.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism Policy and Planning</li> <li>Tourism Marketing and Promotion Strategies</li> <li>Tourism Impact Assessment and Evaluation</li> <li>Cultural and Heritage Tourism Management</li> <li>Sustainable Tourism Practices</li> <li>Destination Management and Development</li> <li>Tourism Research and Analysis</li> <li>Tourism Industry Trends and Emerging Technologies</li> <li>Tourism Crisis Management and Risk Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Project Monitoring and Evaluation</li> <li>Financial Analysis and Planning</li> <li>Research and Information Gathering</li> <li>Report Writing and Documentation</li> <li>Coordination and Stakeholder Management</li> <li>Policy Analysis and Development</li> <li>Marketing and Promotion Strategies Development</li> <li>Data Collection and Analysis</li> <li>Risk Assessment and Management</li> <li>Crisis Management Planning and Execution</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Effective Communication Skills</li> <li>Attention to Detail</li> <li>Collaboration and Teamwork</li> <li>Problem-Solving</li> <li>Time Management</li> <li>Adaptability</li> <li>Professionalism and Ethical Conduct</li> <li>Accountability</li> <li>Initiative and Proactiveness</li> <li>Cultural Sensitivity and Awareness</li> <li>Customer Service Orientation</li> <li>Leadership Skills</li> <li>Relationship Building</li> <li>Resilience and Stress Management</li> </ul>
<p><b>Upper Division</b></p>	<ul style="list-style-type: none"> <li>Diarization of Documents: Maintaining a</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the</li> </ul>	<ul style="list-style-type: none"> <li>Document Management</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Skills</li> </ul>



<p><b>Clerk / Lower Division Clerk or Equivalent</b></p>	<p>systematic record and tracking system for incoming and outgoing documents.</p> <ul style="list-style-type: none"> <li>• Dispatch: Ensuring timely and proper dispatch of documents and files to the relevant stakeholders.</li> <li>• Initial Processing of Files: Assisting in the initial processing of routine files, which may include organizing and categorizing documents, verifying information, and preparing files for further processing.</li> <li>• Data Entry: Accurate and timely data entry of relevant information into the designated systems or databases.</li> <li>• Record Management: Proper maintenance and organization of physical and electronic records, ensuring easy retrieval and access as needed.</li> <li>• File Management: Managing the filing system, including labeling, indexing, and archiving files according to established protocols.</li> <li>• Correspondence Support: Assisting in drafting routine correspondence and letters as directed by superiors.</li> <li>• Coordination: Collaborating with team members and relevant stakeholders to facilitate smooth workflow and communication.</li> <li>• Document Review: Conducting basic reviews and checks of documents for accuracy, completeness, and adherence to established guidelines or procedures.</li> </ul>	<p>PRASAD Scheme and its Objectives</p> <ul style="list-style-type: none"> <li>• Familiarity with Northern and Eastern Region Tourism Destinations and Attractions</li> <li>• Knowledge of Budgeting and Expenditure Management in Tourism</li> <li>• Awareness of CPGRAMs (Centralized Public Grievance Redress and Monitoring System)</li> <li>• Understanding of Parliamentary Standing Committee Reports and their Relevance to the PRASAD Scheme</li> </ul>	<p>and Organization</p> <ul style="list-style-type: none"> <li>• Data Entry and Record-Keeping</li> <li>• File Maintenance and Archiving</li> <li>• Correspondence Preparation</li> <li>• Basic Review and Quality Assurance</li> <li>• Coordination and Collaboration</li> <li>• Administrative Support</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Noting and drafting</li> <li>• Information Retrieval</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Collaboration and Teamwork</li> <li>• Effective Communication</li> <li>• Professionalism</li> <li>• Accountability</li> <li>• Initiative</li> <li>• Confidentiality</li> </ul>
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	<ul style="list-style-type: none"><li>• Administrative Support: Providing general administrative support to the division, such as scheduling meetings, maintaining calendars, and arranging travel and accommodation as required.</li></ul>			
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## Current Competency Mapping of PRASHAD Sub-Division

Table 59: Current Competency Mapping of PRASHAD Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	A	B	B	B	B
Analytical Thinking	B	A	B	B	B
Time Management	B	A	B	B	B
Negotiation	B	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	B	B	B
Attention to customer needs	B	B	B	B	B
Gender Sensitivity	A	B	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	B	B	B
Program Management (focuses on outcomes)	A	A	B	B	B
Project Management (focuses on outputs)	A	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	B	B	B	B	B

Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	B	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for PRASHAD Sub- Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 60: Preliminary Gaps and Interventions Identified under Individual Pillar for PRASAD Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 61: Preliminary Gaps and Interventions Identified under Organizational Pillar for PRASAD Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	Aligning competencies with the right roles and jobs. Distinct allocation of work responsibilities and less incidents of overlapping of tasks would enable less

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		conflict at work
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 62 :Preliminary Gaps and Interventions Identified under Institutional Pillar for PRASAD Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Internal Promotion and Reward Mechanism	Provision for domain-specific curriculum related to wage negotiation (including Productivity Linked Reward scheme) and labor laws
2.	Trained Manpower Shortage	Pertinent recruitment of staff
3.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
4.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of PRASHAD Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

Table 63 :Expected Competency Mapping of PRASHAD Sub-Division

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A

Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	A	A	A	A
Understanding of Indian Geography	A	A	A	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	A	A	A
Tourism Economy	A	A	A	A	A
Emerging Trends in Tourism	A	A	A	A	A
Tourism Infrastructure know how	A	A	A	A	A
Types of Tourism Products	A	A	A	A	A
Tourism sectoral strategies and roadmaps	A	A	A	A	A
Sustainability in Tourism	A	A	A	A	A
Destination planning and product development	A	A	A	A	A
Carrying Capacity in Tourism	A	A	A	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.



Table 64: Responsibilities and Competency Requirements of Destination Development Division – SD Sub-Division(P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting the Director in managing the Swadesh Darshan Division</li> <li>Coordinating the development and implementation of iconic destinations and champion sectors</li> <li>Managing RFPs and PMC matters</li> <li>Overseeing the Arth Ganga initiative and its integration into the Swadesh Darshan scheme</li> <li>Liaising with parliamentary bodies and addressing their inquiries and reports</li> <li>Monitoring budget allocation and expenditure</li> <li>Conducting performance audits in collaboration with the CAG</li> <li>Supporting the Director in strategic planning and decision-making</li> <li>Assisting in the supervision and guidance of Assistant Directors</li> <li>Handling any other assigned responsibilities as needed</li> </ul>	<ul style="list-style-type: none"> <li>Tourism policy and planning</li> <li>Destination development and management</li> <li>Project management in the tourism sector</li> <li>Budgeting and financial management in tourism</li> <li>Tourism marketing and promotion</li> <li>Stakeholder coordination and partnership building</li> <li>Knowledge of iconic tourist destinations and champion sectors</li> <li>Understanding of government regulations and guidelines in the tourism sector</li> <li>Knowledge of performance auditing in the context of tourism schemes</li> <li>Familiarity with parliamentary procedures and protocols</li> </ul>	<ul style="list-style-type: none"> <li>Project management</li> <li>Budget management</li> <li>Performance auditing</li> <li>Parliamentary liaison</li> <li>Stakeholder coordination</li> <li>Policy development</li> <li>Supervision and guidance</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender writing</li> <li>Scheme rules and General Administration matters</li> <li>Noting and drafting</li> <li>Strategic planning</li> <li>RFP management</li> <li>Decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Strategic thinking</li> <li>Communication</li> <li>Collaboration</li> <li>Problem-solving</li> <li>Analytical thinking</li> <li>Adaptability</li> <li>Organizational skills</li> <li>Attention to detail</li> <li>Professionalism</li> </ul>
<b>Assistant</b>	<ul style="list-style-type: none"> <li>Assisting the Deputy Director in managing</li> </ul>	<ul style="list-style-type: none"> <li>Tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>Research and analysis</li> </ul>	<ul style="list-style-type: none"> <li>Communication skills</li> </ul>

<b>Director / Section Officer or Equivalent</b>	<p>the Swadesh Darshan Division</p> <ul style="list-style-type: none"> <li>• Conducting research and analysis on emerging trends and best practices in tourism</li> <li>• Contributing to policy development and program design for the Swadesh Darshan scheme</li> <li>• Coordinating the implementation of projects and initiatives in specific regions</li> <li>• Handling issues related to VIP references, parliamentary questions, and RTIs</li> <li>• Monitoring and reporting on the progress of the scheme</li> <li>• Assisting in budgeting and expenditure management</li> <li>• Participating in performance audits conducted by the CAG</li> <li>• Supporting the Deputy Director in various administrative tasks</li> <li>• Performing any other assigned duties in the division</li> </ul>	<p>knowledge</p> <ul style="list-style-type: none"> <li>• Destination management</li> <li>• Tourism policy and regulations</li> <li>• Cultural heritage preservation</li> <li>• Sustainable tourism practices</li> <li>• Tourism marketing and promotion</li> <li>• Tourism development planning</li> <li>• Stakeholder engagement in tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Policy development and program design</li> <li>• Project coordination and management</li> <li>• Legal and regulatory compliance</li> <li>• Monitoring and evaluation</li> <li>• Financial management</li> <li>• Reporting and documentation</li> <li>• Administrative support</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> <li>• Stakeholder coordination</li> <li>• Information management</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration and teamwork</li> <li>• Analytical thinking</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Attention to detail</li> <li>• Time management</li> <li>• Professionalism</li> <li>• Customer service orientation</li> <li>• Cultural sensitivity</li> </ul>
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Providing administrative support to the Swadesh Darshan Division</li> <li>• Assisting in budget coordination and expenditure statements</li> <li>• Coordinating with stakeholders for campaigns, advertisements, and media</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism administration</li> <li>• Budget management in tourism</li> <li>• Stakeholder coordination in tourism initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative support</li> <li>• Budget coordination</li> <li>• Stakeholder coordination</li> <li>• Parliamentary affairs coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Organization and time management</li> <li>• Attention to detail</li> <li>• Communication skills</li> <li>• Collaboration and teamwork</li> </ul>

	<p>coordination</p> <ul style="list-style-type: none"> <li>Assisting in the preparation of parliamentary reference notes and question replies</li> <li>Handling general issues related to the Swadesh Darshan scheme</li> <li>Assisting in the compilation and filing of reports</li> <li>Managing RTI applications and coordination with the CPIO</li> <li>Providing support in project monitoring and coordination</li> <li>Assisting in the coordination of meetings and workshops</li> <li>Performing any other administrative tasks assigned by superiors</li> </ul>	<ul style="list-style-type: none"> <li>Government policies and procedures in tourism</li> <li>Media coordination in tourism promotion</li> <li>Parliamentary affairs related to tourism</li> <li>RTI application management in tourism</li> <li>Project monitoring and coordination in tourism</li> <li>Meeting and workshop coordination in tourism</li> <li>Administrative support in tourism</li> </ul>	<ul style="list-style-type: none"> <li>RTI application management</li> <li>Report compilation and filing</li> <li>Project monitoring and coordination</li> <li>Meeting and workshop coordination</li> <li>Record-keeping and documentation</li> <li>Task prioritization and execution</li> </ul>	<ul style="list-style-type: none"> <li>Adaptability</li> <li>Problem-solving</li> <li>Professionalism</li> <li>Customer service orientation</li> <li>Multitasking</li> <li>Confidentiality</li> </ul>
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Assisting in administrative tasks, including document management and record keeping</li> <li>Handling routine correspondence and communication</li> <li>Providing support in budget coordination and expenditure statements</li> <li>Assisting in the processing of RTI applications and appeals</li> <li>Maintaining records and documentation related to the Swadesh Darshan scheme</li> <li>Assisting in project monitoring and coordination</li> <li>Coordinating meetings and events</li> <li>Assisting in the compilation and filing of reports</li> <li>Performing data entry and information management tasks</li> </ul>	<ul style="list-style-type: none"> <li>Tourism administration and operations</li> <li>Budget management in tourism</li> <li>Record keeping and documentation in tourism</li> <li>RTI application management in tourism</li> <li>Project monitoring and coordination in tourism</li> <li>Meeting and event coordination in tourism</li> <li>Report compilation and filing in tourism</li> <li>Data entry and information management in tourism</li> </ul>	<ul style="list-style-type: none"> <li>Administrative support</li> <li>Document management</li> <li>Record keeping</li> <li>Correspondence handling</li> <li>Budget coordination</li> <li>RTI application processing</li> <li>Project monitoring and coordination</li> <li>Meeting and event coordination</li> <li>Report compilation and filing</li> <li>Data entry and information management</li> </ul>	<ul style="list-style-type: none"> <li>Organizational skills</li> <li>Attention to detail</li> <li>Communication skills</li> <li>Time management</li> <li>Adaptability</li> <li>Problem-solving</li> <li>Collaboration and teamwork</li> <li>Professionalism</li> <li>Customer service orientation</li> <li>Confidentiality</li> </ul>

	<ul style="list-style-type: none"><li>• Supporting other staff members in the division as needed</li></ul>	<ul style="list-style-type: none"><li>• Stakeholder support in tourism initiatives</li><li>• Administrative support in tourism</li></ul>		
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## Current Competency Mapping of Swadesh Darshan Sub-Division

Table 65: Current Competency Mapping of Swadesh Darshan Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent (1)	Position 3: Assistant Director / Section Officer or Equivalent (2)	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>					
Leadership and teamwork	B	B	B	B	B	B
Communication Skills	B	B	B	B	B	B
Empathy to colleagues	A	B	B	B	B	B
Analytical Thinking	B	A	B	B	B	B
Time Management	B	A	B	B	B	B
Negotiation	B	B	B	B	B	B
Managing stress	B	A	B	B	B	B
Conflict Resolution	B	A	B	B	B	B
Attention to customer needs	B	B	B	B	B	B
Gender Sensitivity	A	B	A	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA	NA
<b>Functional / Skills</b>						
e-office	A	A	B	B	B	B
Program Management (focuses on outcomes)	A	A	B	B	B	B

Project Management (focuses on outputs)	A	A	B	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B	B
Government e-Marketplace (GeM)	B	B	NA	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B	B
HRMS Rules	A	B	NA	B	B	B
Procurement and Tender Writing	B	B	NA	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	NA	B	B	B
Budgeting	B	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	NA	B	NA	NA
Financial Management	B	B	B	B	NA	NA
Vigilance	A	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B	B
Stakeholder Management	B	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B	B
Specific functional competencies apart from the above	NA	NA	Team building	NA	NA	NA
<b>Domain / Knowledge</b>						
Travel and Tourism	B	B	B	B	B	B

Management						
Understanding of Indian Geography	A	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B	B
Tourism Economy	B	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B	B
Tourism Infrastructure know how	A	B	B	B	B	B
Types of Tourism Products	A	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B	B
Destination planning and product development	B	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Swadesh Darshan Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 66: Preliminary Gaps and Interventions Identified under Individual Pillar for Swadesh Darshan Sub-Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified

1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Marketing and Promotion of Tourism for Overseas Markets	Take up several marketing promotion initiatives in line with the Ministry's tourism plan and policies by optimizing the domestic Indian tourism offices.

## Organizational Pillar

*Table 67: Preliminary Gaps and Interventions Identified under Organizational Pillar for Swadesh Darshan Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	Aligning competencies with the right roles and jobs. Distinct allocation of work responsibilities and less



Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		incidents of overlapping of tasks would enable less conflict at work
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI to improve the overall services and outreach
6.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.

## Institutional Pillar

*Table 68: Preliminary Gaps and Interventions Identified under Institutional Pillar for Swadesh Darshan Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Swadesh Darshan Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

Table 69 :Expected Competency Mapping of Swadesh Darshan Sub-Division

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Expected degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of	A	A	A	A	A

Government Departments					
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	A	A	A	A
Understanding of Indian Geography	A	A	A	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	A	A	A
Tourism Economy	A	A	A	A	A
Emerging Trends in Tourism	A	A	A	A	A
Tourism Infrastructure know how	A	A	A	A	A
Types of Tourism Products	A	A	A	A	A
Tourism sectoral strategies and roadmaps	A	A	A	A	A
Sustainability in Tourism	A	A	A	A	A
Destination planning and product development	A	A	A	A	A
Carrying Capacity in Tourism	A	A	A	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 70: Responsibilities and Competency Requirements of IDD Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Processing project proposals for releasing Financial Assistance for Infrastructure Development to Central Agencies Scheme.</li> <li>Providing financial assistance to States/UTs for fairs, festivals, events, and shopping festivals.</li> <li>Offering financial assistance for the development of Information Technology through a specific scheme.</li> <li>Providing financial assistance to states/UTs for publicity materials in collaboration with private sectors.</li> <li>Coordinating with the Ministry of DoNER (Development of Northeastern Region) on various projects in the Northeast Region.</li> <li>Allocating 10% Gross Budgetary Support (GBS) to the Northeast Region.</li> <li>Attending meetings related to projects of the Ministry of DoNER.</li> <li>Handling Parliament Questions/Reports of Parliament Standing Committee and other parliamentary matters related to the Division.</li> </ul>	<ul style="list-style-type: none"> <li>Destination Management</li> <li>Event Planning and Management</li> <li>Marketing and Promotion of Tourism</li> <li>Tourism Product Development</li> <li>Cultural Heritage Preservation</li> <li>Visitor Services and Hospitality</li> <li>Tourism Market Research</li> <li>Sustainable Tourism Practices</li> <li>Public-Private Partnership in Tourism</li> <li>Tourism Policy and Strategy</li> <li>Tourism Impact Assessment</li> <li>Tourism Investment</li> </ul>	<ul style="list-style-type: none"> <li>Policy Development</li> <li>Strategic Planning</li> <li>Coordination and Collaboration</li> <li>Reporting and Documentation</li> <li>Program and Project Management</li> <li>Financial Management</li> <li>Stakeholder Engagement</li> <li>Risk Management</li> <li>Resource Allocation</li> <li>Contract Management</li> <li>Public Relations</li> <li>Information Technology Management</li> <li>Research and Analysis</li> <li>Performance Monitoring and Evaluation</li> <li>Knowledge of</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Decision Making</li> <li>Problem Solving</li> <li>Attention to Detail</li> <li>Time Management</li> <li>Adaptability</li> <li>Teamwork</li> <li>Communication Skills</li> <li>Interpersonal Skills</li> <li>Leadership Skills</li> <li>Customer Service Orientation</li> <li>Conflict Resolution</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Negotiation Skills</li> <li>Professionalism</li> <li>Ethical Conduct</li> </ul>

	<ul style="list-style-type: none"> <li>• Submitting quarterly/monthly reports and reports in Hindi.</li> <li>• Organizing presentation meetings between States/UTs/Central Agencies and the Sanctioning Committee.</li> <li>• Coordinating with States/UTs/Central Agencies on various matters.</li> <li>• Developing guidelines and policies related to the schemes.</li> </ul>	<p>and Financing</p> <ul style="list-style-type: none"> <li>• Tourism Infrastructure Development</li> <li>• Tourism Quality Assurance and Standards</li> <li>• Tourism Legislation and Regulation</li> </ul>	<p>Government Procedures and Regulations</p> <ul style="list-style-type: none"> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Process project proposals for the release of Financial Assistance for Infrastructure Development to Central Agencies Scheme.</li> <li>• Handle the allocation of Central Financial Assistance (CFA) to States/UTs for fairs, festivals, events, and shopping festivals.</li> <li>• Provide financial assistance for the development of Information Technology through a specific scheme.</li> <li>• Coordinate and collaborate with private sectors to provide financial assistance for publicity material to states/UTs.</li> <li>• Facilitate coordination work on subjects</li> </ul>	<ul style="list-style-type: none"> <li>• Destination Management</li> <li>• Event Planning and Management</li> <li>• Marketing and Promotion of Tourism</li> <li>• Tourism Product Development</li> <li>• Cultural Heritage Preservation</li> <li>• Visitor Services and Hospitality</li> <li>• Tourism Market</li> </ul>	<ul style="list-style-type: none"> <li>• Program and project Management</li> <li>• Financial Management</li> <li>• Policy Development</li> <li>• Strategic Planning</li> <li>• Coordination and Collaboration</li> <li>• Reporting and Documentation</li> <li>• Stakeholder Engagement</li> <li>• Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Decision Making</li> <li>• Problem Solving</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Analytical Thinking</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Communication Skills</li> <li>• Interpersonal Skills</li> <li>• Leadership Skills</li> <li>• Customer Service</li> </ul>

	<p>related to the Northeast Region with the Ministry of DoNER, including various projects, 10% Gross Budgetary Support (GBS) in the NER, and attending meetings.</p> <ul style="list-style-type: none"> <li>• Manage Parliament Questions, reports of Parliament Standing Committee, and other parliamentary matters related to the Division.</li> <li>• Prepare and submit quarterly/monthly reports, including reports in Hindi.</li> <li>• Arrange presentation meetings between States/UTs/Central Agencies and the Sanctioning Committee.</li> <li>• Coordinate with States/UTs/Central Agencies on various matters related to the schemes.</li> <li>• Develop and update guidelines and policies related to the schemes.</li> <li>• Handle all references related to Right to Information (RTI), Centralized Public Grievance Redress and Monitoring (CPGRAM), e-Samiksha, VIP letters, Court Cases, PMO action taken points, and miscellaneous matters.</li> <li>• Coordinate with the Public Financial Management System (PFMS) office, Central Nodal Agency, Central Agencies, State Governments, and Union Territory Administrations for the release of funds.</li> </ul>	<p>Research</p> <ul style="list-style-type: none"> <li>• Sustainable Tourism Practices</li> <li>• Public-Private Partnership in Tourism</li> <li>• Tourism Policy and Strategy</li> <li>• Tourism Impact Assessment</li> <li>• Tourism Investment and Financing</li> <li>• Tourism Infrastructure Development</li> <li>• Tourism Quality Assurance and Standards</li> <li>• Tourism Legislation and Regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Allocation</li> <li>• Contract Management</li> <li>• Public Relations</li> <li>• Information Technology Management</li> <li>• Research and Analysis</li> <li>• Performance Monitoring and Evaluation</li> <li>• Knowledge of Government Procedures and Regulations</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<p>Orientation</p> <ul style="list-style-type: none"> <li>• Conflict Resolution</li> <li>• Negotiation Skills</li> <li>• Professionalism</li> <li>• Ethical Conduct</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>
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<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Handling any legal or administrative matters related to the division's activities.</li> <li>• Handling all references related to RTI (Right to Information), CPGRAM (Centralized Public Grievance Redress and Monitoring), e-Samiksha (online monitoring system), VIP letters, court cases, PMO (Prime Minister's Office) action taken points, and miscellaneous matters pertaining to the above schemes/subjects.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding Indian Geography: Helps handle administrative matters related to different geographical areas and their specific tourism requirements.</li> <li>• Knowledge of Tourism Supply Chain: Assists in understanding the legal and administrative aspects of the tourism supply chain, including travel agents, transportation, accommodation, and excursions.</li> <li>• Types of Tourism Products: Understanding the nature of tourism products and their relevance to legal and administrative matters.</li> <li>• Tourism Sectoral Strategies and Roadmaps: Aligning legal and administrative actions with the overall strategies and roadmaps of the</li> </ul>	<ul style="list-style-type: none"> <li>• Program and Project Management</li> <li>• Budgeting</li> <li>• Bookkeeping &amp; Accounting</li> <li>• Financial Management</li> <li>• Vigilance</li> <li>• Stakeholder Management</li> <li>• Quantitative &amp; Analytical Skills</li> <li>• Scheme rules and guidelines</li> <li>• Knowledge of Government Procedures and Regulations</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Teamwork</li> <li>• Communication Skills</li> <li>• Empathy to colleagues</li> <li>• Analytical Thinking</li> <li>• Time Management</li> <li>• Negotiation</li> <li>• Managing Stress</li> <li>• Conflict Resolution</li> <li>• Attention to customer needs</li> <li>• Gender Sensitivity</li> </ul>
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		tourism sector.	General Administration Matters	
			<ul style="list-style-type: none"> <li>• Noting and drafting</li> </ul>	
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Coordinating with the PFMS (Public Financial Management System) office, Central Nodal Agency, Central Agencies, State Governments, and Union Territory Administrations for the release of funds.</li> <li>• Ensuring timely and accurate submission of required reports and documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• Basic understanding of Tourism Industry and best practices in administration of tourism infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Project Coordination</li> <li>• Reporting and Documentation</li> <li>• Stakeholder Engagement</li> <li>• Funds Management</li> <li>• Government Regulations and Policies</li> <li>• Budgeting and Planning</li> <li>• Process Improvement</li> <li>• Contract Management</li> <li>• Risk Assessment and Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Collaboration</li> <li>• Relationship Building</li> <li>• Problem Solving</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Negotiation</li> <li>• Adaptability</li> <li>• Analytical Thinking</li> <li>• Resilience</li> <li>• Accountability</li> <li>• Teamwork</li> <li>• Customer Focus</li> <li>• Stress Management</li> <li>• Ethical Governance</li> </ul>

A detailed assessment and mapping of the current competencies of the division has been carried out based on inputs from staff self-assessment questionnaire, consultations, and feedback.



## Current Competency Mapping of IDD Sub-Division

Table 71 :Current Competency Mapping of IDD Sub- Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	A	A	B	B
Empathy to colleagues	A	A	B	B	B
Analytical Thinking	B	A	A	B	B
Time Management	B	A	A	B	B
Negotiation	B	B	B	B	B
Managing stress	B	B	B	B	B
Conflict Resolution	B	B	B	B	B
Attention to customer needs	B	B	B	B	B
Gender Sensitivity	A	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B
Project Management (focuses on	A	B	B	B	B

outputs					
MS Office (Excel, PPT, Word)	A	B	A	B	B
Public Financial Management System (PFMS)	B	B	A	B	B
Right to Information Act, 2005 (RTI)	A	B	A	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	B	B	B	B
HRMS Rules	A	B	A	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	A	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	B	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	A	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	A	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	A	B	B
Scheme rules and guidelines	A	B	A	B	B
Specific functional competencies apart from the above	Project Management	NA	NA	NA	NA

Domain / Knowledge					
Travel and Tourism Management	B	B	A	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	A	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	A	B	B
Tourism sectoral strategies and roadmaps	B	B	A	B	B
Sustainability in Tourism	B	B	A	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	A	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for IDD Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 72 :Preliminary Gaps and Interventions Identified under Individual Pillar for IDD Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## **Organizational Pillar**

*Table 73 : Preliminary Gaps and Interventions Identified under Organizational Pillar for IDD Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and Artificial and Virtual Reality, AI to improve the overall services and outreach of the ministry

## Institutional Pillar

*Table 74: Preliminary Gaps and Interventions Identified under Institutional Pillar for IDD Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of IDD Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 75 Expected Competency Mapping of IDD Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A

Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.3. Facilitation & Standards Division

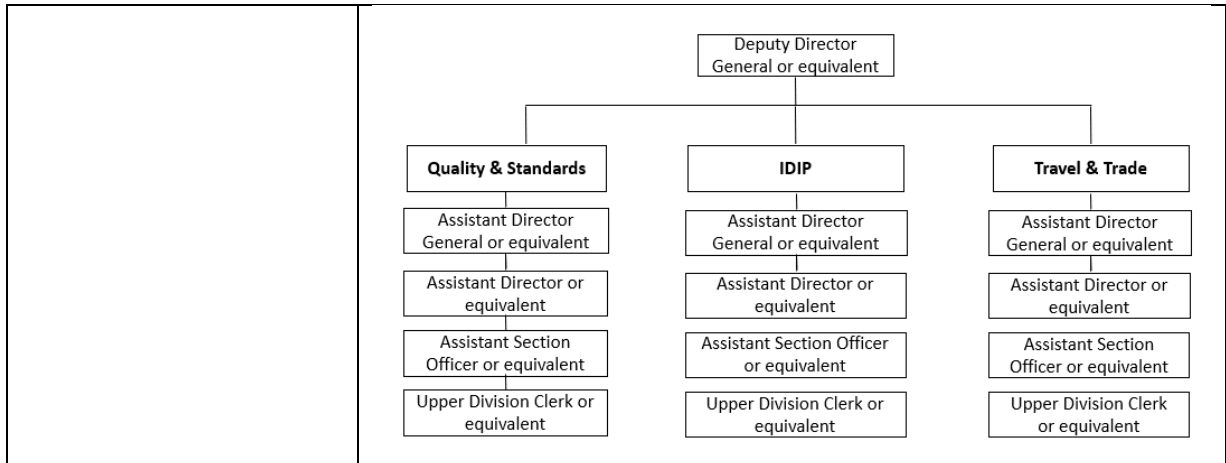
The Facilitation & Standards Division, which now includes the Quality & Standards, Travel and Trade and IDIP, is headed by Deputy Director General/Deputy Secretary level position or equivalent and takes care of all matters pertaining EoDB, attracting investments, improving ease of travel and tourism safety.

*Table 76: Roles and Responsibilities of Facilities & Standards Division*

<p><b>Focus areas and priorities</b></p>	<p><b>All matters concerning planning and implementation of Facilitation &amp; Standards Division (Quality &amp; Standards, Travel &amp; Trade, IDIP)</b></p>
<p><b>Roles and Responsibilities</b></p>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>• All matters related to NIDHI Plus, along with approval, classification, SOPs, and operational recommendations for tourism industry players comprising but not limited to:             <ol style="list-style-type: none"> <li>a. OTAs</li> <li>b. Transport services providers.</li> <li>c. Accommodation units</li> <li>d. Food Business Operators</li> <li>e. Attraction Operators</li> <li>f. Tour Operators</li> <li>g. Travel Agents</li> <li>h. Convention Centers</li> <li>i. AYUSH &amp; Medical services provider</li> <li>j. Adventure activity operators</li> <li>k. Other tourism service providers</li> <li>l. Industry association for all above</li> </ol> </li> <li>• All matters related to improving Ease of Doing Business and addressing tourism industry related policy and regulatory issues, All matters related to industry Grouping meeting, All matters related to Taxation/ GST of tourism industry players, and Services Exports from India Scheme(SEIS)</li> <li>• All Matters related to attracting investments in the tourism sector- National Single Window System, High-powered Single Window cell for fast-track clearance of tourism-related investments, investor database, investible projects collation and promotion, policy &amp; incentives benchmarking of States/ UTs along with best practices sharing and implementation.</li> <li>• All matters related to improving Ease of Travel-VISA &amp; immigration related issues, boosting air-connectivity between India and other countries, domestic transport related issues, digital payment, etc.</li> <li>• All matters related to Tourist Safety- Tourist Police strengthening &amp; monitoring, Tourist Helpline (Tourism Infoline), Advisories and other safety mechanisms, All matters related to Crisis management Cell and implementation of Crisis Management SoP of Ministry of Tourism.</li> <li>• All matters related to Tourist Grievance Redressal and issuing public interest advisories</li> <li>• All matters related to Restricted Area Permit/ Protected Area Permit, handling of Scheme of "Safe Destination for Women Tourists", monitoring supply of manpower for airport counter, and</li> </ul>



	<p>settlement of AAI VGF bills</p> <p><b>Quality &amp; Standards</b></p> <ul style="list-style-type: none"> <li>• Process online applications and grant project-level approvals for hotels under construction, as well as classify operational hotels according to a star rating system based on inspections by the Hotel and Restaurant Approval and Classification Committee (HRACC).</li> <li>• Approve properties across various categories, including tented accommodations, guest houses, and standalone restaurants, while addressing industry issues with relevant ministries.</li> <li>• Oversee the Sustainable Tourism Criteria of India (STCI) Certification on the NIDHI Portal and manage Bureau of Industry Standards (BIS) matters related to tourism and hospitality.</li> <li>• Ensure compliance with accessibility standards and address quality and standards across the tourism and hospitality sector.</li> </ul> <p><b>Travel &amp; Trade</b></p> <ul style="list-style-type: none"> <li>• Interface with stakeholders including Inbound Tour Operators, Domestic Tour operators, Adventure Tour Operators, Tourist Transport Operators, other government departments and all issues concerning to them</li> <li>• All matters concerning facilitation of tourists like visa issues, immigration issues, RAP/PAP, safety and security of tourists, Civil Aviation matters, connectivity issues (Air, road &amp; railways)</li> <li>• All matters concerning complaints received from tourists, managing helpline (1363)</li> <li>• All matters related to the Incredible India Tourist Facilitators (IITF) Certification Programme including Regional Level Tourist Guides (RLG)</li> </ul> <p><b>IDIP</b></p> <ul style="list-style-type: none"> <li>• All matters related to development of hospitality and tourism industries across the value chain</li> <li>• All matters related to Investment Promotion and Facilitation including FDI in tourism and hospitality sector</li> <li>• All matters related to Public Private Partnership (PPP) in tourism and hospitality sector</li> <li>• All matters related to Startups in tourism and hospitality sector</li> <li>• All matters related to CSR funding of the projects including Adopt a Heritage Scheme</li> </ul>
<p><b>Work Allocation Matrix</b></p>	<p><b>Division head:</b>                  Deputy Director General – Mr. Sanjay Singh                  Deputy Secretary – Mr. Pankaj Kumar Devrani</p>



Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

Table 77: Responsibilities and Competency Requirements of Facilitation &amp; Standards Division (P1)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	<p><b>For all matters related to Quality and Standards</b></p> <ul style="list-style-type: none"> <li>Recommendations for approval of restaurants received from RD offices.</li> <li>Reviewing recommendations received from Regional Director (RD) offices for the approval of restaurants.</li> <li>Assessing the compliance of the recommended restaurants with relevant regulations, licensing requirements, and safety standards.</li> <li>Verifying the adherence to food hygiene practices and quality standards.</li> <li>Conducting inspections and evaluations of the recommended restaurants to ensure suitability for approval.</li> <li>Collaborating with RD offices and other stakeholders to gather additional information or clarification, if needed.</li> <li>Communicating the approval decisions to the RD offices and the concerned restaurants.</li> <li>Maintaining records and documentation related to the approval process.</li> <li>Providing guidance and support to RD offices regarding the approval requirements and procedures.</li> <li>Addressing inquiries, appeals, and grievances related to the approval process.</li> </ul>	<ul style="list-style-type: none"> <li>Restaurant Regulations and Licensing</li> <li>Food Safety and Hygiene Standards</li> <li>Quality Standards for Restaurants</li> <li>Restaurant Approval Procedures</li> <li>Knowledge of Regional Culinary Culture and Cuisine</li> <li>Understanding the diverse geography of India and cultural significance for strategy development and investment promotion.</li> <li>Knowledge of travel agents, transportation, accommodation, and excursions for facilitating investments and supporting startups.</li> <li>Awareness of the economic aspects, market research, and financial management for promoting investments and sustainable growth.</li> <li>Staying updated with</li> </ul>	<ul style="list-style-type: none"> <li>Compliance Assessment and Review</li> <li>Inspections and Evaluations</li> <li>Documentation and Record Keeping</li> <li>Stakeholder Engagement and Communication</li> <li>Guidance and Support Provision</li> <li>Inquiry and Grievance Handling</li> <li>Periodic Review and Monitoring</li> <li>Collaboration with Regional Director Offices</li> <li>Knowledge of Restaurant Licensing Procedures</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Decision Making</li> <li>Communication Skills</li> <li>Collaboration and Relationship Building</li> <li>Customer Service Orientation</li> <li>Problem Solving</li> <li>Time Management</li> <li>Adaptability</li> <li>Integrity and Ethics</li> <li>Strategic thinking and planning</li> <li>Strong analytical and research skills</li> <li>Excellent communication and presentation skills</li> <li>Stakeholder management and engagement</li> <li>Collaboration and teamwork</li> <li>Leadership and vision</li> <li>Managing Stress</li> <li>Gender Sensitivity</li> <li>Empathy to colleagues</li> <li>Customer focus</li> <li>Professionalism</li> <li>Teamwork</li> <li>Initiative</li> <li>Resilience</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Periodically reviewing the approved restaurants for compliance with ongoing standards.</li> </ul> <p><b>For all matters related to Industry Development and Investment Promotion</b></p> <ul style="list-style-type: none"> <li>Formulating and implementing comprehensive strategies for the development of the hospitality and tourism industries across the value chain. This includes identifying key focus areas, setting goals, and monitoring progress towards industry growth and sustainability.</li> <li>Promoting and facilitating investments in the tourism and hospitality sector, including attracting foreign direct investment (FDI) and providing necessary support to investors. This involves conducting market research, identifying investment opportunities, and fostering a conducive environment for investment.</li> <li>Initiating and overseeing PPP projects in the tourism and hospitality sector. This includes identifying suitable projects, attracting private sector participation, and ensuring effective collaboration between public and private entities for successful project implementation.</li> <li>Supporting and promoting startups in the tourism and hospitality sector. This involves creating a supportive</li> </ul>	<ul style="list-style-type: none"> <li>industry trends for strategic planning and innovation in the hospitality and tourism sectors.</li> <li>Understanding infrastructure requirements and development plans for PPP projects and ease of doing business.</li> <li>Familiarity with different tourism offerings for supporting startups and sustainable tourism experiences.</li> <li>Knowledge of government initiatives and roadmaps to align events, policies, and investments.</li> <li>Understanding sustainable practices for responsible policies, CSR funding, and project implementation.</li> <li>Knowledge of carrying capacity, product development, and destination planning for holistic growth.</li> <li>Travel Trade Regulations and</li> </ul>	<ul style="list-style-type: none"> <li>Matters</li> <li>Quality Assurance and Control</li> <li>Program and Project management</li> <li>Financial management and budgeting</li> <li>Market research and analysis</li> <li>Policy development and implementation</li> <li>Monitoring and evaluation</li> <li>Relationship building and networking</li> <li>Data analysis and reporting</li> <li>Continuous learning and professional development.</li> <li>Noting and drafting</li> <li>Complaint Management and Resolution</li> <li>Coordination with Government Agencies</li> <li>Strategic Planning and Decision-Making</li> <li>Compliance with Tourism Guidelines</li> <li>Relationship Management</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>ecosystem, providing mentorship and guidance, facilitating access to funding, and fostering innovation within the industry.</p> <ul style="list-style-type: none"> <li>• Streamlining processes and policies to improve the ease of doing business in the tourism and hospitality sector. This includes identifying regulatory bottlenecks, implementing reforms, and ensuring a business-friendly environment that encourages investment and growth.</li> <li>• Managing the Corporate Social Responsibility (CSR) funding of projects related to the tourism and hospitality sector. This involves coordinating with relevant stakeholders, monitoring project progress, and ensuring compliance with CSR guidelines.</li> <li>• Engaging with various stakeholders such as industry associations, investors, government agencies, and local communities to foster collaboration, address concerns, and promote a conducive environment for the growth of the hospitality and tourism industries.</li> <li>• Developing and implementing policies and regulations that support the sustainable growth of the hospitality and tourism sectors. This includes conducting research, analyzing industry trends, and collaborating with relevant departments and ministries to shape favorable policies</li> <li>• Establishing mechanisms to monitor</li> </ul>	<p>Licensing</p> <ul style="list-style-type: none"> <li>• Tourist Facilitation Processes</li> <li>• Travel Trade Management</li> <li>• Tourism Regulations and Guidelines</li> <li>• Tourist Facilitation</li> <li>• Visa and Immigration Procedures</li> <li>• Safety and Security Management</li> <li>• Civil Aviation Operations</li> <li>• Connectivity and Transportation</li> <li>• Complaint Resolution and Customer Service</li> <li>• Tourist Guide Certification Programs</li> <li>• Regional Tourism Development</li> </ul>		

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>the progress and impact of initiatives undertaken by the division. This involves collecting and analyzing data, conducting evaluations, and making informed decisions based on the findings to continuously improve performance and achieve desired outcomes.</p> <ul style="list-style-type: none"> <li>• Collaborating with other divisions, government departments, and external agencies to align efforts, share resources, and ensure effective coordination for holistic development of the hospitality and tourism industries.</li> <li>• Providing regular reports and updates to senior management, government authorities, and relevant stakeholders on the division's activities, progress, and achievements. This includes preparing presentations, participating in meetings, and effectively communicating the division's goals and initiatives.</li> <li>• Staying abreast of industry trends, best practices, and emerging technologies through continuous learning and professional development. This includes attending conferences, workshops, and training programs, as well as networking with industry experts to enhance knowledge and skills in the field of hospitality and tourism.</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p><b>For all matters related of Trave Trade</b></p> <ul style="list-style-type: none"> <li>• Approval and oversight of Inbound Tour Operators, Domestic Tour Operators, Adventure Tour Operators, Tourist Transport Operators, and related issues.</li> <li>• Coordination and management of matters related to facilitation of tourists, including visa issues, immigration issues, RAP/PAP, safety and security of tourists, civil aviation matters, and connectivity issues.</li> <li>• Handling complaints received from tourists and managing the helpline (1363).</li> <li>• Managing the Incredible India Tourist Facilitators (IITF) Certification Programme, including Regional Level Tourist Guides (RLG).</li> <li>• Providing guidance and support to the Deputy Director and Assistant Directors.</li> <li>• Strategic planning and decision-making related to travel trade initiatives.</li> <li>• Liaising with relevant stakeholders and government agencies.</li> <li>• Ensuring compliance with policies, regulations, and guidelines.</li> </ul>			

Table 78: Responsibilities and Competency Requirements of Quality &amp; Standards Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Online scrutiny of applications for Approval of Hotel Projects:               <ul style="list-style-type: none"> <li>- Implementing an online platform to receive and process applications for hotel project approvals.</li> <li>- Conducting thorough evaluations of project proposals, including feasibility studies and environmental impact assessments.</li> <li>- Verifying compliance with building codes, safety regulations, and other relevant guidelines.</li> <li>- Collaborating with architects, engineers, and other professionals to ensure project viability and adherence to standards.</li> <li>- Streamlining the approval process to reduce delays and improve efficiency.</li> <li>- Communicating with applicants regarding the status of their applications and any required modifications.</li> <li>- Maintaining a transparent and accessible database of approved hotel projects.</li> <li>- Facilitating coordination with local authorities and agencies for necessary clearances and permits.</li> <li>- Periodic monitoring and inspection of approved projects to ensure compliance with approved plans.</li> <li>- Providing support and guidance to applicants throughout the approval process.</li> </ul> </li> <li>• Online scrutiny of applications for Classification/re-classification of</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism industry trends and best practices</li> <li>• Understanding of hotel operations and management</li> <li>• Familiarity with hotel classification standards and guidelines</li> <li>• Knowledge of hospitality policies and regulations</li> <li>• Understanding of taxation and GST related to the hospitality sector</li> <li>• Awareness of tourism promotion and development strategies</li> <li>• Knowledge of foreign direct investment (FDI) in the tourism sector</li> <li>• Understanding of customer behavior and preferences in the hospitality industry</li> <li>• Knowledge of hospitality industry associations and their role</li> </ul>	<ul style="list-style-type: none"> <li>• Program and project management</li> <li>• Regulatory compliance</li> <li>• Policy development and implementation</li> <li>• Data analysis and interpretation</li> <li>• Risk assessment and management</li> <li>• Quality assurance</li> <li>• Knowledge of legal and regulatory frameworks in the hospitality sector</li> <li>• Financial management and budgeting</li> <li>• Contract management</li> <li>• Information technology proficiency</li> <li>• Research skills</li> <li>• Stakeholder management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical thinking</li> <li>• Attention to detail</li> <li>• Decision-making</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Time management</li> <li>• Collaboration</li> <li>• Customer service orientation</li> <li>• Communication skills (oral and written)</li> <li>• Integrity and ethical conduct</li> <li>• Leadership skills</li> <li>• Flexibility</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Hotels (4, 5, 5D category):</p> <ul style="list-style-type: none"> <li>- Developing an online system for the submission and review of hotel classification/re-classification applications.</li> <li>- Establishing clear criteria and guidelines for each hotel category.</li> <li>- Evaluating various factors such as facilities, services, amenities, and guest experience to determine</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of national and international tourism market dynamics</li> <li>• Awareness of sustainable tourism practices</li> <li>• Knowledge of tourism-related technology and digital marketing trends</li> </ul>	<p>Tender writing</p> <ul style="list-style-type: none"> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Online scrutiny of applications of hotels for classification of one to three-star categories:</li> <li>- Establishing an online system for receiving and reviewing applications for hotel classification in the one to three-star categories.</li> <li>- Conducting thorough assessments of hotel facilities, services, and amenities to determine the appropriate classification.</li> <li>- Verifying compliance with classification criteria and guidelines.</li> <li>- Streamlining the online application process and documentation requirements.</li> <li>- Providing guidance and support to hoteliers during the application process.</li> <li>- Maintaining an updated database of classified hotels in the one to three-star categories.</li> <li>- Conducting periodic inspections to ensure compliance with classification standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of hotel and accommodation operations and management</li> <li>• Familiarity with classification criteria and guidelines for hotels and other accommodation units</li> <li>• Knowledge of hospitality industry trends and best practices</li> <li>• Awareness of policy and regulatory frameworks in the hospitality sector</li> <li>• Understanding of taxation and GST regulations related to the hospitality industry</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis and interpretation</li> <li>• Risk assessment and management</li> <li>• Quality assurance</li> <li>• Program and project management</li> <li>• Regulatory compliance</li> <li>• Policy development and implementation</li> <li>• Knowledge of legal and regulatory frameworks in the hospitality sector</li> <li>• Financial management and budgeting</li> <li>• Contract management</li> <li>• Information technology proficiency</li> <li>• Research skills</li> </ul>	<ul style="list-style-type: none"> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Time management</li> <li>• Collaboration</li> <li>• Analytical thinking</li> <li>• Attention to detail</li> <li>• Decision-making</li> <li>• Customer service orientation</li> <li>• Communication skills (oral and written)</li> <li>• Integrity and ethical conduct</li> <li>• Leadership skills</li> <li>• Flexibility</li> <li>• Gender sensitivity</li> <li>• Conflict resolution</li> <li>• Stress management</li> <li>• Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>- Communicating the classification decisions to the concerned hoteliers.</li> <li>- Addressing appeals and grievances related to the classification process.</li> <li>- Collaborating with relevant stakeholders to ensure consistency and accuracy in classification assessments.</li> <li>• Classification of other accommodation units such as tented, apartment hotels, time share, motels in multiple categories, convention centers, Standalone Air Catering Units/ Flight Kitchens, Caravan Tourism:</li> <li>- Developing classification criteria and guidelines for various types of accommodation units, including tented camps, apartment hotels, time shares, motels, convention centers, standalone air catering units/flight kitchens, and caravan tourism.</li> <li>- Conducting comprehensive evaluations of the facilities, services, and amenities offered by each type of accommodation.</li> <li>- Assigning appropriate categories based on the classification criteria.</li> <li>- Ensuring compliance with safety regulations, hygiene standards, and other relevant guidelines.</li> <li>- Providing guidance and support to accommodation providers during the classification process.</li> <li>- Periodic monitoring and inspections to maintain the quality and standards of classified accommodation units.</li> <li>- Updating the classification system as per industry trends and evolving</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism promotion and development strategies</li> <li>• Familiarity with subsidy schemes and financial support programs for the hospitality sector</li> <li>• Understanding of national and international tourism market dynamics</li> <li>• Knowledge of tourism-related statistics and data analysis</li> <li>• Awareness of sustainable tourism practices and environmental considerations</li> <li>• Familiarity with foreign direct investment (FDI) regulations in the hospitality sector</li> <li>• Coordination and collaboration with industry associations and government bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder management</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General administration matters</li> <li>• Noting and drafting</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>customer preferences.</p> <ul style="list-style-type: none"> <li>- Collaborating with relevant industry associations and stakeholders for consistent classification standards.</li> <li>- Promoting the benefits and significance of classified accommodations to tourists and visitors.</li> <li>- Addressing inquiries, feedback, and concerns from accommodation providers and the public regarding the classification process.</li> </ul>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Recommendations for approval of guest houses received from RD offices:</li> <li>- Reviewing recommendations received from RD offices for the approval of guest houses.</li> <li>- Assessing the compliance of the recommended guest houses with relevant regulations, licensing requirements, and safety standards.</li> <li>- Verifying the adequacy of facilities, services, and amenities offered by the recommended guest houses.</li> <li>- Conducting inspections and evaluations of the recommended guest houses to ensure suitability for approval.</li> <li>- Collaborating with RD offices and other stakeholders to gather additional information or clarification, if needed.</li> <li>- Communicating the approval decisions to the RD offices and the concerned guest houses.</li> <li>- Maintaining records and documentation related to the approval</li> </ul>	<ul style="list-style-type: none"> <li>• Guest House Regulations and Licensing</li> <li>• Safety and Security Standards for Guest Houses</li> <li>• Facility and Service Standards for Guest Houses</li> <li>• Guest House Approval Procedures</li> <li>• Knowledge of Regional Tourism Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance Assessment and Review</li> <li>• Inspections and Evaluations</li> <li>• Documentation and Record Keeping</li> <li>• Stakeholder Engagement and Communication</li> <li>• Guidance and Support Provision</li> <li>• Inquiry and Grievance Handling</li> <li>• Periodic Review and Monitoring</li> <li>• Collaboration with Regional Director Offices</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service Orientation</li> <li>• Problem Solving</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Integrity and Ethics</li> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Decision Making</li> <li>• Communication Skills</li> <li>• Collaboration and Relationship Building</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>process.</p> <ul style="list-style-type: none"> <li>- Providing guidance and support to RD offices regarding the approval requirements and procedures.</li> <li>- Addressing inquiries, appeals, and grievances related to the approval process.</li> <li>- Periodically reviewing the approved guest houses for compliance with ongoing standards.</li> </ul>		<ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General administration matters</li> <li>• Noting and drafting</li> <li>• Knowledge of Guest House Licensing Procedures</li> <li>• Quality Assurance and Control</li> </ul>	
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Parliament matters: Monitoring, analyzing, and responding to parliamentary inquiries and discussions related to the hospitality sector.</li> <li>• PMO/VIP reference: Handling references and requests from the Prime Minister's Office (PMO) and other VIPs regarding hospitality-related issues.</li> <li>• Complaints: Addressing and resolving complaints received from individuals or organizations regarding hospitality services.</li> <li>• Monthly DO: Preparation and submission of monthly reports, updates, and progress summaries to higher authorities.</li> <li>• Court Cases: Managing and overseeing legal cases and disputes involving the ministry and the hospitality sector.</li> <li>• Official Language: Ensuring</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of hospitality sector policies and regulations</li> <li>• Knowledge of hotel classification and re-classification procedures</li> <li>• Familiarity with legal procedures and court cases related to the hospitality sector</li> <li>• Awareness of official language requirements and compliance</li> <li>• Knowledge of complaint handling and grievance redressal processes</li> <li>• Understanding of tourism industry trends and best</li> </ul>	<ul style="list-style-type: none"> <li>• Policy development and implementation</li> <li>• Legal knowledge and compliance</li> <li>• Data analysis and interpretation</li> <li>• Program and project management</li> <li>• Regulatory compliance</li> <li>• Risk assessment and management</li> <li>• Quality assurance</li> <li>• Financial management and budgeting</li> <li>• Contract management</li> <li>• Information technology proficiency</li> <li>• Research skills</li> <li>• Stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical thinking</li> <li>• Attention to detail</li> <li>• Decision-making</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Time management</li> <li>• Collaboration</li> <li>• Customer service orientation</li> <li>• Communication skills (oral and written)</li> <li>• Integrity and ethical conduct</li> <li>• Leadership skills</li> <li>• Flexibility</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Stress management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>compliance with official language requirements, including documentation, communication, and implementation.</p> <ul style="list-style-type: none"> <li>• CPGrams: Handling and responding to communications and grievances received through the Centralized Public Grievance Redress and Monitoring System (CPGrams).</li> <li>• Putting up inspection reports: Preparing and presenting inspection reports for the classification or re-classification of hotels and accommodations.</li> <li>• Legal: Managing legal matters, including legal compliance, contract reviews, and legal advice related to the hospitality sector.</li> <li>• National Tourism Awards: Coordinating and facilitating the process of selecting and awarding National Tourism Awards to deserving entities in the hospitality industry.</li> <li>• Noting &amp; Drafting: Drafting official notes, memos, and correspondence related to various hospitality-related matters.</li> <li>• Additional tasks: Undertaking any other work assigned by superiors as per the requirement and priorities of the ministry.</li> </ul>	<p>practices</p> <ul style="list-style-type: none"> <li>• Awareness of National Tourism Awards criteria and selection process</li> <li>• Proficiency in noting and drafting official communications</li> <li>• Coordination and collaboration with other ministries and government departments</li> <li>• Knowledge of tourism statistics and data analysis</li> <li>• Understanding of customer service principles in the tourism sector</li> <li>• Ability to work under pressure and manage multiple priorities.</li> </ul>	<p>management</p> <ul style="list-style-type: none"> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General administration matters</li> <li>• Noting and drafting</li> </ul>	

## Current Competency Mapping of Quality and Standards Sub-Division

Table 79 : Current Competency Mapping of Quality and Standards Sub- division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Current degree of competency at each level</b> Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	A	A	B	B
Empathy to colleagues	A	A	B	B	B
Analytical Thinking	B	A	A	B	B
Time Management	B	A	A	B	B
Negotiation	B	B	B	B	B
Managing stress	B	B	B	B	B
Conflict Resolution	B	B	B	B	B
Attention to customer needs	B	B	B	B	B
Gender Sensitivity	A	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B
Project Management (focuses on outputs)	A	B	B	B	B
MS Office (Excel, PPT, Word)	A	B	A	B	B
Public Financial Management System (PFMS)	B	B	A	B	B
Right to Information Act, 2005 (RTI)	A	B	A	B	B

Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	B	B	B	B
HRMS Rules	A	B	A	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	A	B	B
Budgeting	B	B	B	B	B
Bookkeeping & Accounting	B	B	B	B	B
Financial Management	B	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	A	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	A	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	A	B	B
Scheme rules and guidelines	A	B	A	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	A	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	A	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	A	B	B
Tourism sectoral strategies and roadmaps	B	B	A	B	B
Sustainability in Tourism	B	B	A	B	B

Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	A	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Quality and Standards Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 80: Preliminary Gaps and Interventions Identified under Individual Pillar for Quality and Standards Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.



5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 81: Preliminary Gaps and Interventions Identified under Organizational Pillar for Quality and Standards Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 82 Preliminary Gaps and Interventions Identified under Institutional Pillar for Quality and Standards*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Quality and Standards Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 83 Expected Competency Mapping of Quality and Standards*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					

e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A

Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Tourism Carrying Capacity	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 84 Responsibilities and Competency Requirements of IDIP Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting in the formulation and implementation of development strategies for the hospitality and tourism industries, including conducting research, analyzing data, and providing recommendations for key focus areas and goals.</li> <li>Supporting the promotion and facilitation of investments in the tourism and hospitality sector, including conducting market research, identifying investment opportunities, and assisting in providing necessary support to investors.</li> <li>Assisting in the initiation and oversight of PPP projects in the tourism and hospitality sector, including project identification, private sector engagement, and ensuring effective collaboration between public and private entities.</li> <li>Supporting the startups in the tourism and hospitality sector, including creating a supportive ecosystem, assisting in providing mentorship and guidance, and facilitating access to funding and resources.</li> <li>Assisting in the streamlining of processes and policies to improve the ease of doing business in the tourism and hospitality sector, including identifying regulatory bottlenecks, participating in the implementation of reforms, and ensuring a business-friendly environment.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of Geographical diversity and cultural significance for strategy development and investment attraction.</li> <li>Understanding components like travel agents, transportation, accommodation, and excursions for investment promotion and PPP projects.</li> <li>Awareness of market research, investment opportunities, and financial management for sustainable growth.</li> <li>Staying updated on industry trends and best practices for strategic planning and innovation.</li> <li>Understanding infrastructure requirements and development plans for PPP projects and destination planning.</li> </ul>	<ul style="list-style-type: none"> <li>Research and Data Analysis</li> <li>Market Research and Analysis</li> <li>Program and project Management</li> <li>Financial Management</li> <li>Policy Development</li> <li>Regulatory Compliance</li> <li>Investment Promotion</li> <li>Public-Private Partnership (PPP) Management</li> <li>Startup Support and Ecosystem Development</li> <li>Monitoring and Evaluation</li> <li>Continuous Learning and Industry Knowledge Enhancement.</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Problem-Solving Skills</li> <li>Strategic Planning</li> <li>Collaboration and Teamwork</li> <li>Communication and Interpersonal Skills</li> <li>Stakeholder Engagement</li> <li>Adaptability and Flexibility</li> <li>Leadership Skills</li> <li>Initiative and Proactiveness</li> <li>Time Management and Prioritization</li> <li>Decision-Making Skills</li> <li>Conflict Resolution</li> <li>Managing Stress</li> <li>Gender Sensitivity</li> <li>Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Assisting in the management of CSR funding for projects related to the tourism and hospitality sector, including coordinating with stakeholders, monitoring project progress, and ensuring compliance with CSR guidelines.</li> <li>Engaging with stakeholders such as industry associations, investors, government agencies, and local communities to foster collaboration, address concerns, and promote a conducive environment for the growth of the hospitality and tourism industries.</li> <li>Assisting in the development and implementation of policies and regulations that support the sustainable growth of the hospitality and tourism sectors, including conducting research, analyzing industry trends, and providing inputs for favorable policies.</li> <li>Supporting the monitoring and evaluation of initiatives undertaken by the division, including data collection, analysis, and contributing to informed decision-making for continuous improvement.</li> <li>Collaborating and coordinating with other divisions, government departments, and external agencies to align efforts, share resources, and ensure effective coordination for the holistic development of the hospitality and tourism industries.</li> <li>Assisting in the preparation of regular</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with different offerings to support startups and sustainable tourism experiences.</li> <li>Knowledge of government initiatives and roadmaps for aligning events, policies, and investments.</li> <li>Understanding sustainable practices for responsible policy development and project implementation.</li> <li>Knowledge of carrying capacity considerations for holistic growth and innovation.</li> <li>Considering the limits of destinations for strategy, PPP projects, and impact monitoring.</li> </ul>	<p>Tender Writing</p> <ul style="list-style-type: none"> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>reports and updates on the division's activities, progress, and achievements for senior management, government authorities, and relevant stakeholders.</p> <ul style="list-style-type: none"> <li>Engaging in continuous learning and professional development activities to stay updated on industry trends, best practices, and emerging technologies in the field of hospitality and tourism and supporting the division's knowledge enhancement efforts.</li> </ul>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Conducting research and analysis for development strategies in hospitality and tourism.</li> <li>Identifying investment opportunities and conducting market research.</li> <li>Supporting PPP project initiation and collaboration between public and private entities.</li> <li>Providing support and guidance to startups in the tourism industry.</li> <li>Streamlining processes and policies to improve the ease of doing business.</li> <li>Managing CSR funding and monitoring project progress.</li> <li>Engaging stakeholders for collaboration and creating a conducive environment.</li> <li>Supporting the development and implementation of sustainable policies and regulations.</li> <li>Monitoring and evaluating division initiatives through data analysis.</li> <li>Collaborating with other divisions and agencies for coordinated development efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding geographic aspects of tourism development</li> <li>Familiarity with travel agents, transportation, accommodation, and excursions</li> <li>Understanding the tourism economy for market research, investment identification</li> <li>Staying updated with latest industry trends for insights into emerging markets and promoting best practices.</li> <li>Knowledge of tourism infrastructure requirements for identifying gaps and facilitating</li> </ul>	<ul style="list-style-type: none"> <li>Program and Project Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting and Analysis</li> <li>Market Research</li> <li>Policy Development</li> <li>Financial Management</li> <li>Reporting and Documentation</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Problem-Solving</li> <li>Communication</li> <li>Collaboration</li> <li>Leadership</li> <li>Adaptability</li> <li>Leadership and teamwork</li> <li>Communication Skills</li> <li>Empathy to colleagues</li> <li>Analytical Thinking</li> <li>Time Management</li> <li>Negotiation</li> <li>Managing stress</li> <li>Conflict Resolution</li> <li>Attention to customer needs</li> <li>Gender Sensitivity</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Preparing reports on division activities and progress.</li> <li>• Engaging in continuous learning and professional development in the industry.</li> </ul>	<ul style="list-style-type: none"> <li>• infrastructure investments.</li> <li>• Familiarity with different tourism products for niche market identification and product development.</li> <li>• Understanding sectoral strategies and government initiatives for alignment of activities and policies.</li> <li>• Awareness of sustainable practices for responsible policy development and project implementation.</li> <li>• Knowledge of destination planning, carrying capacity considerations, and product development.</li> </ul>	<ul style="list-style-type: none"> <li>• Process Improvement</li> <li>• Stakeholder Engagement</li> <li>• Strategic Thinking</li> <li>• Data Analysis</li> <li>• Continuous Learning</li> </ul>	
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Conducting data collection and basic analysis under the guidance of the senior officials and providing support in preparing reports and presentations based on the collected information.</li> <li>• Supporting the Section in coordinating and maintaining communication between public and private entities involved in PPP projects.</li> <li>• Assisting in the preparation of project-</li> </ul>	<ul style="list-style-type: none"> <li>• Research and analysis for development strategies</li> <li>• Market research and investment identification</li> <li>• Knowledge of tourism infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Adaptability</li> <li>• Time Management</li> <li>• Negotiation</li> <li>• Managing Stress</li> <li>• Conflict Resolution</li> <li>• Attention to Customer Needs</li> <li>• Gender Sensitivity</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>related documents and facilitating collaboration as directed.</p> <ul style="list-style-type: none"> <li>Assisting startups in the tourism industry with basic administrative tasks such as document management, data entry, and record keeping.</li> <li>Providing guidance and support to startups based on established procedures and guidelines.</li> <li>Participating in process improvement initiatives by following established guidelines and assisting in the implementation of new procedures.</li> <li>Supporting the Section in monitoring the progress of CSR-funded projects, including data collection and report preparation.</li> <li>Actively participating in training programs and workshops relevant to the tourism industry.</li> </ul>	<p>requirements</p> <ul style="list-style-type: none"> <li>Understanding of sectoral strategies and government initiatives</li> <li>Awareness of sustainable practices in the tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Research and Analysis</li> <li>Market Research</li> <li>Policy Development</li> <li>Financial Management</li> <li>Reporting and Documentation</li> <li>Process Improvement</li> <li>Stakeholder Engagement</li> <li>Strategic Thinking</li> <li>Data Analysis</li> <li>Continuous Learning</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Problem-Solving</li> <li>Communication</li> <li>Collaboration</li> <li>Empathy to colleagues</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting in gathering data and information related to market trends, potential investment opportunities, and industry analysis.</li> <li>Assisting in the preparation of project-related documents and facilitating collaboration as directed.</li> <li>Assisting startups in the tourism industry with basic administrative tasks such as document management, data entry, and record keeping.</li> <li>Assisting in the documentation and communication of updated processes</li> </ul>	<ul style="list-style-type: none"> <li>Basic understanding of market trends and analysis in the tourism industry.</li> <li>Familiarity with tourism industry terminology and concepts.</li> <li>Knowledge of basic administrative tasks specific to the tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>Data gathering and information management.</li> <li>Document preparation and coordination.</li> <li>Administrative support and record keeping.</li> <li>Process and policy documentation.</li> <li>Coordination and event organization.</li> </ul>	<ul style="list-style-type: none"> <li>Attention to detail and accuracy.</li> <li>Strong organizational skills.</li> <li>Effective communication (both written and verbal).</li> <li>Teamwork and collaboration.</li> <li>Adaptability and flexibility.</li> <li>Time management and prioritization.</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>and policies.</p> <ul style="list-style-type: none"> <li>• Assisting with the maintenance of project-related records and documentation.</li> <li>• Assisting in organizing meetings, workshops, and events involving stakeholders.</li> <li>• Assisting in coordination efforts with other divisions and agencies involved in tourism development projects.</li> <li>• Assisting in the compilation and formatting of reports on division activities and progress. Providing support in data analysis and presentation preparation.</li> <li>• Assisting in the preparation of reports and presentations on division initiatives.</li> <li>• Actively participating in training programs and workshops relevant to the tourism industry.</li> <li>• Assisting in the dissemination of relevant information to stakeholders as required.</li> </ul>		<ul style="list-style-type: none"> <li>• Collaboration with other divisions and agencies.</li> <li>• Report compilation and formatting.</li> <li>• Data analysis support.</li> <li>• Presentation preparation.</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Nothing and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness to learn and participate in training programs.</li> <li>• Professionalism and confidentiality.</li> <li>• Customer service orientation.</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

Since the division has been newly set-up, there were no existing staff for competency assessment. However, primary gaps have been identified based on inputs received from group discussions and questionnaire participation.

## Primary Gaps and Interventions for IDIP Sub-Division

Primary gaps identified were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 85 Preliminary Gaps and Interventions Identified under Individual Pillar for Industry Development and Investment Promotion*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

### Organizational Pillar

*Table 86 Preliminary Gaps and Interventions Identified under Organizational Pillar for Industry Development and Investment Promotion*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 87 Preliminary Gaps and Interventions Identified under Institutional Pillar for Industry Development and Investment Promotion*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness) and advanced levels.

## Expected Competency Mapping of IDIP Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

Table 88 Expected Competency Mapping of Industry Development and Investment Promotion

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government	A	A	A	A	A

Departments					
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 89 Responsibilities and Competency Requirements of Travel &amp; Trade Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting the Director in managing the Travel Trade Division.</li> <li>Coordinating and facilitating the approval process for Inbound Tour Operators, Domestic Tour Operators, Adventure Tour Operators, Tourist Transport Operators, and related matters.</li> <li>Providing support and guidance on facilitation of tourists, including visa issues, immigration issues, RAP/PAP, safety and security of tourists, civil aviation matters, and connectivity issues.</li> <li>Managing complaints received from tourists and overseeing the helpline (1363).</li> <li>Supporting the implementation of the Incredible India Tourist Facilitators (IITF) Certification Programme, including Regional Level Tourist Guides (RLG).</li> <li>Conducting research and analysis on travel trade trends and best practices.</li> <li>Assisting in the development of policies and guidelines for the travel trade industry.</li> <li>Collaborating with stakeholders and government agencies to address industry-related challenges and opportunities.</li> <li>Monitoring the performance and</li> </ul>	<ul style="list-style-type: none"> <li>Travel Trade Management</li> <li>Tourist Facilitation</li> <li>Certification Programs</li> <li>Regulatory Compliance</li> <li>Industry Trends and Best Practices</li> <li>Stakeholder Collaboration</li> <li>Policy Development</li> <li>Complaint Management</li> <li>Helpline Management</li> <li>Connectivity and Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Project Management</li> <li>Research and Analysis</li> <li>Policy Development and Implementation</li> <li>Stakeholder Engagement</li> <li>Regulatory Compliance</li> <li>Data Management and Analysis</li> <li>Performance Monitoring and Evaluation</li> <li>Risk Assessment and Management</li> <li>Quality Assurance</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender writing</li> <li>Scheme rules and General Administration matters</li> <li>Noting and drafting</li> <li>Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Strategic Thinking</li> <li>Collaboration</li> <li>Communication Skills</li> <li>Problem-solving</li> <li>Customer Focus</li> <li>Attention to Detail</li> <li>Decision-making</li> <li>Professionalism</li> <li>Teamwork</li> <li>Time Management</li> <li>Flexibility</li> <li>Initiative</li> <li>Adaptability</li> <li>Relationship Building</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director / Section Officer or Equivalent</b>	<p>progress of travel trade initiatives.</p>			
	<ul style="list-style-type: none"> <li>• Assisting the Deputy Director in managing the operations of the Travel Trade Division.</li> <li>• Supporting the approval process for Inbound Tour Operators, Domestic Tour Operators, Adventure Tour Operators, Tourist Transport Operators, and related matters.</li> <li>• Providing assistance and guidance on facilitation of tourists, including visa issues, immigration issues, RAP/PAP, safety and security of tourists, civil aviation matters, and connectivity issues.</li> <li>• Assisting in managing complaints received from tourists and the helpline (1363).</li> <li>• Supporting the implementation of the Incredible India Tourist Facilitators (IITF) Certification Programme, including Regional Level Tourist Guides (RLG).</li> <li>• Conducting research and analysis on industry trends and regulatory frameworks.</li> <li>• Assisting in the development of guidelines and standard operating procedures for the travel trade industry.</li> <li>• Coordinating with stakeholders and government agencies for effective implementation of travel trade initiatives.</li> <li>• Assisting in monitoring and</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Trade Operations</li> <li>• Tourist Facilitation</li> <li>• Certification Programs</li> <li>• Regulatory Compliance</li> <li>• Industry Research and Analysis</li> <li>• Stakeholder Coordination</li> <li>• Policy Development and Implementation</li> <li>• Complaint Management</li> <li>• Helpline Management</li> <li>• Performance Monitoring and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Management</li> <li>• Research and Analysis</li> <li>• Policy Development and Implementation</li> <li>• Stakeholder Engagement</li> <li>• Regulatory Compliance</li> <li>• Complaint Handling and Resolution</li> <li>• Program Coordination</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> <li>• Data Management and Analysis</li> <li>• Performance Evaluation</li> <li>• Project Reporting and Documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Teamwork</li> <li>• Communication Skills</li> <li>• Attention to Detail</li> <li>• Problem-solving</li> <li>• Customer Service Orientation</li> <li>• Adaptability</li> <li>• Time Management</li> <li>• Professionalism</li> <li>• Collaboration</li> <li>• Flexibility</li> <li>• Initiative</li> <li>• Relationship Building</li> <li>• Analytical Thinking</li> <li>• Decision-making</li> <li>• Resilience</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>evaluating the performance and impact of travel trade programs.</p>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Providing administrative support to the Travel Trade Division.</li> <li>• Assisting in processing and managing the approval applications for Inbound Tour Operators, Domestic Tour Operators, Adventure Tour Operators, Tourist Transport Operators, and related matters.</li> <li>• Assisting in addressing and resolving issues related to facilitation of tourists, including visa issues, immigration issues, RAP/PAP, safety and security of tourists, civil aviation matters, and connectivity issues.</li> <li>• Supporting the management of complaints received from tourists and the helpline (1363).</li> <li>• Assisting in the coordination and administration of the Incredible India Tourist Facilitators (IITF) Certification Programme, including Regional Level Tourist Guides (RLG).</li> <li>• Assisting in the preparation of reports, presentations, and documentation.</li> <li>• Coordinating meetings and workshops related to travel trade initiatives.</li> <li>• Assisting in data management and information systems.</li> <li>• Assisting in maintaining records</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Trade Operations</li> <li>• Tourist Facilitation</li> <li>• Certification Programs</li> <li>• Complaint Management</li> <li>• Administrative Support</li> <li>• Data Management</li> <li>• Meeting Coordination</li> <li>• Documentation and Reporting</li> <li>• Records Management</li> <li>• Information Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Application Processing</li> <li>• Issue Resolution</li> <li>• Coordination and Planning</li> <li>• Report Preparation</li> <li>• Meeting Facilitation</li> <li>• Data Entry and Management</li> <li>• Records Maintenance</li> <li>• File Management</li> <li>• Information</li> <li>• Systems Proficiency</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender writing</li> <li>• Scheme rules and General Administration matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Communication Skills</li> <li>• Organizational Skills</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Professionalism</li> <li>• Problem-solving</li> <li>• Customer Service Orientation</li> <li>• Initiative</li> <li>• Flexibility</li> <li>• Collaboration</li> <li>• Multitasking</li> <li>• Interpersonal Skills</li> <li>• Reliability</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	and files related to the travel trade division.			
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Providing clerical and administrative support to the Travel Trade Division.</li> <li>• Assisting in managing and organizing documents, files, and records.</li> <li>• Handling routine correspondence and communication.</li> <li>• Assisting in data entry and information management.</li> <li>• Providing support in the coordination of meetings and events.</li> <li>• Assisting in maintaining and updating databases and contact lists.</li> <li>• Assisting in the preparation of routine reports and presentations.</li> <li>• Assisting in managing office supplies and inventory.</li> <li>• Assisting in the distribution of documents and materials.</li> <li>• Performing other general administrative tasks as assigned.</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Document Management</li> <li>• Communication Management</li> <li>• Data Entry and Management</li> <li>• Database Management</li> <li>• Office Supply Management</li> </ul>	<ul style="list-style-type: none"> <li>• Clerical Support</li> <li>• Document Organization</li> <li>• Correspondence Management</li> <li>• Data Entry and Accuracy</li> <li>• Meeting Logistics</li> <li>• Database Maintenance</li> <li>• Report Formatting</li> <li>• Inventory Control</li> <li>• Document Distribution</li> <li>• General Office Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Organizational Skills</li> <li>• Communication Skills</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Professionalism</li> <li>• Problem-solving</li> <li>• Customer Service Orientation</li> <li>• Initiative</li> <li>• Flexibility</li> <li>• Collaboration</li> <li>• Multitasking</li> <li>• Interpersonal Skills</li> <li>• Reliability</li> </ul>

## Current Competency Mapping of Travel Trade Sub-Division

Table 90 Current Competency Mapping of Travel Trade

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	B	B
Communication Skills	A	A	A	B	B
Empathy to colleagues	A	A	A	B	B
Analytical Thinking	A	A	A	B	B
Time Management	A	A	A	B	B
Negotiation	A	B	A	B	B
Managing stress	B	B	A	B	B
Conflict Resolution	B	A	A	B	B
Attention to customer needs	A	A	A	B	B
Gender Sensitivity	A	B	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	B	A	B	B
Program Management (focuses on outcomes)	A	A	A	B	B
Project Management (focuses on outputs)	A	A	A	B	B
MS Office (Excel, PPT, Word)	A	B	A	B	B
Public Financial Management System (PFMS)	A	B	A	B	B
Right to Information Act, 2005 (RTI)	A	A	A	B	B
Government e-Marketplace (GeM)	B	B	A	B	B
General Financial Rules, 2017 (GFR)	B	B	A	B	B

HRMS Rules	A	B	A	B	B
Procurement and Tender Writing	B	B	A	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	A	B	B
Budgeting	B	B	A	B	B
Bookkeeping & Accounting	B	B	A	B	B
Financial Management	B	B	A	B	B
Vigilance	B	B	A	B	B
Cabinet note, EFC or office order, noting and drafting	B	A	A	B	B
NIC applications (email, messenger, cloud storage and others)	A	B	A	B	B
Stakeholder Management	A	B	A	B	B
Quantitative & Analytical Skills	A	A	A	B	B
Scheme rules and guidelines	B	A	A	B	B
Specific functional competencies apart from the above	Overall awareness on different aspects of working	Regular interaction with the line Ministries such MoCA, MHA, MEA, MoRTH, MoR etc.	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	A	A	B	B
Understanding of Indian Geography	A	A	A	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	A	B	B
Tourism Economy	A	A	A	B	B
Emerging Trends in Tourism	A	A	A	B	B
Tourism Infrastructure know how	A	A	A	B	B
Types of Tourism Products	A	A	A	B	B
Tourism sectoral strategies and roadmaps	A	A	A	B	B
Sustainability in Tourism	A	A	A	B	B
Destination planning and product development	A	A	A	B	B
Carrying Capacity in Tourism	A	B	A	B	B

Specific domain competencies apart from the above	Frequent domain related tourism training	Needs continuous updation about the need of the tourism industry	Executive Management development Programme, Digital Marketing training programme from the eminent Institutions especially by IIM and IIT. Overseas Travel exposure to learn international latest trends.	NA	NA
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## Primary Gaps and Interventions for Travel Trade Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 91 Preliminary Gaps and Interventions Identified under Individual Pillar for Travel Trade*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
Functional Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)

2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.
2.	Overseas Exposure	Opportunities for interacting with foreign ministries, its officials, and stakeholders to better understand global standards.

## Organizational Pillar

*Table 92 Preliminary Gaps and Interventions Identified under Organizational Pillar for Travel Trade*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
4.	Resource Management and Allocation	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
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and AI to improve the overall services and outreach of the ministry

## Institutional Pillar

*Table 93 Preliminary Gaps and Interventions Identified under Institutional Pillar for Travel Trade*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Travel Trade Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 94 Expected Competency Mapping of Travel Trade*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A



Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A

Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

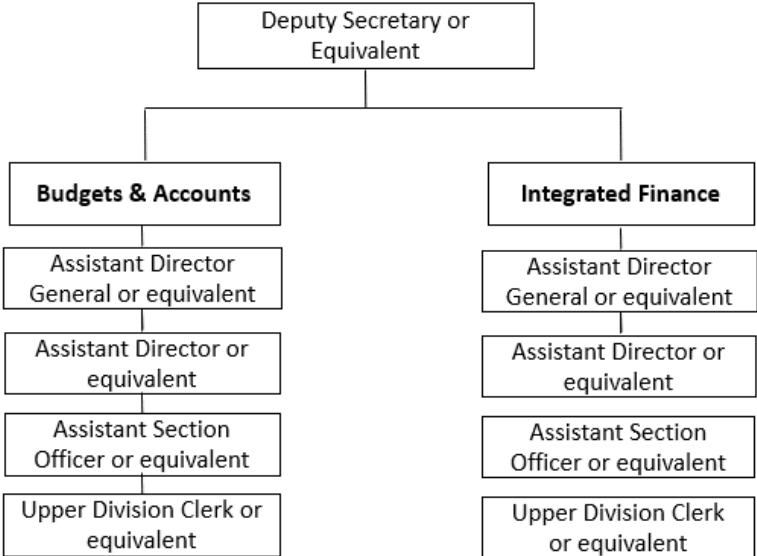
Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.4. Integrated Finance Division

The Integrated Finance Division, which now includes the Budget & Accounts Division and Integrated Finance Division is headed by Deputy Secretary level position or equivalent and takes care of all matters pertaining to reviewing progress of expenditure, all matters relating to budget and monitoring and maintaining departmental accounts.

*Table 95: Roles and Responsibilities of Integrated Finance Division*

<b>Focus areas and priorities</b>	<b>All matters concerning planning and implementation of Integrated Finance Division (Integrated Finance Division &amp; Budget &amp; Accounts Section)</b>
<b>Roles and Responsibilities</b>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>• To see that complete Departmental accounts are maintained in accordance with the requirements under the General Financial Rules.</li> <li>• To watch and review the progress of expenditure against sanctioned grants.</li> <li>• To screen the proposals for supplementary Demands for Grants.</li> <li>• To advise the Administrative Ministry on all matters falling within the field of delegated powers.</li> <li>• To ensure prompt action on Audit Reports and Appropriation Accounts.</li> <li>• Public Accounts Committee, Estimates Committee and Committee on Public Undertakings</li> <li>• All matter relating to Budget and monitoring of Audit Paras in the Ministry of Tourism.</li> </ul> <p><b>Integrated Finance Sub- Division</b></p> <ul style="list-style-type: none"> <li>• Ensure departmental accounts comply with General Financial Rules and monitor expenditure against sanctioned grants.</li> <li>• Advise the Administrative Ministry on delegated powers and screen proposals for supplementary demands and funding alternatives.</li> <li>• Act on Audit Reports, ensure compliance with Ministry of Finance directives, and oversee financial prudence in project appraisal.</li> <li>• Prepare and monitor Non-Tax Revenue estimates, oversee loan repayments, and ensure interest remittances to the Consolidated Fund of India.</li> <li>• Control expenditures, prevent fund hoarding, review project effectiveness, and resolve commercial disputes involving CPSEs through AMRCD.</li> </ul> <p><b>Budget and Accounts Section</b></p> <ul style="list-style-type: none"> <li>• Prepare and reconcile quarterly/monthly expenditure and cash management reports, including head-wise appropriation accounts and supplementary demands for grants.</li> <li>• Manage budget estimates, revised estimates, and monthly disclosure statements, while coordinating the surrender of savings to the Ministry of Finance.</li> <li>• Compile monthly expenditure statements for schemes and non-</li> </ul>

	<p>schemes, submit quarterly pay and allowance returns, and oversee the Manpower Management Information System (MMIS).</p> <ul style="list-style-type: none"> <li>• Coordinate budget formulation and prepare inputs for the Medium-Term Expenditure Framework (MTEF), including reviewing tax expenditure proposals before forwarding them to the Ministry of Finance.</li> </ul>
<p><b>Work Allocation Matrix</b></p>	<p><b>Division head:</b>                  Deputy secretary – Mr. Irshad Alam                  Financial Controller – Mr. Manish Raut</p>  <pre>                 graph TD                     A[Deputy Secretary or Equivalent] --&gt; B[Budgets &amp; Accounts]                     A --&gt; C[Integrated Finance]                     B --&gt; B1[Assistant Director General or equivalent]                     B1 --&gt; B2[Assistant Director or equivalent]                     B2 --&gt; B3[Assistant Section Officer or equivalent]                     B3 --&gt; B4[Upper Division Clerk or equivalent]                     C --&gt; C1[Assistant Director General or equivalent]                     C1 --&gt; C2[Assistant Director or equivalent]                     C2 --&gt; C3[Assistant Section Officer or equivalent]                     C3 --&gt; C4[Upper Division Clerk or equivalent]                 </pre>

Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

Table 96: Responsibilities and Competency Requirements of Integrated Finance Division (P1)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	<p><b>For matters related to Budget and Accounts Section</b></p> <ul style="list-style-type: none"> <li>• Budget Planning and Management: <ul style="list-style-type: none"> <li>○ Prepare and finalize the Statement of Budget Estimates (SBE) and Supplementary Demands for Grants.</li> <li>○ Handle proposals, economic instructions, and coordination with relevant stakeholders.</li> <li>○ Ensure compliance with budgetary guidelines and processes.</li> <li>○ Analyze audit observations on the appropriation account and take necessary actions.</li> <li>○ Generate budget estimates and revised estimates for schemes and non-scheme activities.</li> <li>○ Prepare Cash Management Reports and manage funds allocation and release.</li> </ul> </li> <li>• Financial Management: <ul style="list-style-type: none"> <li>○ Monitor and analyze expenditures for scheme and non-scheme activities of Tourism Offices.</li> <li>○ Reconcile expenditure with agent ministries/departments.</li> <li>○ Coordinate with the Ministry of Finance, NITI Aayog, and Principal Account Office for information sharing.</li> <li>○ Prepare reports, notes, and memorandum related to budgetary matters.</li> <li>○ Compile materials for Pre-Budget Meetings and contribute to the Public-Private Partnership (PPP)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the economic aspects of the tourism industry, including revenue generation and expenditure patterns.</li> <li>• Familiarity with the infrastructure required to support tourism activities, such as transportation and accommodation.</li> <li>• Understanding of different types of tourism products and services offered.</li> <li>• Awareness of sectoral strategies and roadmaps within the tourism industry.</li> <li>• Understanding sustainable tourism practices and their financial implications.</li> <li>• Knowledge of destination planning processes and product development in the tourism sector.</li> <li>• Understanding the concept of carrying capacity and its relevance to tourism destinations.</li> <li>• Staying updated with the latest trends and developments in the</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning and execution</li> <li>• Budgeting and financial management</li> <li>• Policy development and implementation</li> <li>• Project and program management</li> <li>• Performance measurement and evaluation</li> <li>• Risk management</li> <li>• Stakeholder engagement and relationship management</li> <li>• Contract negotiation and management</li> <li>• Regulatory compliance</li> <li>• Data analysis and interpretation</li> <li>• Human resources management</li> <li>• Information technology management</li> <li>• Change management.</li> <li>• Quality assurance and continuous improvement</li> <li>• Reporting and documentation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS,</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic thinking</li> <li>• Decision-making</li> <li>• Problem-solving</li> <li>• Communication and presentation skills</li> <li>• Team management and collaboration</li> <li>• Adaptability and flexibility</li> <li>• Relationship building and networking</li> <li>• Results orientation</li> <li>• Change management</li> <li>• Ethical and professional conduct</li> <li>• Resilience and stress management</li> <li>• Innovation and creativity</li> <li>• Emotional intelligence</li> <li>• Cultural sensitivity and awareness</li> <li>• Managing stress</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Time management</li> <li>• Financial Acumen</li> <li>• Strategic Thinking</li> <li>• Analytical Skills</li> <li>• Adaptability</li> <li>• Problem Solving</li> <li>• Attention to Detail</li> <li>• Integrity and Ethics</li> <li>• Relationship Building</li> <li>• Accountability</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>documents.</p> <ul style="list-style-type: none"> <li>• Auditing and Compliance:                             <ul style="list-style-type: none"> <li>○ Coordinate with audit authorities (C&amp;AG Audit, Statutory Audit Inspection, and Internal Audit) for the Ministry of Tourism.</li> <li>○ Manage RTI matters and ensure compliance with the Right to Information Act.</li> <li>○ Handle official language matters and parliamentary-related tasks.</li> <li>○ Monitor relevant portals and systems for auditing and administrative purposes.</li> <li>○ Prepare and submit appendices and reports as per the Budget Circular requirements.</li> <li>○ Handle Finance Account Statement No.4 - Guarantee.</li> </ul> </li> <li>• Administrative Support:                             <ul style="list-style-type: none"> <li>○ Supervise and provide guidance to the administrative support staff.</li> <li>○ Oversee the preparation of monthly expenditure details, reports, and statements.</li> <li>○ Maintain records, files, and documentation related to audits, re-appropriation, and RTI matters.</li> <li>○ Manage diary, letter dispatch, and correspondence.</li> <li>○ Assist with document management, scanning, and communication.</li> <li>○ Ensure timely delivery of important files and letters to relevant stakeholders.</li> </ul> </li> <li>• Leadership and Team Management:                             <ul style="list-style-type: none"> <li>○ Provide leadership, guidance, and support to the team members in the</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• tourism industry to make informed decisions regarding budget allocation and expenditure monitoring.</li> <li>• Understanding of Indian Geography and its financial implications in the tourism sector.</li> <li>• Knowledge of the Tourism supply chain and its financial considerations.</li> </ul>	<p>RTI, GeM, GFR, HRMS</p> <ul style="list-style-type: none"> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Financial Management</li> <li>• Budgeting and Forecasting</li> <li>• Financial Analysis</li> <li>• Risk Management</li> <li>• Financial Planning and Strategy</li> <li>• Compliance and Regulatory Knowledge</li> <li>• Financial Reporting and Documentation</li> <li>• Stakeholder Management</li> <li>• Business and Financial Modeling</li> <li>• Performance Measurement and Evaluation</li> <li>• Knowledge of Government Procedures and Regulations</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Budget and Accounts Division.</p> <ul style="list-style-type: none"> <li>○ Allocate tasks and responsibilities effectively, ensuring the smooth functioning of the department.</li> <li>○ Promote a positive work culture, foster teamwork, and encourage professional development.</li> <li>○ Stay updated with industry best practices, regulations, and policies relevant to budget and accounts management.</li> </ul> <p><b>For all matters related to Integrated Finance Division</b></p> <ul style="list-style-type: none"> <li>• Setting financial goals, objectives, and policies in alignment with the division's strategic priorities and the broader organizational vision.</li> <li>• Developing and implementing financial strategies and initiatives to support the division's objectives, enhance financial performance, and promote financial sustainability.</li> <li>• Evaluating and mitigating financial risks, identifying potential financial challenges, and implementing appropriate risk management measures.</li> <li>• Providing expert financial advice to senior management and stakeholders, including assessing the financial implications of proposed initiatives, conducting financial feasibility studies, and offering recommendations.</li> <li>• Representing the division in high-level meetings, committees, and</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	forums related to financial management presenting financial reports, and articulating the division's financial position and strategies			

*Table 97: Responsibilities and Competency Requirements of Budgets and Accounts Sub-Division (P2- P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Budget Monitoring and Expenditure Officers: <ul style="list-style-type: none"> <li>○ Prepare Detailed Demands for Grants and monthly expenditure statements.</li> <li>○ Monitor and analyze expenditures for scheme and non-scheme activities of Tourism Offices.</li> <li>○ Handle re-appropriation, savings surrender, and final grant processes.</li> <li>○ Assist in analyzing audit observations on the appropriation account.</li> <li>○ Collaborate with other departments and ministries to reconcile expenditure.</li> </ul> </li> <li>• Financial Management and Budgeting: <ul style="list-style-type: none"> <li>○ Assist in the preparation of the Statement of Budget Estimates (SBE) and Supplementary Demands for Grants.</li> <li>○ Support the handling of proposals, economic instructions, and coordination with stakeholders.</li> <li>○ Contribute to the preparation of various information modules as per Budget Circular requirements.</li> <li>○ Assist in processing proposals for the establishment of new Heads of Accounts.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the economic aspects of the tourism industry, such as revenue generation, expenditure patterns, and the impact of tourism on the overall economy.</li> <li>• Staying updated with the latest trends and developments in the tourism industry to make informed decisions regarding budget allocation and expenditure monitoring.</li> <li>• Awareness of the infrastructure needed to support tourism activities and its financial implications.</li> <li>• Knowledge of different types of tourism products and services offered to accurately assess budget requirements for each category.</li> <li>• Familiarity with sectoral strategies and roadmaps within the tourism industry to align budget planning and</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Analysis</li> <li>• Budgeting and Resource Management</li> <li>• Expenditure Monitoring</li> <li>• Grant Management</li> <li>• Audit and Compliance</li> <li>• Coordination and Collaboration</li> <li>• Proposal Processing</li> <li>• Information Management</li> <li>• Report Preparation</li> <li>• Documentation and Record-keeping</li> <li>• Administrative Support</li> <li>• Communication Skills</li> <li>• Stakeholder Engagement</li> <li>• Program and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Teamwork and Collaboration</li> <li>• Adaptability and Flexibility</li> <li>• Integrity and Ethical Conduct</li> <li>• Attention to Confidentiality</li> <li>• Professionalism</li> <li>• Initiative and Proactiveness</li> <li>• Organizational Skills</li> <li>• Customer Service Orientation</li> <li>• Leadership Potential</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict Resolution</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>○ Coordinate with relevant authorities and offices for timely information sharing.</li> <li>● Auditing and Compliance:               <ul style="list-style-type: none"> <li>○ Collaborate with audit authorities (C&amp;AG Audit, Statutory Audit Inspection, and Internal Audit) for the Ministry of Tourism.</li> <li>○ Support the management of RTI matters and ensure compliance with the Right to Information Act.</li> <li>○ Assist in handling official language matters and parliamentary-related tasks.</li> <li>○ Monitor relevant portals and systems for auditing and administrative purposes.</li> <li>○ Assist in the preparation and submission of appendices and reports as per the Budget Circular requirements.</li> </ul> </li> <li>● Administrative Support:               <ul style="list-style-type: none"> <li>○ Assist in preparing monthly expenditure details, reports, and statements for domestic and overseas offices.</li> <li>○ Contribute to the generation of weekly expenditure statements for Senior Officer Meetings.</li> <li>○ Maintain and update records, files, and documentation related to audits, re-appropriation, and RTI matters.</li> <li>○ Support diary management, letter dispatch, typing various notes and letters, and document-related tasks.</li> <li>○ Assist with document scanning, photocopying, and email communication.</li> <li>○ Ensure prompt delivery of urgent files/letters to relevant offices and stakeholders.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ expenditure monitoring accordingly.</li> <li>● Understanding sustainable tourism practices and their financial implications to ensure budgetary decisions are in line with sustainability goals.</li> <li>● Knowledge of destination planning processes and product development in the tourism sector to assess budget requirements for these activities.</li> <li>● Understanding the concept of carrying capacity and its relevance to tourism destinations to monitor and manage expenditure in a sustainable manner.</li> </ul>	<ul style="list-style-type: none"> <li>● Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>● Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>● Procurement and Tender Writing</li> <li>● Scheme rules</li> <li>● Noting and drafting</li> <li>● Time Management</li> <li>● Analytical Thinking</li> <li>● Problem-Solving</li> <li>● Attention to Detail</li> </ul>	<ul style="list-style-type: none"> <li>● Time Management</li> <li>● Stress Management</li> <li>● Effective Communication</li> <li>● Critical Thinking</li> <li>● Decision Making</li> <li>● Accountability</li> <li>● Cultural Sensitivity</li> </ul>
<b>Assistant Director /</b>	<ul style="list-style-type: none"> <li>● Prepare Detailed Demands for Grants:</li> <li>○ Compile and prepare detailed demands</li> </ul>	<ul style="list-style-type: none"> <li>● Staying updated with the latest trends and developments in the</li> </ul>	<ul style="list-style-type: none"> <li>● Financial Analysis</li> <li>● Budgeting and</li> </ul>	<ul style="list-style-type: none"> <li>● Analytical Thinking</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Section Officer or Equivalent</b>	<p>for grants, which outline the specific financial requirements for various schemes and activities of the Ministry of Tourism.</p> <ul style="list-style-type: none"> <li>• Handle re-appropriation, surrender of savings, and final grant of the ministry's budget: <ul style="list-style-type: none"> <li>○ Manage the process of re-appropriating funds from one budget head to another within the ministry's budget.</li> <li>○ Handle the surrender of savings by identifying unused funds and reallocating them for other purposes.</li> <li>○ Coordinate the final grant process, ensuring that all financial transactions are properly accounted for.</li> </ul> </li> <li>• Prepare monthly expenditure statements for scheme and non-scheme activities of Tourism Offices in India and abroad: <ul style="list-style-type: none"> <li>○ Generate monthly expenditure statements that provide an overview of the financial expenditures incurred for both scheme and non-scheme activities conducted by Tourism Offices within India and overseas.</li> </ul> </li> <li>• Analyze audit observations on the appropriation account of the Ministry of Tourism: <ul style="list-style-type: none"> <li>○ Review audit observations related to the appropriation account of the Ministry of Tourism, identifying areas of concern or improvement.</li> <li>○ Analyze the findings and propose corrective actions or recommendations to address any financial discrepancies or non-compliance issues.</li> </ul> </li> <li>• Finalize budget estimates and revised</li> </ul>	<p>tourism industry to make informed decisions regarding budget allocation and expenditure monitoring.</p> <ul style="list-style-type: none"> <li>• Awareness of the infrastructure needed to support tourism activities and its financial implications.</li> <li>• Understanding the economic aspects of the tourism industry, such as revenue generation, expenditure patterns, and the impact of tourism on the overall economy.</li> <li>• Knowledge of different types of tourism products and services offered to accurately assess budget requirements for each category.</li> <li>• Familiarity with sectoral strategies and roadmaps within the tourism industry to align budget planning and expenditure monitoring accordingly.</li> <li>• Understanding sustainable tourism practices and their financial implications to ensure budgetary decisions are in line with sustainability goals.</li> <li>• Understanding the concept of carrying capacity and its relevance to tourism destinations to monitor and manage expenditure in a sustainable manner.</li> <li>• Knowledge of destination</li> </ul>	<p>Resource Management</p> <ul style="list-style-type: none"> <li>• Auditing and Compliance</li> <li>• Financial Reporting</li> <li>• Data Analysis and Interpretation</li> <li>• Financial Planning and Forecasting</li> <li>• Financial Systems and Tools</li> <li>• Stakeholder Collaboration</li> <li>• Attention to Detail</li> <li>• Problem-Solving</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity and Ethics</li> <li>• Time Management</li> <li>• Adaptability and Flexibility</li> <li>• Collaboration and Teamwork</li> <li>• Communication Skills</li> <li>• Accountability</li> <li>• Initiative and Proactiveness</li> <li>• Detail-Oriented</li> <li>• Continuous Learning</li> <li>• Managing Stress</li> <li>• Gender Sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict Resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>estimates for schemes and non-scheme activities:</p> <ul style="list-style-type: none"> <li>○ Work with relevant stakeholders to finalize budget estimates for various schemes and non-scheme activities undertaken by the Ministry of Tourism.</li> <li>○ Update and revise budget estimates based on changing circumstances, emerging priorities, or revised financial requirements.</li> <li>● Prepare and finalize budget estimates for non-scheme activities of Tourism Offices in India and abroad:               <ul style="list-style-type: none"> <li>○ Collaborate with Tourism Offices in India and abroad to gather financial data and requirements for non-scheme activities.</li> <li>○ Prepare budget estimates specific to these non-scheme activities, considering factors such as operational costs, infrastructure development, and promotional expenses.</li> </ul> </li> <li>● Prepare Cash Management Reports for submission to the Ministry of Finance:               <ul style="list-style-type: none"> <li>○ Compile and prepare Cash Management Reports, which provide an overview of the ministry's cash inflows and outflows.</li> <li>○ Ensure accuracy and timeliness in preparing these reports for submission to the Ministry of Finance.</li> </ul> </li> <li>● Issue Letters of Authorization (LOA) and release funds quarterly for Tourism Offices abroad:               <ul style="list-style-type: none"> <li>○ Generate Letters of Authorization to allocate and authorize funds for Tourism Offices located overseas.</li> <li>○ Ensure the timely release of funds to support the operations and activities of</li> </ul> </li> </ul>	<p>planning processes and product development in the tourism sector to assess budget requirements for these activities.</p>		

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>these Tourism Offices on a quarterly basis.</p> <ul style="list-style-type: none"> <li>• Prepare weekly expenditure statements for Senior Officer Meetings:               <ul style="list-style-type: none"> <li>○ Generate weekly expenditure statements to present financial updates and spending patterns to senior officers during meetings.</li> <li>○ Provide insights and analysis on expenditure trends and patterns to facilitate informed decision-making.</li> </ul> </li> <li>• Reconcile expenditure with agent ministries/departments:               <ul style="list-style-type: none"> <li>○ Coordinate with agent ministries and departments involved in the execution of schemes and activities to reconcile expenditure.</li> <li>○ Ensure that financial transactions and expenditures are accurately accounted for and aligned with the respective ministries and departments.</li> </ul> </li> </ul>			
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Financial Management and Budgeting:               <ul style="list-style-type: none"> <li>- Prepare the Statement of Budget Estimates (SBE) and map it with DDG online.</li> <li>- Prepare Supplementary Demands for Grants for each session.</li> <li>- Handle proposals and economic instructions within the ministry and ensure their enforcement.</li> <li>- Prepare various information as per Budget Circular on different modules.</li> <li>- Process proposals for opening new Heads of Accounts.</li> <li>- Coordinate with the Ministry of Finance, NITI Aayog, and Principal Account Office for timely information supply.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the tourism supply chain and its financial implications.</li> <li>• Awareness of the tourism economy and effective financial management strategies.</li> <li>• Staying updated on emerging trends in the tourism industry and adapting budgeting practices accordingly.</li> <li>• Familiarity with tourism infrastructure requirements and budget considerations.</li> <li>• Understanding different types of tourism products and aligning budgets with product</li> </ul>	<ul style="list-style-type: none"> <li>• Budgeting and financial planning</li> <li>• Data analysis and interpretation</li> <li>• Program and Project management</li> <li>• Policy development and implementation</li> <li>• Audit and compliance management</li> <li>• Risk assessment and management</li> <li>• Knowledge of financial systems and tools</li> </ul>	<ul style="list-style-type: none"> <li>• Financial acumen</li> <li>• Analytical thinking</li> <li>• Attention to detail</li> <li>• Problem-solving skills</li> <li>• Time management</li> <li>• Organizational skills</li> <li>• Adaptability</li> <li>• Communication skills (both</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>- Prepare Notes on Detailed Demands for Grants and Explanatory Notes Memorandum.</li> <li>- Prepare materials for Pre-Budget Meetings.</li> <li>- Prepare Public-Private Partnership (PPP) documents for the Budget and Accounts (B&amp;A) Division.</li> <li>- Handle any other work assigned by the DS (F) or Assistant DG.</li> <li>• Auditing and Administrative Duties:               <ul style="list-style-type: none"> <li>- Coordinate with the C&amp;AG Audit, Statutory Audit Inspection, and Internal Audit for the Ministry of Tourism.</li> <li>- Manage RTI matters and check the RTO Portal.</li> <li>- Handle official language matters.</li> <li>- Manage parliamentary-related matters.</li> <li>- Send monthly DO Letters to the Secretary (Finance) from AS&amp;FA(T).</li> <li>- Prepare and submit appendices related to the Budget Circular.</li> <li>- Handle Finance Account Statement No.4 - Guarantee.</li> <li>- Check the APMS Portal.</li> <li>- Perform other tasks assigned by the DS (F) or Assistant DG.</li> </ul> </li> </ul>	<p>development strategies.</p> <ul style="list-style-type: none"> <li>• Knowledge of tourism sectoral strategies and roadmaps to ensure budgetary compliance.</li> <li>• Incorporating sustainability principles into financial management and budgeting processes.</li> <li>• Understanding destination planning and product development and their financial implications.</li> <li>• Consideration of carrying capacity in tourism when making financial decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic thinking and planning</li> <li>• Performance monitoring and evaluation</li> <li>• Contract management</li> <li>• Resource allocation and management</li> <li>• Legal and regulatory compliance</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Coordination and collaboration with stakeholders</li> <li>• Information management</li> <li>• Report writing and documentation</li> </ul>	<p>written and verbal)</p> <ul style="list-style-type: none"> <li>• Flexibility</li> <li>• Professionalism</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Collaboration and teamwork</li> <li>• Integrity and ethical conduct</li> <li>• Stress management</li> <li>• Decision-making abilities</li> <li>• Initiative and proactive approach</li> </ul>
<b>Upper</b>	<b>Administrative Support:</b>	<ul style="list-style-type: none"> <li>• Staying updated on emerging</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis and</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Prepare monthly expenditure details for domestic and overseas offices (non-scheme activities).</li> <li>• Generate weekly expenditure statements for Senior Officer Meetings.</li> <li>• Maintain and update soft copies of audit paras and files, including re-appropriation and RTI matters.</li> <li>• Manage diary and dispatch of letters.</li> <li>• Type various notes and letters on different matters.</li> <li>• Assist with document scanning, photocopying, and email communication.</li> <li>• Ensure prompt delivery of urgent files/letters to the Principal Accounts Office, Ministry of Finance, etc.</li> <li>• Undertake any other tasks assigned by the DS (F) or Assistant DG.</li> </ul> <p><b>Financial Management and Budgeting:</b></p> <ul style="list-style-type: none"> <li>• Prepare the Statement of Budget Estimates (SBE) and align it with DDG online.</li> <li>• Generate Supplementary Demands for Grants for each session.</li> <li>• Handle proposals and economic instructions within the ministry, ensuring compliance.</li> <li>• Prepare various information modules as per Budget Circular requirements.</li> <li>• Process proposals for the establishment of new Heads of Accounts.</li> <li>• Coordinate with the Ministry of Finance, NITI Aayog, and Principal Account Office for timely information sharing.</li> </ul>	<p>trends in the tourism industry and adapting budgeting practices accordingly.</p> <ul style="list-style-type: none"> <li>• Familiarity with tourism infrastructure requirements and budget considerations.</li> <li>• Knowledge of the tourism supply chain and its financial implications.</li> <li>• Awareness of the tourism economy and effective financial management strategies.</li> <li>• Incorporating sustainability principles into financial management and budgeting processes.</li> <li>• Understanding destination planning and product development and their financial implications.</li> <li>• Consideration of carrying capacity in tourism when making financial decisions.</li> <li>• Understanding different types of tourism products and aligning budgets with product development strategies.</li> <li>• Knowledge of tourism sectoral strategies and roadmaps to ensure budgetary compliance.</li> </ul>	<p>interpretation</p> <ul style="list-style-type: none"> <li>• Program and Project management</li> <li>• Budgeting and financial planning</li> <li>• Policy development and implementation</li> <li>• Audit and compliance management</li> <li>• Coordination and collaboration with stakeholders</li> <li>• Information management</li> <li>• Report writing and documentation</li> <li>• Risk assessment and management</li> <li>• Knowledge of financial systems and tools</li> <li>• Strategic thinking and planning</li> <li>• Contract management</li> <li>• Resource allocation and management</li> <li>• Legal and regulatory compliance</li> <li>• Performance monitoring and evaluation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC</li> </ul>	<p>detail</p> <ul style="list-style-type: none"> <li>• Problem-solving skills</li> <li>• Time management</li> <li>• Financial acumen</li> <li>• Analytical thinking</li> <li>• Organizational skills</li> <li>• Adaptability</li> <li>• Communication skills (both written and verbal)</li> <li>• Collaboration and teamwork</li> <li>• Integrity and ethical conduct</li> <li>• Initiative and proactive approach</li> <li>• Flexibility</li> <li>• Professionalism</li> <li>• Stress management</li> <li>• Decision-making abilities</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Prepare Notes on Detailed Demands for Grants and Explanatory Notes Memorandum.</li> <li>• Compile materials for Pre-Budget Meetings.</li> <li>• Create Public-Private Partnership (PPP) documents for the Budget and Accounts (B&amp;A) Division.</li> <li>• Undertake additional assignments assigned by the DS (F) or Assistant DG.</li> </ul> <p><b>Budget Monitoring and Expenditure:</b></p> <ul style="list-style-type: none"> <li>• Prepare Detailed Demands for Grants.</li> <li>• Manage re-appropriation, savings surrender, and final grant processes for the ministry's budget.</li> <li>• Generate monthly expenditure statements for scheme and non-scheme activities of Tourism Offices in India and abroad.</li> <li>• Analyze audit observations on the appropriation account of the Ministry of Tourism.</li> <li>• Finalize budget estimates and revised estimates for schemes and non-scheme activities.</li> <li>• Prepare and finalize budget estimates for non-scheme activities of Tourism Offices in India and abroad.</li> <li>• Prepare Cash Management Reports for submission to the Ministry of Finance.</li> <li>• Issue Letters of Authorization (LOA) and release funds quarterly for Tourism Offices abroad.</li> <li>• Prepare weekly expenditure statements for Senior Officer Meetings.</li> </ul>		<p>applications</p> <ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Reconcile expenditure with agent ministries/departments.</li> </ul> <p><b>Auditing and Administrative Duties:</b></p> <ul style="list-style-type: none"> <li>• Coordinate with the C&amp;AG Audit, Statutory Audit Inspection, and Internal Audit for the Ministry of Tourism.</li> <li>• Manage RTI matters and monitor the RTO Portal.</li> <li>• Handle official language matters.</li> <li>• Manage parliamentary-related tasks.</li> <li>• Send monthly DO Letters to the Secretary (Finance) from AS&amp;FA(T).</li> <li>• Prepare and submit appendices related to the Budget Circular.</li> <li>• Handle Finance Account Statement No.4 - Guarantee.</li> <li>• Check the APMS Portal.</li> <li>• - Perform other assigned duties by the DS (F) or Assistant DG.</li> </ul>			



## Current Competency Mapping of Budget and Accounts Section Sub-Division

Table 98: Current Competency Mapping of Budget and Accounts Section

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	A	A
Communication Skills	A	B	B	A	A
Empathy to colleagues	A	B	B	A	A
Analytical Thinking	A	A	B	A	A
Time Management	A	A	B	A	A
Negotiation	A	B	B	A	A
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	B	A	A
Attention to customer needs	A	B	B	A	A
Gender Sensitivity	A	B	B	A	A
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	B	A	A

Program Management (focuses on outcomes)	A	A	B	B	B
Project Management (focuses on outputs)	A	A	B	B	B
MS Office (Excel, PPT, Word)	B	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	B	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	A	B	B	B	B
Bookkeeping & Accounting	NA	B	B	B	B
Financial Management	A	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B

Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation , excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Budget and Accounts Section Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 99: Preliminary Gaps and Interventions Identified under Individual Pillar for Budgets and Accounts Section*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused on developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 100: Preliminary Gaps and Interventions Identified under Organizational Pillar for Budgets and Accounts Section*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes.
3.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 101: Preliminary Gaps and Interventions Identified under Institutional Pillar for Budgets and Accounts Section*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.
2.	Resource Management and Allocation	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.
3.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach of the ministry.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Budget and Accounts Section Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 102: Expected Competency Mapping of Budget and Accounts Section*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A

Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.



*Table 103: Responsibilities and Competency Requirements of Integrated Finance Sub-Division (P2- P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Leading the budget preparation and financial management processes, ensuring compliance with financial regulations, guidelines, and the instructions of the Finance Ministry.</li> <li>Ensuring accurate and timely submission of budget proposals, financial reports, and statements to the relevant authorities.</li> <li>Providing strategic financial advice to the division and senior management, assessing financial risks, and suggesting measures for risk mitigation.</li> <li>Supervising and mentoring junior staff, providing guidance, training, and support to enhance their skills and competencies.</li> <li>Participating in high-level financial decision-making and policy formulation, representing the division in inter-departmental and inter-ministerial meetings.</li> <li>Representing the division in financial audits, inspections, and other review processes, addressing audit observations and implementing necessary corrective actions.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Best Practices in financial administration of tourism project matters</li> <li>Understanding of Indian Geography and its financial implications in the tourism sector.</li> <li>Knowledge of the Tourism supply chain and its financial considerations.</li> <li>Familiarity with Tourism Economy and its market trends.</li> <li>Awareness of Emerging Trends in Tourism and their financial impact.</li> <li>Understanding of Tourism Infrastructure and its financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Budgeting and Forecasting</li> <li>Financial Analysis</li> <li>Risk Management</li> <li>Compliance and Regulatory Knowledge</li> <li>Financial Reporting</li> <li>Audit and Inspection Management</li> <li>Policy Formulation</li> <li>Stakeholder Management</li> <li>Training and Development</li> <li>Performance Management</li> <li>Strategic Planning</li> <li>Knowledge of Financial Regulations and Guidelines</li> <li>Resource Allocation and Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Skills</li> <li>Decision Making</li> <li>Collaboration</li> <li>Financial Acumen</li> <li>Strategic Thinking</li> <li>Leadership</li> <li>Communication</li> <li>Mentoring and Coaching</li> <li>Adaptability</li> <li>Problem Solving</li> <li>Integrity and Ethics</li> <li>Attention to Detail</li> <li>Resilience</li> <li>Time Management</li> <li>Accountability</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
			PFMS, RTI, GeM, GFR, HRMS <ul style="list-style-type: none"> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Project Evaluation and Review</li> </ul>	
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Managing the entire budget preparation process, including coordinating with different divisions, reviewing budget proposals, and ensuring their submission to the Finance Ministry within the specified timeframe.</li> <li>• Monitoring and reviewing the financial performance of the division, analyzing budget utilization, and identifying areas of improvement or cost-saving measures.</li> <li>• Providing guidance and supervision to junior staff, overseeing their work, and conducting periodic performance evaluations.</li> <li>• Assessing and recommending financial strategies and initiatives to optimize resource allocation, improve financial efficiency, and achieve organizational goals.</li> <li>• Collaborating with other divisions and departments in financial planning, resource allocation, and coordination of financial activities.</li> <li>• Handling complex financial analysis,</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the Tourism supply chain and its financial considerations.</li> <li>• Understanding of Indian Geography and its financial implications in the tourism sector.</li> <li>• Knowledge of Best Practices in financial administration of tourism project matters</li> <li>• Familiarity with Tourism Economy and its market trends.</li> <li>• Awareness of Emerging Trends in Tourism and their financial impact.</li> <li>• Understanding of Tourism Infrastructure and its</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Management</li> <li>• Financial Analysis and Forecasting</li> <li>• Resource Allocation</li> <li>• Financial Planning and Strategy</li> <li>• Performance Evaluation</li> <li>• Cost Management</li> <li>• Financial Reporting</li> <li>• Compliance and Regulatory Knowledge</li> <li>• Financial Systems and Tools</li> <li>• Stakeholder Management</li> <li>• Team Management</li> <li>• Project Management</li> <li>• Data Analysis and</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Acumen</li> <li>• Strategic Thinking</li> <li>• Leadership</li> <li>• Analytical Skills</li> <li>• Decision Making</li> <li>• Collaboration</li> <li>• Communication</li> <li>• Mentoring and Coaching</li> <li>• Adaptability</li> <li>• Problem Solving</li> <li>• Integrity and Ethics</li> <li>• Attention to Detail</li> <li>• Resilience</li> <li>• Time Management</li> <li>• Accountability</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	forecasting, and reporting, including preparing reports for senior management, Finance Ministry, and other stakeholders.	financial management.	Interpretation <ul style="list-style-type: none"> <li>• Risk Assessment and Mitigation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Continuous Improvement and Process Optimization</li> </ul>	
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Overseeing the budget preparation process, coordinating with different departments to gather budgetary requirements, and ensuring compliance with the instructions of the Finance Ministry.</li> <li>• Reviewing and analyzing departmental accounts and financial records to ensure accuracy, adherence to financial regulations, and timely reporting.</li> <li>• Providing guidance and support to UDC/LDC staff in budgeting and financial management processes,</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of Emerging Trends in Tourism and their financial impact.</li> <li>• Understanding of Indian Geography and its financial implications in the tourism sector.</li> <li>• Knowledge of the Tourism supply chain and its financial considerations.</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Management</li> <li>• Financial Analysis</li> <li>• Compliance and Regulatory Knowledge</li> <li>• Financial Reporting</li> <li>• Financial Systems and Tools</li> <li>• Stakeholder Management</li> <li>• Data Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Acumen</li> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Collaboration</li> <li>• Communication</li> <li>• Problem Solving</li> <li>• Adaptability</li> <li>• Leadership</li> <li>• Integrity and Ethics</li> <li>• Time Management</li> <li>• Teamwork</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>addressing their queries, and ensuring the smooth flow of financial operations.</li> <li>Assisting in the evaluation and recommendation of supplementary demands for grants, assessing their financial implications and feasibility.</li> <li>Coordinating with internal and external stakeholders, including finance and audit departments, to address financial queries, clarify guidelines, and resolve issues.</li> <li>Participating in the preparation of financial reports, presentations, and documentation required for internal and external purposes.</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with Tourism Economy and its market trends.</li> <li>Knowledge of Best Practices in the financial administration of tourism project matters</li> </ul>	<ul style="list-style-type: none"> <li>Process Improvement</li> <li>Risk Assessment</li> <li>Resource Allocation</li> <li>Audit and Control</li> <li>Financial Planning</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Documentation Management</li> </ul>	<ul style="list-style-type: none"> <li>Flexibility</li> <li>Accountability</li> <li>Decision Making</li> <li>Resilience</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>Assisting in the preparation and review of budget proposals, including gathering and analyzing financial data, and providing inputs for budget planning.</li> <li>Maintaining departmental accounts and financial records in accordance with the General Financial Rules, ensuring accuracy and compliance.</li> <li>Monitoring and tracking expenditure against sanctioned grants, preparing</li> </ul>	<ul style="list-style-type: none"> <li>Basic understanding of Tourism Industry, supply chain</li> <li>Knowledge of Best Practices in financial administration of tourism project matters</li> </ul>	<ul style="list-style-type: none"> <li>MS Office Suite (Excel, PPT, Word)</li> <li>NIC Applications</li> <li>Public Financial Management System (PFMS)</li> <li>Right to Information (RTI)</li> <li>Government e-Marketplace (GeM)</li> </ul>	<ul style="list-style-type: none"> <li>Technical Proficiency</li> <li>Attention to Detail</li> <li>Problem Solving</li> <li>Adaptability</li> <li>Communication</li> <li>Analytical Thinking</li> <li>Time Management</li> <li>Collaboration</li> <li>Flexibility</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>financial reports and statements to assess the financial performance.</p> <ul style="list-style-type: none"> <li>• Supporting in the analysis of financial data, identifying trends, and providing inputs for decision-making processes.</li> <li>• Collaborating with other divisions and departments on financial matters, including providing necessary financial information and assistance.</li> </ul>		<ul style="list-style-type: none"> <li>• General Financial Rules (GFR)</li> <li>• Human Resource Management System (HRMS)</li> <li>• Procurement and Tender Writing</li> <li>• Scheme Rules</li> <li>• General Administration Matters</li> <li>• Noting and Drafting</li> <li>• Documentation Management</li> <li>• Compliance and Regulatory Knowledge</li> <li>• Information Management</li> <li>• Analytical Thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Integrity and Ethics</li> <li>• Organizational Skills</li> <li>• Initiative</li> <li>• Resilience</li> <li>• Learning Agility</li> </ul>

## Current Competency Mapping of Integrated Finance Sub-Division

*Table 104: Current Competency Mapping of Integrated Finance Sub-Division*

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Current degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	A	B	B	B	B
Empathy to colleagues	A	B	B	B	B
Analytical Thinking	A	A	B	B	B
Time Management	A	A	B	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	B	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
Functional / Skills					
e-office	B	A	B	B	B
Program Management (focuses on outcomes)	A	A	B	B	B
Project Management (focuses on outputs)	A	A	B	B	B
MS Office (Excel, PPT, Word)	B	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	B	A	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B

Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	A	B	B	NA	NA
Bookkeeping & Accounting	NA	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Integrated Finance Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

## Individual Pillar

*Table 105: Preliminary Gaps and Interventions Identified under Individual Pillar for Integrated Finance Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping, concurrence to IFD
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.



## Organizational Pillar

*Table 106: Preliminary Gaps and Interventions Identified under Organizational Pillar for Integrated Finance Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 107: Preliminary Gaps and Interventions Identified under Institutional Pillar for Integrated Finance Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Integrated Finance Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 108: Expected Competency Mapping of Integrated Finance Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Required Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Expected degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System	A	A	A	A	A

(PFMS)					
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

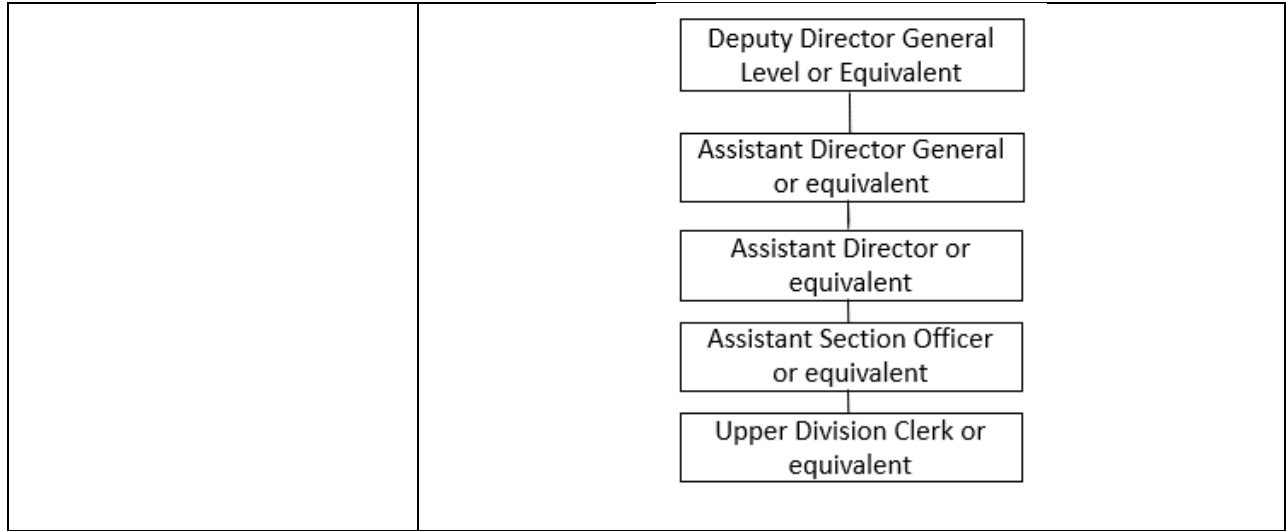
Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.5. Monitoring & Coordination Division

The Monitoring & Coordination Division is headed by Deputy Secretary or equivalent level of official and attends to all matters concerning champion services sector scheme. The table below provides its focus area, roles and responsibilities and work allocation matrix.

*Table 109: Roles and Responsibilities of Monitoring & Coordination Division*

<b>Focus areas and priorities</b>	<b>All matters concerning planning and implementation of Monitoring &amp; Coordination Division</b>
<b>Roles and Responsibilities</b>	<ul style="list-style-type: none"> <li>• Maintenance of Tourism issue Redressal Bank-collation of ideas from various sources, collation of industry related issues from various Division, industry representations, and other sources</li> <li>• Monthly summary of activities and public dissemination</li> <li>• Co-ordination with PMO and PMO Action Points</li> <li>• Sectoral Group of Secretaries (SGoS)</li> <li>• Implementation of Budget Announcements</li> <li>• Matters related to PRAGATI, E-Samiksha, LIMBS Portal, DARPG Portal, PM reference Portal.</li> <li>• Co-ordination for NE of India (including 10% GBS).</li> <li>• Preparation of Monthly DO for Cabinet Secretary, Monthly Summary</li> <li>• Monitoring of Champion Services Sector Scheme (CSSS)</li> <li>• Preparation of Budget Announcements</li> <li>• Attending to PRAGATI Matters, E-Samiksha</li> <li>• Facilitating for Sectoral Group of Secretaries (SGoS) – Tourism Sectoral Plan, 2047 Vision Document</li> <li>• Assisting with Legal Information Management &amp; Briefing System (LIMBS) Portal</li> <li>• Attending to pending matters on DARPG Portal, PM Reference Portal, Bihar Package</li> <li>• Revival of India as a global center of Buddhist culture and tourism with special focus on Bodhgaya</li> <li>• Accessible Guidelines for Tourism Sector</li> <li>• Miscellaneous Matters</li> </ul>
<b>Work Allocation Matrix</b>	<b>Division head:</b> Deputy Secretary - Ms. Lalithambigai K



Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated as well as their respective competency mapping.

Table 110: Responsibilities and Competency Requirements of Monitoring and Coordination Division (P1 - P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<p><b>For matters related to Monitoring &amp; Co-ordination</b></p> <p>Providing leadership and strategic direction to the department, ensuring effective management of all responsibilities and initiatives.</p> <ul style="list-style-type: none"> <li>Overseeing the execution and implementation of key projects and initiatives related to the tourism sector.</li> <li>Monitoring and evaluating the performance and progress of various programs, schemes, and activities.</li> <li>Ensuring compliance with relevant policies, guidelines, and regulations in all departmental activities.</li> <li>Managing budgetary allocations and financial resources, including the preparation and monitoring of budgets.</li> <li>Coordinating with other departments, ministries, and stakeholders for effective collaboration and alignment of goals.</li> <li>Representing the division in high-level meetings, conferences, and</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Tourism Policies and Regulations</li> <li>Understanding of Tourism Industry Trends and Best Practices</li> <li>Destination Management</li> <li>Marketing and Promotions in the Tourism Sector</li> <li>Sustainable Tourism Practices</li> <li>Cultural Sensitivity and Cross-Cultural Communication</li> <li>Tourism Product Development</li> <li>Tourism Planning and Development</li> <li>Tourism Impact Assessment</li> <li>Tourism Research and Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning and Decision-Making</li> <li>Project and Program Management</li> <li>Financial Management</li> <li>Policy Development and Implementation</li> <li>Stakeholder Engagement and Collaboration</li> <li>Leadership and Team Management</li> <li>Communication and Negotiation</li> <li>Monitoring and Evaluation</li> <li>Compliance and Risk Management</li> <li>Policy Analysis and Research</li> <li>Interdepartmental Coordination</li> <li>Reporting and Documentation</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Team Management</li> <li>Strategic Thinking</li> <li>Decision-making</li> <li>Communication</li> <li>Problem-solving</li> <li>Analytical Thinking</li> <li>Attention to Detail</li> <li>Planning and Organization</li> <li>Stakeholder Management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>forums related to the tourism sector.</p> <ul style="list-style-type: none"> <li>• Providing guidance and support to divisional staff, including assigning responsibilities, monitoring work progress, and fostering professional development.</li> <li>• Facilitating communication and coordination between different divisions and sections within the division</li> <li>• Maintaining relationships with key stakeholders, such as government agencies, industry associations, and international organizations, to enhance collaboration and partnership opportunities.</li> <li>• Ensuring timely and accurate reporting to higher authorities and stakeholders on the division's activities, achievements, and challenges.</li> <li>• Addressing and resolving any issues, concerns, or grievances related to the division's operations and initiatives.</li> </ul>			



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<p><b>Tourism sector monitoring and oversight</b></p> <ul style="list-style-type: none"> <li>• Monthly (Directive/Observation) for DO Cabinet Secretary</li> <li>• Monthly Summary reporting</li> <li>• Champion Services Sector Scheme coordination and implementation</li> <li>• Budget Announcements related to the Tourism sector</li> <li>• PRAGATI (Pro-Active Governance and Timely Implementation) Matters management</li> <li>• E-Samiksha (Electronic Monitoring of Projects and Initiatives) coordination</li> <li>• Sectoral Group of Secretaries (SGoS) for Tourism Sectoral Plan discussions</li> <li>• 2047 Vision Document development and implementation</li> <li>• Legal Information Management &amp; Briefing System (LIMBS) Portal administration</li> <li>• Pending matters on DARPG (Department of Administrative Reforms and Public Grievances) Portal</li> <li>• PM (Prime Minister) Reference</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Tourism Industry and Trends</li> <li>• Understanding of Tourism Policies and Regulations</li> <li>• Stakeholder Coordination in the Tourism Sector</li> <li>• Marketing and Promotion of Tourism Destinations</li> <li>• Cultural Heritage Preservation and Promotion</li> <li>• Sustainable Tourism Practices</li> <li>• Tourism Product Development</li> <li>• Quality Assurance in Tourism Services</li> <li>• Tourism Impact Assessment</li> <li>• Crisis and Emergency Management in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Analysis and Implementation</li> <li>• Budgeting and Financial Management</li> <li>• Program and project Management</li> <li>• Strategic Planning</li> <li>• Stakeholder Engagement</li> <li>• Data Analysis and Reporting</li> <li>• Legal Knowledge and Compliance</li> <li>• Information Management and Technology</li> <li>• Performance Monitoring and Evaluation</li> <li>• Risk Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Thinking</li> <li>• Policy Development</li> <li>• Leadership</li> <li>• Stakeholder Management</li> <li>• Communication</li> <li>• Decision-making</li> <li>• Project Management</li> <li>• Collaboration</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Results Orientation</li> <li>• Initiative</li> <li>• Analytical Thinking</li> <li>• Stakeholder Engagement</li> <li>• Cultural Sensitivity</li> </ul>

	<p>Portal management</p> <ul style="list-style-type: none"> <li>• Bihar Package implementation oversight</li> <li>• Revival of India as a global center of Buddhist culture and tourism, with a special focus on Bodhgaya</li> <li>• Development and implementation of Accessible Guidelines for the Tourism Sector</li> <li>• Handling miscellaneous matters related to the Tourism sector.</li> </ul>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<p><b>Support for tourism sector initiatives and reporting</b></p> <ul style="list-style-type: none"> <li>• Assisting in the preparation of Monthly DO for the Cabinet Secretary and Monthly Summary reports.</li> <li>• Supporting the monitoring and coordination of the Champion Services Sector Scheme (CSSS).</li> <li>• Assisting in the preparation of Budget Announcements related to the Tourism sector.</li> <li>• Providing support in handling PRAGATI matters and coordinating E-Samiksha activities.</li> <li>• Assisting in the facilitation of Sectoral Group of Secretaries (SGoS) meetings for the Tourism Sectoral Plan and 2047 Vision Document.</li> <li>• Assisting with the administration</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism industry trends, policies, and best practices.</li> <li>• Understanding of tourism development strategies and initiatives.</li> <li>• Familiarity with tourism promotion and marketing strategies.</li> <li>• Knowledge of tourism sectoral plans and vision documents.</li> <li>• Awareness of the significance of cultural heritage and religious tourism.</li> <li>• Understanding of the principles and</li> </ul>	<ul style="list-style-type: none"> <li>• Report writing</li> <li>• Data analysis</li> <li>• Knowledge of government procedures and protocols</li> <li>• Budgetary processes</li> <li>• Digital platforms and tools</li> <li>• Research skills</li> <li>• Project management</li> <li>• Stakeholder engagement</li> <li>• Technology proficiency</li> <li>• Time management</li> </ul>	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Coordination skills</li> <li>• Attention to detail</li> <li>• Analytical thinking</li> <li>• Adaptability</li> <li>• Collaboration</li> <li>• Proactive mindset</li> <li>• Innovation to inclusivity</li> <li>• Flexibility</li> </ul>

	<p>of the Legal Information Management &amp; Briefing System (LIMBS) Portal.</p> <ul style="list-style-type: none"> <li>• Handling pending matters on the DARPG Portal, PM Reference Portal, and Bihar Package.</li> <li>• Supporting the initiatives for reviving India as a global center of Buddhist culture and tourism, with a special focus on Bodhgaya.</li> <li>• Assisting in the development and implementation of Accessible Guidelines for the Tourism Sector.</li> <li>• Providing support in handling miscellaneous matters related to the Tourism sector.</li> </ul>	<p>practices of sustainable tourism.</p>		
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<p><b>Support in preparation of reports and coordination</b></p> <ul style="list-style-type: none"> <li>• Assisting in the preparation of Monthly DO and Monthly Summary reports under the guidance of the AD/SO.</li> <li>• Supporting the monitoring and coordination of the Champion Services Sector Scheme (CSSS) activities.</li> <li>• Assisting in budget-related tasks and announcements related to the Tourism sector.</li> <li>• Providing assistance in handling PRAGATI matters and coordinating E-Samiksha activities.</li> <li>• Assisting in the coordination of</li> </ul>	<ul style="list-style-type: none"> <li>• Destination knowledge</li> <li>• Tourism marketing and promotion</li> <li>• Customer service and hospitality</li> <li>• Tourism planning and development</li> <li>• Tourism policy and regulations</li> <li>• Tourism product development</li> <li>• Cultural heritage and tourism</li> <li>• Tourism research and analysis</li> <li>• Sustainable tourism practices</li> </ul>	<ul style="list-style-type: none"> <li>• Report writing and documentation</li> <li>• Data analysis and interpretation</li> <li>• Budget management</li> <li>• Coordination and project support</li> <li>• Knowledge of tourism industry trends and practices</li> <li>• Policy implementation</li> <li>• Stakeholder engagement and relationship management</li> <li>• Information management and system administration</li> <li>• Research skills</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Collaboration</li> <li>• Attention to detail</li> <li>• Time management</li> <li>• Adaptability</li> <li>• Problem-solving</li> <li>• Teamwork</li> <li>• Customer service orientation</li> <li>• Initiative</li> <li>• Professionalism</li> </ul>

	<p>Sectoral Group of Secretaries (SGoS) meetings for the Tourism Sectoral Plan and 2047 Vision Document.</p> <ul style="list-style-type: none"> <li>Supporting the administration and maintenance of the Legal Information Management &amp; Briefing System (LIMBS) Portal.</li> <li>Assisting in the resolution of pending matters on the DARPG Portal, PM Reference Portal, and Bihar Package.</li> <li>Providing support for the initiatives related to the revival of India as a global center of Buddhist culture and tourism, with a focus on Bodhgaya.</li> <li>Assisting in the implementation of Accessible Guidelines for the Tourism Sector.</li> <li>Supporting miscellaneous matters and tasks related to the Tourism sector.</li> </ul>		<ul style="list-style-type: none"> <li>Multitasking and prioritization</li> </ul>	
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<p><b>Administrative support and preparation of reports</b></p> <ul style="list-style-type: none"> <li>Assisting in the preparation of reports, documents, and correspondences under the guidance of higher-level officials.</li> <li>Providing administrative support in maintaining records, files, and documentation.</li> <li>Assisting in data entry, data management, and maintaining</li> </ul>	<ul style="list-style-type: none"> <li>Travel and tourism knowledge</li> <li>Understanding of tourism industry dynamics</li> <li>Knowledge of tourism products and services</li> </ul>	<ul style="list-style-type: none"> <li>Administrative support skills</li> <li>Record keeping and documentation skills</li> <li>Data entry and database management skills</li> <li>Meeting coordination and minute-taking skills</li> <li>Travel logistics coordination skills</li> <li>Office management and</li> </ul>	<ul style="list-style-type: none"> <li>Strong communication skills</li> <li>Attention to detail</li> <li>Organizational skills</li> <li>Time management skills</li> <li>Teamwork and collaboration</li> <li>Adaptability and flexibility</li> <li>Customer service</li> </ul>

	<p>databases.</p> <ul style="list-style-type: none"> <li>• Supporting the coordination of meetings, including scheduling, preparing agendas, and taking meeting minutes.</li> <li>• Assisting in the coordination of travel arrangements and logistics.</li> <li>• Providing general office support, including answering phone calls, handling inquiries, and maintaining office supplies.</li> <li>• Assisting in the compilation and preparation of reports and presentations.</li> <li>• Supporting other administrative and clerical tasks as assigned by higher-level officials</li> </ul>		<p>organization skills</p> <ul style="list-style-type: none"> <li>• Report and presentation preparation skills</li> <li>• Ability to multitask and prioritize tasks</li> </ul>	<p>orientation</p> <ul style="list-style-type: none"> <li>• Professionalism and integrity</li> </ul>

## Current Competency Mapping of Monitoring & Coordination Division

Table 111: Current Competency Mapping of Monitoring & Coordination Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Current degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	B	B	B	B	B
Analytical Thinking	A	A	B	B	B
Time Management	A	A	B	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	A	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	B	B	B
Program Management (focuses on outcomes)	B	A	B	B	B
Project Management (focuses on outputs)	B	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B

Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	B	B	B	B
Scheme rules and guidelines	B	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B

Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Monitoring & Coordination Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 112: Preliminary Gaps and Interventions Identified under Individual Pillar for Monitoring and Coordination Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
Functional Competencies		



Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 113: Preliminary Gaps and Interventions Identified under Organizational Pillar for Monitoring and Coordination Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 114: Preliminary Gaps and Interventions Identified under Institutional Pillar for Monitoring and Coordination Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional, and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Monitoring & Coordination Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 115: Expected Competency Mapping of Monitoring and Coordination Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A

Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain /</b>					

<b>Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.6. Research & Analytics Division

The Research & Analytics Division, earlier the Market & Research Division is headed by a Director or equivalent level of official and attends to all matters concerning to tourism statistics and market research in the field of tourism. The table below provides its focus area, roles and responsibilities, and work allocation matrix.

*Table 116: Roles and Responsibilities of Research & Analytics Division*

<b>Focus areas and priorities</b>	<b>All matters concerning collection, compilation, and publication of Tourism statistics. Further, conducts need based surveys / studies in the field of tourism. Promotion of research and rendering support, both technical as well as financial to States /UTs, institutes in the field of Statistics and Market Research are other key works.</b>
<b>Roles and Responsibilities</b>	<ul style="list-style-type: none"> <li>• Brings out two statistical publications: "India Tourism Statistics" and "India Tourism Statistics-at a Glance." as well as annual report of the Ministry.</li> <li>• Compilation of monthly tourism statistics bulletin.</li> <li>• Processing of unit level data received (monthly as well as on yearly basis from Bureau of Immigration).</li> <li>• Capacity building of States/Union Territories (UTs) to enhance their data collection capabilities for domestic and foreign tourist visits.</li> <li>• Handling all matters related to the National Tourism Advisory Council (NTAC).</li> <li>• Compilation of reference material for parliament sessions</li> <li>• Preparation of the Tourism Satellite Account (TSA), which provides a comprehensive analysis of the tourism sector's contribution to the economy.</li> <li>• Promoting research and collecting reliable data inputs to support policy formulation and planning for tourism development. This includes conducting research studies &amp; surveys as required.</li> <li>• Providing support to reputed institutes and central universities in organizing workshops, seminars, and research journals in the field of tourism.</li> <li>• Managing all aspects of central financial assistance to States/UTs for conducting surveys, studies, and feasibility studies.</li> <li>• Monitoring the Travel &amp; Tourism Development Index (TTDI) and the development of the State ranking ideated from TTDI.</li> <li>• Implementation of standard tourism methodology across all states/UTs for uniform collection of data on domestic tourism.</li> <li>• Compilation of reference material for parliament sessions</li> <li>• All matters concerning collection, compilation and publication of Tourism statistics.</li> <li>• All matters concerning Central Financial Assistance to States/ UT s for conduct of surveys/ studies including preparation of DPRs/ Feasibility Studies etc.</li> </ul>

<p><b>Work Allocation Matrix</b></p>	<p><b>Division Head:</b> Director – Mr. Fakhre Alam</p> <div style="text-align: center;"> <pre> graph TD     A[Director Level or Equivalent] --&gt; B[Assistant Director General or equivalent]     B --&gt; C[Assistant Director or equivalent]     C --&gt; D[Assistant Section Officer or equivalent]     D --&gt; E[Upper Division Clerk or equivalent]             </pre> </div>
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Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated as well as their respective competency mapping.

Table 117: Responsibilities and Competency Requirements of Research & Analytics Division (P1 – P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<p><b>For matters related to Market &amp; Research</b></p> <ul style="list-style-type: none"> <li>• Provide leadership, strategic direction, and guidance to the department.</li> <li>• Set departmental goals, develop plans, and allocate resources effectively.</li> <li>• Monitor and evaluate staff performance, provide feedback, and support their professional growth.</li> <li>• Foster a collaborative and positive work environment, promoting teamwork and open communication.</li> <li>• Establish and maintain effective relationships with stakeholders.</li> <li>• Ensure compliance with policies, procedures, and regulations.</li> <li>• Oversee the quality and accuracy of information supplied both internally and to other ministries.</li> <li>• Review and approve research studies, surveys, and statistical reports.</li> <li>• Provide guidance and support in the preparation of key reports on tourism statistics.</li> <li>• Monitor data programming and management processes for data integrity.</li> <li>• Coordinate with other divisions for miscellaneous work and promote effective communication.</li> <li>• Provide strategic guidance on SDG and Tourism Satellite Account initiatives.</li> <li>• Manage the National Tourism Advisory Council and implement its recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Industry Knowledge</li> <li>• Tourism Policy and Planning</li> <li>• Tourism Market Research</li> <li>• Tourism Statistics and Analysis</li> <li>• Destination Management</li> <li>• Sustainable Tourism Practices</li> <li>• Tourism Marketing and Promotion</li> <li>• Stakeholder Engagement in Tourism</li> <li>• Tourism Development Strategies</li> <li>• Tourism Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Research and Survey Design</li> <li>• Data Analysis and Interpretation</li> <li>• Report Writing</li> <li>• Program and project Management</li> <li>• Budget Management</li> <li>• Stakeholder Management</li> <li>• Policy Development and Implementation</li> <li>• Quality Assurance</li> <li>• Performance Evaluation</li> <li>• Resource Allocation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Communication</li> <li>• Collaboration</li> <li>• Team Management</li> <li>• Problem Solving</li> <li>• Decision Making</li> <li>• Adaptability</li> <li>• Time Management</li> <li>• Analytical Thinking</li> <li>• Strategic Thinking</li> <li>• Stress management</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Gender sensitivity</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Utilize the e-Samiksha platform for monitoring and reporting.</li> <li>• Handle tasks related to Parliament Questions and Committees.</li> <li>• Support the Deputy Director (Market Research) as required.</li> <li>• Monitor and allocate budget resources appropriately.</li> <li>• Facilitate information flow to national and international organizations.</li> <li>• Ensure compliance with language policies related to Hindi (Rajbhasha).</li> <li>• Manage tasks related to various portals and systems.</li> <li>• Monitor and facilitate the use of Central Financial Assistance under MRPS activities.</li> <li>• Review and approve the Annual Report and Parliament Reference material.</li> <li>• Ensure accurate and timely preparation of foreign exchange earnings estimates.</li> <li>• Review and validate statements on tourist arrivals based on immigration data.</li> <li>• Oversee the management of data on foreign tourist visits and industry surveys.</li> </ul>		<ul style="list-style-type: none"> <li>• Noting and drafting</li> </ul>	



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<p><b>Staff coordination and oversight in operations</b></p> <ul style="list-style-type: none"> <li>• Provide clear instructions and guidelines to the staff regarding their roles and responsibilities in supplying information to other Ministries and within the Ministry.</li> <li>• Oversee and coordinate the execution of studies and surveys related to the tourism sector, ensuring proper planning, data collection, and analysis.</li> <li>• Review and supervise the preparation of 'India Tourism Statistics - at a glance' and 'India Tourism Statistics' reports, ensuring accuracy and timeliness.</li> <li>• Guide and support the programming of unit level data for analysis and reporting purposes, ensuring data integrity and quality.</li> <li>• Coordinate with other divisions within the Ministry for miscellaneous work, fostering effective communication and collaboration.</li> <li>• Provide guidance and oversight on tasks related to Sustainable Development Goals (SDG) and Tourism Satellite Account (TSA), ensuring alignment with organizational objectives.</li> <li>• Manage the work related to the National Tourism Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of tourism principles and practices</li> <li>• Knowledge of tourism statistics and indicators</li> <li>• Familiarity with tourism marketing and promotion strategies</li> <li>• Awareness of sustainable tourism practices</li> <li>• Knowledge of destination development and management</li> <li>• Understanding of tourism policy and governance</li> <li>• Awareness of cultural heritage and tourism preservation</li> <li>• Knowledge of tourism market research and analysis</li> <li>• Understanding of tourism economic impacts</li> <li>• Familiarity with</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism sector and industry trends</li> <li>• Research and data analysis</li> <li>• Report writing and presentation skills</li> <li>• Program and project management</li> <li>• Coordination and collaboration with stakeholders</li> <li>• Policy development and implementation</li> <li>• Legislative and regulatory compliance</li> <li>• Strategic planning</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Leadership skills</li> <li>• Teamwork and collaboration</li> <li>• Problem-solving skills</li> <li>• Analytical thinking</li> <li>• Decision-making skills</li> <li>• Time management</li> <li>• Adaptability and flexibility</li> <li>• Professionalism</li> <li>• Attention to detail</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

	<p>(NTAC), including coordination of meetings, preparation of agendas, and follow-up on action items.</p> <ul style="list-style-type: none"> <li>• Oversee the handling of tasks related to the e-Samiksha platform, ensuring timely submission of reports and adherence to guidelines.</li> <li>• Support and guide the team in handling tasks related to Parliament Questions and Parliament Committees, ensuring accurate and timely responses.</li> <li>• Provide mentoring, training, and professional development opportunities to staff members, fostering their growth and enhancing their skills in performing their assigned tasks.</li> <li>• Monitor the progress and performance of staff members, provide feedback, and address any performance issues or concerns in a timely and constructive manner.</li> <li>• Collaborate with other supervisors and higher-level officers to ensure smooth workflow, effective resource allocation, and achievement of departmental goals and objectives.</li> </ul>	<p>tourism trends and emerging technologies</p>	<ul style="list-style-type: none"> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Knowledge of statistical analysis and data programming</li> <li>• Familiarity with information management systems</li> </ul>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<p><b>Data Management and Information Coordination</b></p> <ul style="list-style-type: none"> <li>• Supplying information to other Ministries and within the Ministry</li> <li>• Conducting studies and surveys related to the tourism sector</li> <li>• Preparation of 'India Tourism Statistics -</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Tourism Industry Trends and Practices</li> <li>• Understanding of Sustainable Tourism Principles</li> <li>• Awareness of</li> </ul>	<ul style="list-style-type: none"> <li>• Data Analysis and Interpretation</li> <li>• Research Skills</li> <li>• Report Writing</li> <li>• Program and project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• Time Management</li> <li>• Problem-solving</li> <li>• Adaptability</li> </ul>

	<ul style="list-style-type: none"> <li>at a glance' and 'India Tourism Statistics' reports</li> <li>• Programming of unit level data for analysis and reporting</li> <li>• Coordinating with other divisions for miscellaneous work</li> <li>• Handling work related to Sustainable Development Goals (SDG) and Tourism Satellite Account (TSA)</li> <li>• Managing work related to the National Tourism Advisory Council (NTAC)</li> <li>• Handling tasks related to the e-Samiksha platform</li> <li>• Managing work related to Parliament Questions and Parliament Committees</li> <li>• Providing assistance to DD (MR) as required</li> <li>• Budget-related work</li> <li>• Supplying information to National and International organizations</li> <li>• Work related to Hindi (Rajbhasha)</li> <li>• Work related to GeM, CPGRAM, CPP portal, PFMS, VIP references, and RTI</li> <li>• Work related to Central Financial Assistance under MRPS activities</li> <li>• Preparation of Annual report and Parliament Reference material</li> <li>• Preparation of Monthly and annual estimates of Foreign Exchange Earnings (FEEs)</li> </ul>	<p>Destination Management</p> <ul style="list-style-type: none"> <li>• Knowledge of Tourism Statistics and Data Analysis</li> <li>• Familiarity with Tourism Marketing and Promotion</li> <li>• Understanding of Tourism Policy and Planning</li> <li>• Knowledge of Tourism Development and Infrastructure</li> <li>• Awareness of Cultural Heritage and Tourism</li> <li>• Understanding of Ecotourism and Nature-based Tourism</li> <li>• Knowledge of Hospitality and Service Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination and Collaboration</li> <li>• Budgeting and Financial Management</li> <li>• Information Management</li> <li>• Policy Development and Implementation</li> <li>• Legislative and Regulatory Compliance</li> <li>• Stakeholder Engagement</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Customer Service Orientation</li> <li>• Professionalism</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>
<p><b>Assistant Section Officer / Tourist</b></p>	<p><b>Tourism data analysis and reporting</b></p> <ul style="list-style-type: none"> <li>• Preparation of statements on monthly</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Statistics</li> <li>• Data Analysis</li> <li>• Market Research</li> </ul>	<ul style="list-style-type: none"> <li>• Data Processing and Analysis</li> <li>• Statistical Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Accuracy</li> </ul>

<p><b>Information Officer or Equivalent</b></p>	<p>Foreign Tourist Arrivals (FTAs) and Domestic Tourist Visits (DTV) based on data received from BOI</p> <ul style="list-style-type: none"> <li>• Handling data on Foreign Tourist Visits (FTV) and Annual Survey of Industries (ASI)</li> <li>• Providing any other assistance to DD (MR) as required</li> <li>• Provide additional assistance and support as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Trends and Insights</li> <li>• Tourism Data Management</li> <li>• Tourism Surveys</li> <li>• Tourism Performance Measurement</li> <li>• Knowledge of Tourism Statistical Systems and Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Report Preparation</li> <li>• Research Skills</li> <li>• Data Management Systems</li> <li>• Survey Methodology</li> <li>• Documentation Skills</li> <li>• Information Management</li> <li>• Technical Expertise in Tourism Data</li> <li>• Understanding of Tourism Indicators</li> <li>• Quality Control of Data</li> <li>• Compliance with Data Protection Regulations</li> <li>• Familiarity with Data Collection Methods in Tourism</li> <li>• Interpretation and Presentation of Tourism Data</li> </ul>	<ul style="list-style-type: none"> <li>• Time Management</li> <li>• Adaptability</li> <li>• Collaboration</li> <li>• Communication</li> <li>• Flexibility</li> <li>• Initiative</li> <li>• Problem Solving</li> <li>• Teamwork</li> <li>• Professionalism</li> <li>• Ethical Conduct</li> <li>• Organizational Skills</li> <li>• Dependability</li> </ul>
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<p><b>Tourism statistics compilation and publication support</b></p> <ul style="list-style-type: none"> <li>• Preparation of Tables for India Tourism Statistics</li> <li>• Drafting and preparing monthly DO (Director's Office) letters related to Foreign Tourist Arrivals (FTAs) and Indian Nationals Departure (INDs)</li> <li>• Compiling and presenting salient statistics on tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism industry trends and statistics</li> <li>• Understanding of tourism data collection and reporting standards</li> </ul>	<ul style="list-style-type: none"> <li>• Research skills</li> <li>• Data management</li> <li>• Statistical analysis</li> <li>• Report writing</li> <li>• Proficiency in data analysis software</li> <li>• Computer literacy</li> <li>• Program and project management</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical thinking</li> <li>• Attention to detail</li> <li>• Effective communication</li> <li>• Adaptability</li> <li>• Time management</li> <li>• Organizational skills</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to</li> </ul>

	<ul style="list-style-type: none"> <li>• Assisting in the preparation of publications by the MR (Market Research) divisions</li> <li>• Maintaining and managing data related to tourism statistics</li> <li>• Uploading data tables on the Open Government Data (OGD) platform</li> <li>• Providing any necessary assistance to officials of the MR division</li> </ul>		<ul style="list-style-type: none"> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>colleagues</li> <li>• Conflict resolution</li> </ul>
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## Current Competency Mapping of Research & Analytics Division

Table 118: Current Competency Mapping of Research & Analytics Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent (1)	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent (2)	Position 3: Assistant Director / Section Officer or Equivalent (1)	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Current degree of competency at each level Basic (B) / Advanced (A) / NA					
Leadership and teamwork	B	A	A	B	B	B
Communication Skills	A	A	A	B	B	B
Empathy to colleagues	A	A	A	A	B	B
Analytical Thinking	A	A	A	A	B	B
Time Management	A	A	A	A	B	B
Negotiation	A	B	A	B	B	B
Managing stress	B	B	B	B	B	B
Conflict Resolution	B	B	B	B	B	B
Attention to customer needs	A	B	A	B	B	B
Gender Sensitivity	A	A	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	Presentation Skills Professional Etiquettes	Balance Between Professional & Personal Life, Interpersonal skills	NA	NA
Functional / Skills						
e-office	B	A	A	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B	B
Project Management (focuses on outputs)	A	B	B	B	B	B
MS Office (Excel, PPT, Word)	B	B	B	A	B	B
Public Financial Management System (PFMS)	B	B	B	B	B	B

Right to Information Act, 2005 (RTI)	B	B	B	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	B	A	B	B	B
HRMS Rules	B	B	A	B	B	B
Procurement and Tender Writing	A	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	A	B	B	B
Budgeting	A	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	B	NA	NA
Financial Management	A	B	B	B	NA	NA
Vigilance	A	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B	B
Stakeholder Management	B	B	B	B	B	B
Quantitative & Analytical Skills	A	B	B	A	B	B
Scheme rules and guidelines	A	B	B	B	B	B
Specific functional competencies apart from the above	NA	Data processing techniques available in like SPSS, SAS applications.	Statistical Software like SPSS Dashboard understanding	Impact and Influencing , Persuasion Skills	NA	NA
<b>Domain / Knowledge</b>						
Travel and Tourism Management	B	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B	B
Tourism Economy	B	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B	B

Tourism Infrastructure know how	B	B	B	B	B	B
Types of Tourism Products	A	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B	B
Destination planning and product development	B	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B	B
Specific domain competencies apart from the above	NA	Emerging requirements of Tourism industry and emerging techniques used in other countries to conduct survey/collect data.	Tourism Satellite Accounts training required as per UNSD RMF 2008 Knowledge of Inter-division initiatives and work	Policies issues related to tourism	NA	NA

## Primary Gaps and Interventions for Research & Analytics Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 119: Preliminary Gaps and Interventions Identified under Individual Pillar for Research & Analytics Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.



<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 120: Preliminary Gaps and Interventions Identified under Organizational Pillar for Research & Analytics Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 121: Preliminary Gaps and Interventions Identified under Institutional Pillar for Research & Analytics Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
3.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Research & Analytics Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 122: Expected Competency Mapping of Research & Analytics Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent

Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A

Domain / Knowledge					
Travel and Tourism Management	A	A	B	A	A
Understanding of Indian Geography	A	A	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	B	A	A
Tourism Economy	A	A	B	A	A
Emerging Trends in Tourism	A	A	B	A	A
Tourism Infrastructure know how	A	A	B	A	A
Types of Tourism Products	A	A	B	A	A
Tourism sectoral strategies and roadmaps	A	A	B	A	A
Sustainability in Tourism	A	A	B	A	A
Destination planning and product development	A	A	B	A	A
Carrying Capacity in Tourism	A	A	B	A	A

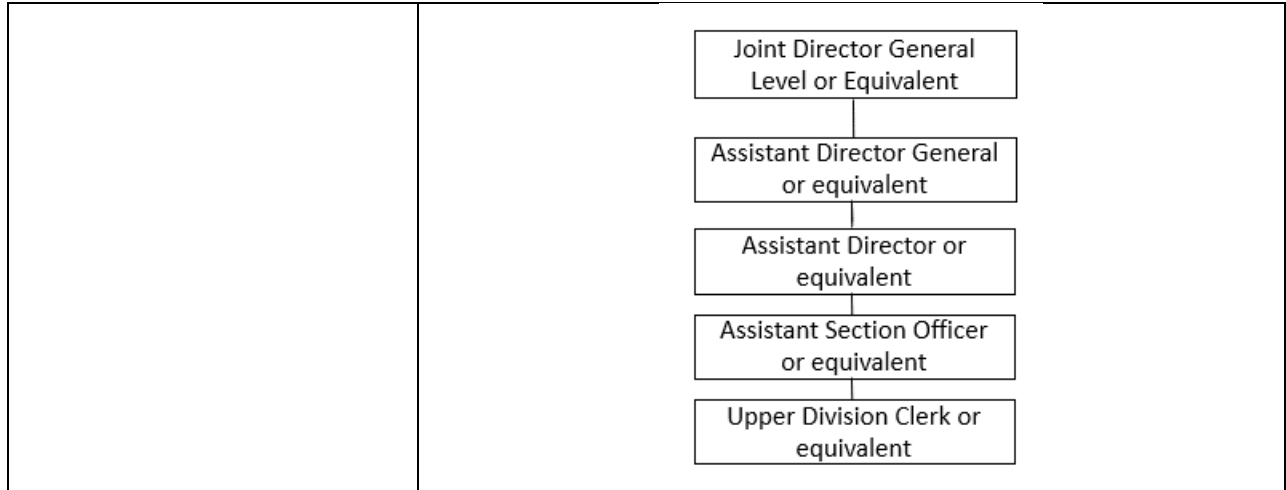
Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.7. Strategy & Product Development Division

The Strategy & Product Development Division which was earlier the Niche Tourism Division is headed by Joint Director General or equivalent level of official and attends to all matters concerning niche tourism categories such as work of Eco & Wildlife Tourism, MICE Tourism, Sustainable Tourism, Rural Tourism, Cruise Tourism, Golf Tourism, Polo Tourism, Medical Tourism, Wellness Tourism, and other Niche Tourism categories which may be finalized from time to time. The table below provides its focus area, roles and responsibilities and work allocation matrix.

*Table 123: Roles and Responsibilities of Strategy & Product Development Division*

<b>Focus areas and priorities</b>	<b>Work of Eco &amp; Wildlife Tourism, MICE Tourism, Sustainable Tourism, Rural Tourism, Cruise Tourism, Golf Tourism, Polo Tourism, Medical Tourism, Wellness Tourism, and other Niche Tourism categories which may be finalized from time to time.</b>
<b>Roles and Responsibilities</b>	<ul style="list-style-type: none"> <li>• All matters related to creation and maintenance of Tourism Assets Bank and subsequent research and content collation.</li> <li>• All matters related to overall strategy.</li> <li>• All matters related to partnerships with private sector, start-ups, others for attractions and experiences creation.</li> <li>• All matters related to inter-ministerial convergence across tourist touch points.</li> <li>• All matters related to ‘Meet in India’ and development of MICE Tourism, ‘Heal in India’, development of AYUSH, Wellness, medical tourism, ‘India says I Do’, development of wedding tourism, eco-tourism, Vibrant Villages Program, Best Tourism Villages, Central Nodal Agencies for Sustainable Tourism and Rural Tourism &amp; Rural Home stays, Mega Adventure Trails and other aspects related to tourism sub-sector ecosystem development.</li> <li>• Processing matters related to Niche Tourism, Draft National Tourism Policy, parliamentary matters</li> <li>• Disposal of grievances, representations etc.</li> <li>• Coordination with other Ministries/ Department, State Governments etc.</li> <li>• Supporting in organizing campaigns such as “Travel for life” and other similar campaigns.</li> <li>• Providing support in organizing key events such as “World Tourism Day” and more.</li> <li>• Organizing workshops and summits on Sustainable Tourism and other Niche Tourism subjects.</li> </ul>
<b>Work Allocation Matrix</b>	<b>Division Head:</b> Joint Director General – Mr. Arun Srivastava



Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated as well as their respective competency mapping

Table 124: Responsibilities and Competency Requirements of Strategy &amp; Product Development Division (P1-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<p><b>For matters related to Niche Tourism</b></p> <ul style="list-style-type: none"> <li>Oversee the Secretariat Division of Niche Tourism, ensuring the smooth functioning of all activities within the division.</li> <li>Manage and supervise the staff within the division, including assigning tasks, providing guidance, and monitoring their performance.</li> <li>Handle the disposal of Government business dealt within the division, which may involve reviewing and processing documents, correspondence, and other official materials.</li> <li>Make informed decisions on various matters related to niche tourism, considering relevant policies, regulations, and guidelines.</li> <li>Provide directions and instructions to the staff, clarifying objectives, setting priorities, and delegating tasks to ensure efficient workflow and achievement of divisional goals.</li> <li>Conduct regular meetings and discussions with the staff to address any issues, provide updates, and foster effective communication and teamwork.</li> <li>Collaborate with other divisions, departments, and external stakeholders to coordinate and facilitate the implementation of niche tourism initiatives and projects.</li> <li>Stay updated on the latest developments, trends, and best</li> </ul>	<ul style="list-style-type: none"> <li>Niche Tourism Trends and Best Practices</li> <li>Destination Management</li> <li>Sustainable Tourism Development</li> <li>Tourism Marketing and Promotion</li> <li>Cultural Heritage Management</li> <li>Stakeholder Collaboration in Tourism</li> <li>Tourism Policy and Regulation</li> <li>Tourism Product Development</li> <li>Customer Service in Tourism</li> <li>Tourism Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Government Business Process</li> <li>Policy Analysis</li> <li>Strategic Planning</li> <li>Program and project Management</li> <li>Budgeting and Financial Management</li> <li>Performance Management</li> <li>Research and Analysis</li> <li>Report Writing</li> <li>Stakeholder Engagement</li> <li>Resource Allocation</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication Skills</li> <li>Decision-making</li> <li>Problem-solving</li> <li>Adaptability</li> <li>Teamwork</li> <li>Time Management</li> <li>Attention to Detail</li> <li>Initiative</li> <li>Interpersonal Skills</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>practices in niche tourism, conducting research and analysis to inform decision-making and enhance divisional performance.</p> <ul style="list-style-type: none"> <li>• Manage budgets and resources allocated to the division, ensuring their optimal utilization and accountability.</li> </ul>			
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<p><b>Management and coordination for niche tourism related activities</b></p> <ul style="list-style-type: none"> <li>• Manage all matters pertaining to the Niche Tourism (NT) Division, ensuring efficient and effective functioning.</li> <li>• Supervise and oversee the staff within the division, providing guidance, support, and performance feedback.</li> <li>• Process and handle all matters related to Niche Tourism, including reviewing and analyzing proposals, applications, and projects.</li> <li>• Draft and review the Niche Tourism Policy (NTP), considering industry trends, stakeholder input, and government objectives.</li> <li>• Coordinate with relevant stakeholders, such as tourism boards, industry associations, and government agencies, to gather information and collaborate on Niche Tourism initiatives.</li> <li>• Conduct research and analysis on emerging Niche Tourism sectors and trends, providing insights and recommendations to inform decision-making.</li> <li>• Prepare reports, presentations, and briefs on Niche Tourism matters for senior officials, ministers, and other</li> </ul>	<ul style="list-style-type: none"> <li>• Niche Tourism Trends and Best Practices</li> <li>• Tourism Policy and Regulation</li> <li>• Destination Management</li> <li>• Sustainable Tourism Development</li> <li>• Stakeholder Collaboration in Tourism</li> <li>• Tourism Marketing and Promotion</li> <li>• Cultural Heritage Management</li> <li>• Tourism Product Development</li> <li>• Customer Service in Tourism</li> <li>• Tourism Impact Assessment</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Analysis and Development</li> <li>• Program and project Management</li> <li>• Research and Analysis</li> <li>• Report Writing</li> <li>• Stakeholder Engagement</li> <li>• Budgeting and Financial Management</li> <li>• Performance Management</li> <li>• Strategic Planning</li> <li>• Resource Allocation</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Government Processes and</li> </ul>	<ul style="list-style-type: none"> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Team Management</li> <li>• Leadership</li> <li>• Communication Skills</li> <li>• Decision-making</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Time Management</li> <li>• Attention to Detail</li> <li>• Initiative</li> <li>• Interpersonal Skills</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>relevant authorities.</p> <ul style="list-style-type: none"> <li>• Monitor and evaluate the implementation of Niche Tourism projects and initiatives, ensuring compliance with policies and regulations.</li> <li>• Provide guidance and assistance to stakeholders seeking information or support in relation to Niche Tourism.</li> <li>• Manage budgets and resources allocated to the NT Division, ensuring optimal utilization and accountability.</li> <li>• Undertake any other official tasks assigned by higher authorities, demonstrating flexibility and adaptability in handling diverse responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<p>Procedures</p> <ul style="list-style-type: none"> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> </ul>	
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<p><b>Supervision and coordination of all matters</b></p> <ul style="list-style-type: none"> <li>• Supervise and coordinate the work within the Niche Tourism (NT) Division, ensuring tasks are executed efficiently and effectively.</li> <li>• Process matters related to Niche Tourism, including reviewing proposals, applications, and projects, and taking appropriate actions based on established guidelines and policies.</li> <li>• Process matters related to the Draft National Tourism Policy (NTP), including conducting analysis, providing feedback, and facilitating the drafting and finalization process.</li> <li>• Process parliamentary matters pertaining to Niche Tourism, such as preparing briefs, responses to questions, and other related documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• Niche Tourism Trends and Best Practices</li> <li>• Tourism Policy and Regulation</li> <li>• Destination Management</li> <li>• Stakeholder Collaboration in Tourism</li> <li>• Tourism Marketing and Promotion</li> <li>• Cultural Heritage Management</li> <li>• Tourism Product Development</li> <li>• Customer Service in Tourism</li> <li>• Tourism Impact Assessment</li> <li>• State Government</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement</li> <li>• Parliamentary Procedures</li> <li>• Grievance Handling</li> <li>• Coordination and Networking</li> <li>• Report Writing</li> <li>• Budgeting and Financial Management</li> <li>• Legal and Regulatory Compliance</li> <li>• Resource Management</li> <li>• Policy Analysis and Development</li> <li>• Program and project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Communication Skills</li> <li>• Coordination and Collaboration</li> <li>• Decision-making</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Time Management</li> <li>• Attention to Detail</li> <li>• Interpersonal Skills</li> <li>• Conflict Resolution</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Handle the disposal of grievances, representations, and other related matters, ensuring timely and appropriate resolution in accordance with relevant procedures and regulations.</li> <li>• Coordinate with other Ministries, Departments, and State Governments on matters related to Niche Tourism, facilitating collaboration, information sharing, and joint initiatives.</li> <li>• Liaise with stakeholders, including tourism boards, industry associations, and community representatives, to gather input, provide information, and foster engagement in Niche Tourism activities.</li> <li>• Prepare reports, presentations, and briefs on Niche Tourism matters for senior officials, ministers, and other relevant authorities.</li> <li>• Ensure compliance with relevant policies, regulations, and legal requirements in all processes and activities within the NT Division.</li> <li>• Manage budgets and resources allocated to the NT Division, ensuring optimal utilization, accountability, and reporting.</li> <li>• Undertake any other official tasks assigned by higher authorities, demonstrating flexibility, adaptability, and professionalism in handling diverse responsibilities.</li> </ul>	Relations	<ul style="list-style-type: none"> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	
<b>Assistant Section Officer / Tourist</b>	<b>Administrative support and parliamentary coordination</b> <ul style="list-style-type: none"> <li>• Process matters related to parliamentary</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Tourism Policy and Legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Parliamentary Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Time Management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Information Officer or Equivalent</b>	<p>assurances, including reviewing and analyzing the assurances, preparing responses, and coordinating with relevant stakeholders for necessary actions.</p> <ul style="list-style-type: none"> <li>Process bills and generate bills in the Public Financial Management System (PFMS), ensuring accuracy, adherence to financial procedures, and timely submission.</li> <li>Coordinate with participants before meetings, including sending meeting invitations, collecting agenda items, and providing necessary documentation or materials.</li> <li>Provide typing and other clerical assistance, such as preparing correspondence, memos, meeting minutes, and maintaining records and files.</li> <li>Undertake any other official tasks assigned by higher authorities, demonstrating flexibility and adaptability in handling diverse responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Engagement in Tourism</li> <li>Destination Management</li> <li>Tourism Marketing and Promotion</li> <li>Cultural Heritage Management</li> <li>Customer Service in Tourism</li> <li>Tourism Impact Assessment</li> <li>Event Coordination and Management</li> <li>Tourism Data Analysis</li> <li>Tourism Product Development</li> </ul>	<ul style="list-style-type: none"> <li>Bill Processing</li> <li>Coordination and Networking</li> <li>Typing and Clerical Skills</li> <li>Record-keeping and Documentation</li> <li>Administrative Assistance</li> <li>Report Writing</li> <li>Data Management</li> <li>Information Retrieval and Dissemination</li> <li>Program and project management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Adaptability</li> <li>Interpersonal Skills</li> <li>Teamwork</li> <li>Professionalism</li> <li>Confidentiality</li> <li>Organizational Skills</li> <li>Stress Management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<p><b>Cross-divisional coordination and Liaoning</b></p> <ul style="list-style-type: none"> <li>Liaise with other divisions, departments, and agencies to coordinate cross-functional activities and promote</li> </ul>	<ul style="list-style-type: none"> <li>Niche Tourism knowledge</li> <li>Understanding of national and international tourism</li> </ul>	<ul style="list-style-type: none"> <li>Research and analysis</li> <li>Report writing</li> <li>Presentation skills</li> <li>Working knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and teamwork</li> <li>Communication skills</li> <li>Analytical thinking</li> <li>Continuous learning</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>integrated approaches to Niche Tourism development.</p> <ul style="list-style-type: none"> <li>Stay updated on national and international Niche Tourism developments, attending conferences, workshops, and industry events.</li> <li>Prepare reports, presentations, and recommendations for higher authorities based on divisional activities, achievements, and challenges.</li> </ul>	<p>trends</p> <ul style="list-style-type: none"> <li>Familiarity with tourism industry events and conferences</li> </ul>	<p>of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</p> <ul style="list-style-type: none"> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> </ul>	<p>and adaptability</p> <ul style="list-style-type: none"> <li>Attention to detail</li> </ul>

## Current Competency Mapping of Strategy and Product Development Division

Table 125: Current Competency Mapping of Strategy & Product Development Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Current degree of competency at each level</b> Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	A	A	B	B
Empathy to colleagues	A	A	B	B	B
Analytical Thinking	B	A	A	B	B
Time Management	B	A	A	B	B
Negotiation	B	B	B	B	B
Managing stress	B	B	B	B	B
Conflict Resolution	B	B	B	B	B
Attention to customer needs	B	B	B	B	B
Gender Sensitivity	A	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B
Project Management (focuses on outputs)	A	B	B	B	B
MS Office (Excel, PPT, Word)	A	B	A	B	B
Public Financial Management System (PFMS)	B	B	A	B	B

Right to Information Act, 2005 (RTI)	A	B	A	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	B	B	B	B
HRMS Rules	A	B	A	B	B
Procurement and Tender Writing	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	A	B	B
Budgeting	B	B	B	B	B
Bookkeeping & Accounting	B	B	B	B	B
Financial Management	B	B	B	B	B
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	A	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	A	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	A	B	A	B	B
Scheme rules and guidelines	A	B	A	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	A	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	A	B	B
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	A	B	B
Tourism sectoral strategies and roadmaps	B	B	A	B	B
Sustainability in Tourism	B	B	A	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	A	B	B

Specific domain competencies apart from the above	NA	NA	NA	NA	NA
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## Primary Gaps and Interventions for Strategy and Product Development Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 126: Preliminary Gaps and Interventions Identified under Individual Pillar for Strategy and Product Development Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
Functional Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

## Organizational Pillar

*Table 127: Preliminary Gaps and Interventions Identified under Organizational Pillar for Strategy and Product Development Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 128: Preliminary Gaps and Interventions Identified under Institutional Pillar for Strategy and Product Development Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team



Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Strategy & Product Development Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 129: Expected Competency Mapping of Strategy and Product Development Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A

Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	A	A	A	A

Understanding of Indian Geography	A	A	A	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	A	A	A
Tourism Economy	A	A	A	A	A
Emerging Trends in Tourism	A	A	A	A	A
Tourism Infrastructure know how	A	A	A	A	A
Types of Tourism Products	A	A	A	A	A
Tourism sectoral strategies and roadmaps	A	A	A	A	A
Sustainability in Tourism	A	A	A	A	A
Destination planning and product development	A	A	A	A	A
Carrying Capacity in Tourism	A	A	A	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.8. Skilling & Capacity Building Division

The Skilling & Capacity Building division which now includes the erstwhile PSU, HRD and TT- Guide divisions is headed by Director/ Deputy Secretary or equivalent level of official who attends to all administrative and policy related matters of Central Public Sector Undertakings (CPSUs) (including India Tourism Development Corporation Limited / ITDC) under Ministry of Tourism, Government of India. The table below provides its focus area, roles and responsibilities and work allocation matrix.

*Table 130 Roles and Responsibilities of Skilling & Capacity Building Division*

<b>Focus areas and priorities</b>	<b>Administrative and policy related matters of Central Public Sector Undertakings (CPSUs) (including India Tourism Development Corporation Limited / ITDC) under Ministry of Tourism, Government of India.</b>
<b>Roles and Responsibilities</b>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>• All matters pertaining to NCHMCT, ICI, IITM and others</li> <li>• All matters related to Capacity Building for Services Provider Scheme</li> <li>• All matters related to Destination Based Skill Development Programme</li> <li>• All matters related to CIHMs, FCIs, SIHMs and others</li> <li>• All matters related to guides, digital registration and identity of guides, Incredible India Tourist Facilitator (IITF) and Incredible India Tourist Guide (IITG) Certificate Programme</li> <li>• All matters related to homestay, homestay owner, artisans, souvenir creators, and food business operators</li> <li>• All matters related to Tourism &amp; culture Centers of Entrepreneurship, Innovation, and Research</li> <li>• All matters related to private sector skilling and capacity building collaborations.</li> <li>• All matters related to coordination with Tourism and hospitality skill Council (THSC)</li> </ul> <p><b>PSU</b></p> <ul style="list-style-type: none"> <li>• Handle Memorandums of Understanding (MoUs), Annual Reports, and Audited Accounts for ITDC and its subsidiaries in Parliament.</li> <li>• Manage Corporate Governance Reports and Grading by DPE for ITDC and its subsidiaries.</li> <li>• Facilitate the appointment of Functional Directors, Government Directors, and Independent Directors on the ITDC Board.</li> <li>• Address legal issues, court cases, and compliance with SEBI regulations, including grievances from various commissions.</li> <li>• Process inquiries and complaints related to ITDC from Ministries, including financial matters and audit objections.</li> <li>• Oversee the digitization of records and ensure compliance with governmental notifications and RTI applications related to ITDC.</li> </ul> <p><b>HRD</b></p> <ul style="list-style-type: none"> <li>• Approve and classify hotels and various accommodation units, including convention centers and standalone catering units.</li> </ul>

	<ul style="list-style-type: none"> <li>• Manage administrative matters for autonomous bodies under the HRD Division, such as NCHMCT and central IHMs.</li> <li>• Provide financial assistance to hospitality trade associations and educational institutions for skill development and events.</li> <li>• Handle audit, RTI, complaints, and parliamentary matters, including assurances and annual report submissions.</li> <li>• Oversee policy development for the hospitality sector and coordination with relevant associations and government bodies.</li> <li>• Manage ancillary tasks related to budgeting, legal issues, FDI, and monitoring frameworks for the hotel industry.</li> </ul> <p><b>TT-Guide</b></p> <ul style="list-style-type: none"> <li>• All matters related to the Incredible India Tourist Facilitators (IITF) Certification Programme including Regional Level Tourist Guides (RLG)</li> </ul>
<p><b>Work Allocation Matrix</b></p>	<p><b>Division Head:</b>                  Director – Mr. Roshan Thomas                  Deputy Secretary – Mr. Rajesh Kumar</p> <pre>                 graph TD                     Director[Director Level or Equivalent] --&gt; PSU[PSU]                     Director --&gt; HRD[HRD]                     PSU --&gt; ADG1[Assistant Director General or equivalent]                     ADG1 --&gt; AD1[Assistant Director or equivalent]                     AD1 --&gt; ASO1[Assistant Section Officer or equivalent]                     ASO1 --&gt; UDC1[Upper Division Clerk or equivalent]                     HRD --&gt; ADG2[Assistant Director General or equivalent]                     ADG2 --&gt; AD2[Assistant Director or equivalent]                     AD2 --&gt; ASO2[Assistant Section Officer or equivalent]                     ASO2 --&gt; UDC2[Upper Division Clerk or equivalent]                 </pre>

Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

Table 131: Responsibilities and Competency Requirements of Skilling & Capacity Building Division (P1)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent</b>	<p><b>For matters related to PSUs</b></p> <ul style="list-style-type: none"> <li>Oversee and manage administrative and policy matters of Central Public Sector Undertakings (CPSUs) under the Ministry of Tourism, including India Tourism Development Corporation Limited (ITDC), coordinating processes, policies, and personnel for autonomous bodies.</li> <li>Provide guidance and strategic direction to the Division in alignment with the Ministry's goals and objectives.</li> <li>Coordinate with relevant government agencies such as DPE (Department of Public Enterprises), PESB (Public Enterprises Selection Board), and other government departments for information and references.</li> <li>Supervise the preparation of MoUs (Memorandum of Understanding) for ITDC and its subsidiary companies.</li> <li>Ensure the timely preparation and submission of annual reports and audited accounts of ITDC and its subsidiaries to both Houses of Parliament (Lok Sabha &amp; Rajya Sabha).</li> <li>Oversee the preparation of corporate governance reports and the grading of ITDC and its subsidiary companies by DPE.</li> </ul> <p><b>For matters related to HRD</b></p> <ul style="list-style-type: none"> <li>Oversee and manage administrative</li> </ul>	<ul style="list-style-type: none"> <li>Public Sector Tourism Management</li> <li>Corporate Governance in Tourism Sector</li> <li>Financial Management in Tourism Organizations</li> <li>Understanding travel and tourism operations for overseeing administrative matters and managing tourism-related aspects.</li> <li>Familiarity with the tourism supply chain for coordinating processes and policies within the ministry.</li> <li>Knowledge of the economic impact of tourism on financial management and reporting.</li> <li>Understanding sustainable practices</li> </ul>	<ul style="list-style-type: none"> <li>Public Sector Governance</li> <li>Financial Management and Budgeting</li> <li>Policy Analysis and Development</li> <li>Contract and Agreement Management</li> <li>Report Writing and Documentation</li> <li>Government Regulations and Compliance</li> <li>Stakeholder Engagement and Relationship Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Parliamentary Processes and</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Collaboration</li> <li>Accountability</li> <li>Problem Solving</li> <li>Effective verbal and written communication.</li> <li>Oversight and guidance in administration.</li> <li>Analytical thinking and informed decision-making.</li> <li>Adjusting to change and handling unexpected situations.</li> <li>Meticulousness and precision.</li> <li>Ethical standards and professionalism</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> <li>Time management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>matters, including coordinating processes, policies, and personnel for autonomous bodies</p> <ul style="list-style-type: none"> <li>• Handle legal and compliance issues, representing the organization in court cases, managing RTI requests, and facilitating audits.</li> <li>• Develop, review, and implement policies, considering stakeholder inputs and monitoring their effectiveness.</li> <li>• Manage the Centralized Benefit Sharing Platform (CBSP), ensuring its development, accuracy, security, and user support.</li> <li>• Oversee financial management for autonomous bodies, including budgeting, planning, reporting, and compliance.</li> <li>• Provide support to the Internal Finance Division (IFD) and Budgeting &amp; Accounting (B&amp;A) functions.</li> <li>• Assist in maintaining and updating the organization's IT dashboard, verifying data accuracy, and assisting with analysis.</li> <li>• Support the appointment process for principals and other positions, ensuring transparency and efficiency.</li> <li>• Assist with parliamentary matters, including inquiries, responses, and coordination with departments.</li> <li>• Support the management of Board of Governors (BOG) activities, meetings, decisions, and documentation.</li> <li>• Assist in the preparation and presentation of the organization's</li> </ul>	<p>in tourism for developing and implementing policies.</p> <ul style="list-style-type: none"> <li>• Knowledge of destination planning, carrying capacity, and product development for managing the CBSP and supporting tourism activities.</li> <li>• Staying updated on industry trends for effective administration, policy development, and decision-making.</li> </ul>	<p>Procedures</p> <ul style="list-style-type: none"> <li>• Knowledge of administrative processes and personnel management.</li> <li>• Understanding of legal frameworks and compliance regulations.</li> <li>• Developing, reviewing, and implementing policies.</li> <li>• Managing IT systems, data and security.</li> <li>• Budgeting, planning, and reporting for autonomous bodies.</li> <li>• Maintaining IT dashboard, data and reporting.</li> <li>• Transparent and efficient appointment processes.</li> <li>• Inquiries, responses, and coordination with departments.</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	annual report.		<ul style="list-style-type: none"> <li>• Managing board activities, decisions, and documentation.</li> <li>• Preparation and presentation of annual reports.</li> <li>• Program and Project Management</li> <li>• Scheme rules and General Administration Matters</li> </ul>	



Table 132: Responsibilities and Competency Requirements of PSU Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>Support in overseeing and managing administrative and policy matters of CPSUs, particularly ITDC.</li> <li>Assist in coordinating with DPE, PESB, and other government agencies for information and references.</li> <li>Contribute to the preparation of MoUs, annual reports, audited accounts, and corporate governance reports of ITDC and its subsidiaries.</li> <li>Assist in preparing the monthly status report of ITDC.</li> <li>Support the Director in processing legal matters, court cases, and complaints related to ITDC.</li> <li>Provide information on parliament questions of other ministries as required.</li> <li>Contribute to the disinvestment process of government equity shares in ITDC and matters related to disinvestment policy</li> </ul>	<ul style="list-style-type: none"> <li>Tourism Industry Knowledge</li> <li>Understanding of CPSUs in the Tourism Sector</li> <li>Policy and Regulatory Understanding</li> <li>Financial Management in the Tourism Sector</li> <li>Project Management in the Tourism Sector</li> <li>Legal and Compliance Knowledge in the Tourism Sector</li> <li>Stakeholder Engagement in the Tourism Sector</li> <li>Government Processes and Procedures in the Tourism Sector</li> <li>Tourism Market Analysis and Research</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating and Organizing</li> <li>Report Writing</li> <li>Research and Analysis</li> <li>Legal Knowledge and Documentation</li> <li>Financial Analysis and Budgeting</li> <li>Data Management and Analysis</li> <li>Stakeholder Engagement and Relationship Management</li> <li>Disinvestment and Investment Planning</li> <li>Monitoring and Evaluation</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Policy Development and</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Communication</li> <li>Adaptability</li> <li>Attention to Detail</li> <li>Problem-Solving</li> <li>Analytical Thinking</li> <li>Accountability</li> <li>Time Management</li> <li>Ethical Conduct</li> <li>Professionalism</li> <li>Leadership</li> <li>Decision-Making</li> <li>Interpersonal Skills</li> <li>Teamwork</li> <li>Initiative</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>Assist in overseeing administrative and policy matters of CPSUs, with a focus on ITDC.</li> <li>Support the coordination with DPE, PESB, and other government agencies for information and references.</li> <li>Contribute to the preparation of MoUs, annual reports, audited accounts, and corporate governance reports of ITDC and its subsidiaries.</li> <li>Assist in the preparation of the monthly status report of ITDC.</li> <li>Aid in processing legal matters, court cases, and complaints related to ITDC.</li> <li>Provide information on parliament questions of other ministries as required.</li> <li>Support the disinvestment process of government equity shares in ITDC and matters related to disinvestment policy.</li> </ul>	<ul style="list-style-type: none"> <li>CPSU Administration and Management</li> <li>ITDC Operations and Policies</li> <li>Financial Management in CPSUs</li> <li>Legal and Compliance in the Tourism Sector</li> <li>Government Procedures and Regulations in CPSUs</li> <li>Corporate Governance in CPSUs</li> <li>Disinvestment Strategies and Policies</li> <li>Tourism Market Analysis and Trends</li> <li>Stakeholder Engagement in CPSUs</li> <li>Project Management in the Tourism Sector</li> </ul>	Implementation	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Communication</li> <li>Attention to Detail</li> <li>Problem-Solving</li> <li>Analytical Thinking</li> <li>Accountability</li> <li>Time Management</li> <li>Ethical Conduct</li> <li>Professionalism</li> <li>Leadership</li> <li>Decision-Making</li> <li>Interpersonal Skills</li> <li>Adaptability</li> <li>Initiative</li> <li>Teamwork</li> </ul>
			<ul style="list-style-type: none"> <li>Coordination and Organization</li> <li>Report Writing</li> <li>Legal Knowledge and Documentation</li> <li>Financial Analysis and Budgeting</li> <li>Data Management and Analysis</li> <li>Stakeholder Engagement and Relationship Management</li> <li>Disinvestment Planning and Execution</li> <li>Policy Development and Implementation</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Risk Management</li> <li>Project Evaluation and Monitoring</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Provide administrative support to the PSU Division and assist higher-level officials in their responsibilities.</li> <li>• Assist in coordinating and organizing meetings, workshops, and other events related to CPSUs.</li> <li>• Support the preparation and compilation of relevant documents, reports, and presentations.</li> <li>• Handle routine correspondence and maintain records and files related to PSU matters.</li> <li>• Aid in processing legal matters, court cases, and complaints related to ITDC.</li> <li>• Assist in gathering information on parliament questions of other ministries.</li> </ul>	<ul style="list-style-type: none"> <li>• CPSU Administration and Support</li> <li>• Event Coordination for CPSUs</li> <li>• Document Preparation and Compilation</li> <li>• Records and File Management in CPSUs</li> <li>• Legal Support in the Tourism Sector</li> <li>• Government Information Gathering</li> <li>• PSU Correspondence Handling</li> <li>• Administrative Support in PSU Matters</li> <li>• Tourism Sector Knowledge and Awareness</li> <li>• Parliamentary Procedures in CPSUs</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting and Event Coordination</li> <li>• Report and Presentation Skills</li> <li>• Document Compilation and Management</li> <li>• Records and File Maintenance</li> <li>• Legal Knowledge and Documentation</li> <li>• Information Gathering and Research</li> <li>• Correspondence Handling</li> <li>• Administrative Support and Assistance</li> <li>• Tourism Industry Awareness and Knowledge</li> <li>• Understanding of Parliamentary Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Organizational Skills</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Professionalism</li> <li>• Initiative</li> <li>• Collaboration</li> <li>• Teamwork</li> <li>• Problem-Solving</li> <li>• Ethical Conduct</li> <li>• Interpersonal Skills</li> <li>• Flexibility</li> <li>• Dependability</li> <li>• Confidentiality</li> </ul>
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Assist higher-level officials in administrative tasks, including document management, record keeping, and file maintenance.</li> <li>• Provide support in processing legal matters, court cases, and complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Support in CPSUs</li> <li>• Legal Support in the Tourism Sector</li> <li>• Government Information</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Tasks Support</li> <li>• Legal Matter Processing</li> <li>• Information Gathering and</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Organization</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Professionalism</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>related to ITDC.</p> <ul style="list-style-type: none"> <li>• Assist in gathering information on parliament questions of other ministries.</li> <li>• Handle routine correspondence and perform general administrative duties as assigned.</li> <li>• Maintain and update records and files related to PSU matters.</li> <li>• Support the coordination and organization of meetings and events.</li> <li>• Assist in data entry and information management tasks as required.</li> </ul>	<p>Gathering</p> <ul style="list-style-type: none"> <li>• Correspondence Handling in PSU Matters</li> <li>• Meeting and Event Coordination in CPSUs</li> <li>• Data Entry and Information Management in PSU Matters</li> </ul>	<p>Research</p> <ul style="list-style-type: none"> <li>• Correspondence Handling</li> <li>• Record Keeping and File Management</li> <li>• Meeting and Event Coordination</li> <li>• Data Entry and Information Management</li> <li>• Document Management</li> <li>• Record Updating and Maintenance</li> <li>• Event Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Initiative</li> <li>• Collaboration</li> <li>• Teamwork</li> <li>• Problem-Solving</li> <li>• Ethical Conduct</li> <li>• Interpersonal Skills</li> <li>• Flexibility</li> <li>• Dependability</li> <li>• Confidentiality</li> </ul>

## Current Competency Mapping of PSU Sub-Division

Table 133: Current Competency Mapping of PSU Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	A	B	B	B
Communication Skills	B	A	B	B	B
Empathy to colleagues	B	A	B	B	B
Analytical Thinking	A	A	A	B	B
Time Management	A	A	A	B	B
Negotiation	A	A	B	B	B
Managing stress	B	A	A	B	B
Conflict Resolution	A	A	A	B	B
Attention to customer needs	A	A	B	B	B
Gender Sensitivity	A	A	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	A	B	B
Program Management (focuses on outcomes)	B	A	A	B	B
Project Management (focuses on outputs)	B	A	A	B	B
MS Office (Excel, PPT, Word)	A	A	A	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	A	B	B
Government e-Marketplace (GeM)	A	B	B	B	B

General Financial Rules, 2017 (GFR)	A	B	A	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	A	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	A	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	A	B	B	B
Scheme rules and guidelines	B	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	A	B	B	B
Understanding of Indian Geography	B	A	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	A	B	B	B
Tourism Economy	B	A	B	B	B
Emerging Trends in Tourism	B	A	B	B	B
Tourism Infrastructure know how	B	A	B	B	B
Types of Tourism Products	B	A	B	B	B
Tourism sectoral strategies and roadmaps	B	A	B	B	B
Sustainability in Tourism	B	A	B	B	B
Destination planning and product development	B	A	B	B	B
Carrying Capacity in Tourism	B	A	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for PSU Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 134: Preliminary Gaps and Interventions Identified under Individual Pillar for PSU Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

### Organizational Pillar

*Table 135: Preliminary Gaps and Interventions Identified under Organizational Pillar for PSU Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 136: Preliminary Gaps and Interventions Identified under Institutional Pillar for PSU Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.



## Expected Competency Mapping of PSU Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 137: Expected Competency Mapping of PSU Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A

Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism	B	B	B	A	A

Products					
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

*Table 138: Responsibilities and Competency Requirements of HRD Sub-Division (P2 -P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• All Administrative matters pertaining to Autonomous Bodies:                             <ul style="list-style-type: none"> <li>- This includes overseeing and managing various administrative aspects related to autonomous bodies under the organization's purview.</li> <li>- It involves coordinating administrative processes, implementing policies and procedures, handling personnel matters, managing facilities, and ensuring smooth operations.</li> </ul> </li> <li>• Court cases, RTI, Audit matters:                             <ul style="list-style-type: none"> <li>- Court cases: Handling legal matters and representing the organization in court proceedings.</li> <li>- RTI (Right to Information): Managing requests for information under the RTI Act and ensuring compliance with disclosure requirements.</li> <li>- Audit matters: Facilitating and cooperating with internal and external audits, ensuring compliance with audit recommendations and requirements.</li> </ul> </li> <li>• Policy matters:                             <ul style="list-style-type: none"> <li>- Developing, reviewing, and implementing policies and procedures that govern the organization's operations and activities.</li> <li>- Conducting research, analyzing data, and considering stakeholder inputs to inform policy decisions.</li> <li>- Monitoring policy effectiveness and making necessary adjustments as per</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Administration</li> <li>• Legal and Compliance in Tourism industry</li> <li>• Policy Development and Implementation in Tourism</li> <li>• Information Management</li> <li>• Audit and Financial Management in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Management</li> <li>• Legal Affairs</li> <li>• RTI Compliance</li> <li>• Audit Management</li> <li>• Policy Development</li> <li>• Research and Analysis</li> <li>• Policy Monitoring and Evaluation</li> <li>• Program and Project Management</li> <li>• Data Management and Security</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules</li> <li>• Noting and drafting</li> <li>• Technical Support and Troubleshooting</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Teamwork</li> <li>• Communication Skills</li> <li>• Problem-solving</li> <li>• Decision-making</li> <li>• Adaptability</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Stress Management</li> <li>• Conflict Resolution</li> <li>• Customer Focus</li> <li>• Ethical Conduct</li> <li>• Analytical Thinking</li> <li>• Empathy</li> <li>• Gender sensitivity</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>evolving needs and requirements.</p> <ul style="list-style-type: none"> <li>• All works related to CBSP (Centralized Benefit Sharing Platform):                             <ul style="list-style-type: none"> <li>- Managing and coordinating all activities related to the Centralized Benefit Sharing Platform.</li> <li>- This may involve overseeing the platform's development, implementation, and maintenance.</li> <li>- Ensuring data accuracy, security, and accessibility on the platform.</li> <li>- Addressing user queries, troubleshooting technical issues, and providing support to platform users.</li> </ul> </li> </ul>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• All Financial matters pertaining to Autonomous Bodies:                             <ul style="list-style-type: none"> <li>- This includes overseeing and managing the financial aspects of autonomous bodies under the purview of the organization.</li> <li>- It involves budgeting, financial planning, financial reporting, and ensuring compliance with financial regulations.</li> </ul> </li> <li>• All matters pertaining to IFD and B&amp;A:                             <ul style="list-style-type: none"> <li>- IFD refers to the Internal Finance Division, which handles internal financial matters within the organization.</li> <li>- B&amp;A stands for Budgeting and Accounting, involving tasks such as budget preparation, financial forecasting, and accounting procedures.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of tourism infrastructure development and management, which can be applicable to overseeing financial matters and ensuring compliance.</li> <li>• Familiarity with destination planning, product development in tourism can be beneficial for managing financial matters, appointment processes, and board governance.</li> <li>• Understanding the economic aspects of the tourism industry for autonomous</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Budgeting and Financial Planning</li> <li>• Financial Reporting and Analysis</li> <li>• Compliance Management</li> <li>• Internal Financial Controls</li> <li>• IT Dashboard Management</li> <li>• Selection and Appointment Process</li> <li>• Parliamentary Procedures and Documentation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI,</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Acumen</li> <li>• Analytical Thinking</li> <li>• Attention to Detail</li> <li>• Communication Skills</li> <li>• Problem-solving</li> <li>• Decision-making</li> <li>• Adaptability</li> <li>• Time Management</li> <li>• Ethical Conduct</li> <li>• Stakeholder Management</li> <li>• Leadership and Teamwork</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Updation of dashboard - IT Division: The IT Division is responsible for maintaining and updating the organization's dashboard, which may include various metrics, key performance indicators, and relevant information.</li> <li>- This task involves ensuring the accuracy and timeliness of the data displayed on the dashboard.</li> <li>• Appointment of Principals: - This responsibility involves the selection and appointment of principals for educational institutions or other entities under the organization's jurisdiction. It may include conducting interviews, assessing qualifications and experience, and making the final decision on appointments.</li> <li>• All parliament matters (including Assurance): - This refers to handling all matters related to the parliament, including parliamentary inquiries, questions, debates, and discussions concerning the organization.</li> <li>- It may also involve providing assurance to parliament regarding the organization's activities, policies, and financial matters.</li> <li>• BOG matters: - BOG stands for the Board of Governors, which is responsible for</li> </ul>	<p>bodies.</p> <ul style="list-style-type: none"> <li>• Understanding sustainable practices in tourism and incorporating them into financial management, policy development, and annual reporting.</li> <li>• General understanding of travel and tourism management principles, which can contribute to overseeing financial matters and appointment processes.</li> </ul>	<p>ChatGPT and NIC applications</p> <ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Board Meeting Management</li> <li>• Annual Report Preparation</li> <li>• Program and Project Management</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>governing and overseeing the organization's activities.</p> <ul style="list-style-type: none"> <li>- This includes managing board meetings, preparing meeting agendas, providing necessary information and reports to the board, and implementing decisions made by the board.</li> <li>• Laying of Annual report:               <ul style="list-style-type: none"> <li>- This involves presenting the organization's annual report before the relevant authority, such as the parliament or a designated governing body.</li> <li>- The annual report includes information about the organization's activities, achievements, financial performance, and future plans.</li> </ul> </li> </ul>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Assisting in financial matters:               <ul style="list-style-type: none"> <li>- Supporting financial management of autonomous bodies, including budgeting, planning, and reporting.</li> <li>- Assisting in financial analysis and ensuring compliance with regulations.</li> <li>- Processing transactions and maintaining financial records.</li> </ul> </li> <li>• Providing support to IFD and B&amp;A:               <ul style="list-style-type: none"> <li>- Assisting in internal financial matters, such as budgeting, forecasting, and accounting procedures.</li> <li>- Collaborating with the Internal Finance Division for data analysis and reporting.</li> <li>- Assisting with financial audits and ensuring compliance.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the economic aspects of the tourism industry for autonomous bodies.</li> <li>• Knowledge of tourism infrastructure development and management, which can be applicable to overseeing financial matters and ensuring compliance.</li> <li>• Familiarity with destination planning, product development in tourism can be beneficial for managing financial</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance Management</li> <li>• Transaction Processing</li> <li>• Record Keeping</li> <li>• Internal Financial Procedures</li> <li>• Financial Management</li> <li>• Budgeting and Planning</li> <li>• Financial Analysis</li> <li>• Data Analysis and Reporting</li> <li>• Appointment Process Coordination</li> <li>• Interview and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Analytical Thinking</li> <li>• Problem-solving</li> <li>• Communication Skills</li> <li>• Teamwork and Collaboration</li> <li>• Time Management</li> <li>• Adaptability</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> <li>• Ethical Conduct</li> <li>• Stakeholder Management</li> <li>• Professionalism</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Updating IT division dashboard:                             <ul style="list-style-type: none"> <li>- Assisting in maintaining and updating the organization's dashboard with accurate data.</li> <li>- Verifying data accuracy and completeness.</li> <li>- Assisting in data analysis and report generation.</li> </ul> </li> <li>• Supporting the appointment process:                             <ul style="list-style-type: none"> <li>- Assisting in the selection and appointment of principals or other positions.</li> <li>- Coordinating applications, scheduling interviews, and evaluating candidates.</li> <li>- Ensuring a transparent appointment process.</li> </ul> </li> <li>• Assisting in parliament matters:                             <ul style="list-style-type: none"> <li>- Supporting management of parliamentary inquiries, questions, and debates.</li> <li>- Assisting in preparing responses to parliamentary queries and providing necessary information.</li> <li>- Coordinating with departments for required data and timely reports.</li> </ul> </li> <li>• Assisting with BOG matters:                             <ul style="list-style-type: none"> <li>- Supporting organization and coordination of board meetings.</li> <li>- Preparing agendas, minutes, and relevant documentation.</li> <li>- Assisting in implementing board decisions and supporting board-related activities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• matters, appointment processes, and board governance.</li> <li>• Understanding sustainable practices in tourism and incorporating them into financial management, policy development, and annual reporting.</li> <li>• General understanding of travel and tourism management principles, which can contribute to overseeing financial matters and appointment</li> </ul>	<ul style="list-style-type: none"> <li>• Parliamentary Procedures</li> <li>• Query Response Preparation</li> <li>• Board Meeting Organization</li> <li>• Agenda and Minutes Preparation</li> <li>• Annual Report Compilation and Presentation</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> </ul>	



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Assisting in laying the annual report:                             <ul style="list-style-type: none"> <li>Supporting preparation and compilation of the organization's annual report.</li> <li>Coordinating with departments for required information and data.</li> <li>Assisting in presenting the annual report.</li> </ul> </li> </ul>			
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Assisting in financial matters:                             <ul style="list-style-type: none"> <li>Supporting the financial management of autonomous bodies by processing financial transactions, maintaining records, and assisting in budgeting and reporting tasks.</li> <li>Assisting in financial analysis and ensuring compliance with financial regulations and procedures.</li> </ul> </li> <li>Providing administrative support:                             <ul style="list-style-type: none"> <li>Assisting in maintaining records, files, and documentation related to financial matters, appointments, parliamentary inquiries, and board meetings.</li> <li>Assisting with data entry, filing, and organizing relevant documents.</li> <li>Supporting general administrative tasks such as correspondence, scheduling, and maintaining office supplies.</li> </ul> </li> <li>Supporting internal divisions:                             <ul style="list-style-type: none"> <li>Assisting in updating the IT division dashboard by collecting and inputting data, ensuring accuracy, and assisting with data analysis and report generation.</li> <li>Providing support to the Internal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Understanding the economic aspects of the tourism industry for autonomous bodies.</li> <li>Understanding sustainable practices in tourism and incorporating them into financial management, policy development, and annual reporting.</li> <li>General understanding of travel and tourism management principles, which can contribute for assisting in financial matters and appointment</li> </ul>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Budgeting and Planning</li> <li>Financial Analysis</li> <li>Compliance Management</li> <li>Record Keeping</li> <li>Data Entry and Management</li> <li>Administrative Support</li> <li>Documentation and Filing</li> <li>Coordination and Scheduling</li> <li>Report Generation</li> <li>Information Gathering</li> <li>Program and Project Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR,</li> </ul>	<ul style="list-style-type: none"> <li>Attention to Detail</li> <li>Analytical Thinking</li> <li>Problem-solving</li> <li>Communication Skills</li> <li>Teamwork and Collaboration</li> <li>Time Management</li> <li>Adaptability</li> <li>Ethical Conduct</li> <li>Stakeholder Management</li> <li>Professionalism</li> <li>Organizational Skills</li> <li>Confidentiality</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>Finance Division (IFD) and Budgeting and Accounting (B&amp;A) functions by assisting with data collection, analysis, and reporting tasks.</p> <ul style="list-style-type: none"> <li>• Assisting in the appointment process: <ul style="list-style-type: none"> <li>- Supporting the appointment process of principals or other positions by assisting in the collection and organization of application materials, scheduling interviews, and maintaining candidate records.</li> <li>- Assisting in coordinating with relevant stakeholders to ensure a smooth and transparent appointment process.</li> </ul> </li> <li>• Assisting in parliamentary matters: <ul style="list-style-type: none"> <li>- Supporting the management of parliamentary inquiries, questions, and debates by assisting in gathering information, preparing responses, and maintaining relevant documentation.</li> <li>- Coordinating with departments to collect required data for parliamentary reports and ensuring timely submission.</li> </ul> </li> <li>• Assisting with Board of Governors (BOG) matters: <ul style="list-style-type: none"> <li>- Supporting the organization and coordination of board meetings by assisting in preparing agendas, minutes, and relevant documentation.</li> <li>- Assisting in the implementation of decisions made by the Board of Governors and providing necessary support for board-related activities.</li> </ul> </li> </ul>		<p>HRMS</p> <ul style="list-style-type: none"> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Assisting in the preparation of the annual report:                             <ul style="list-style-type: none"> <li>- Supporting the preparation and compilation of the organization's annual report by assisting in gathering information and data from various departments.</li> <li>- Assisting in organizing and formatting the annual report and providing support during the presentation of report.</li> </ul> </li> </ul>			

## Current Competency Mapping of HRD Sub-Division

Table 139: Current Competency Mapping of HRD Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalen t
<b>Current Competencies</b> <b>Behavioral / Attitude</b> <b>Functional / Skills</b> <b>Domain / Knowledge</b>	<b>Current degree of competency at each level</b> <b>Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	A	B	B	B	B
Empathy to colleagues	A	B	A	B	B
Analytical Thinking	A	A	A	B	B
Time Management	A	B	A	B	B
Negotiation	A	NA	A	B	B
Managing stress	B	NA	B	B	B
Conflict Resolution	B	B	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	A	B	B
Specific behavioral competencies apart from the above	NA	All of the above at next level	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	B	A	B	B
Program Management (focuses on outcomes)	A	B	B	B	B
Project Management (focuses on outputs)	A	B	B	B	B
MS Office (Excel, PPT, Word)	B	B	B	B	B
Public Financial Management System (PFMS)	B	NA	NA	B	B

Right to Information Act, 2005 (RTI)	B	NA	NA	B	B
Government e-Marketplace (GeM)	B	NA	NA	B	B
General Financial Rules, 2017 (GFR)	A	B	NA	B	B
HRMS Rules	B	NA	NA	B	B
Procurement and Tender Writing	A	NA	NA	B	B
Establishment Rules & General Administration Matters of Government Departments	B	NA	B	B	B
Budgeting	A	NA	NA	NA	NA
Bookkeeping & Accounting	B	NA	NA	NA	NA
Financial Management	A	B	NA	NA	NA
Vigilance	A	NA	NA	B	B
Cabinet note, EFC or office order, noting and drafting	A	NA	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	NA	NA	B	B
Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	A	B	B
Specific functional competencies apart from the above	NA	Handling Parliament Questions and its procedures efficiently; Court matters, e-samiksha portal	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	NA	B	B
Understanding of Indian Geography	B	B	NA	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation,	B	NA	NA	B	B

excursions, etc.)					
Tourism Economy	B	NA	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	NA	NA	B	B
Types of Tourism Products	A	B	NA	B	B
Tourism sectoral strategies and roadmaps	B	NA	NA	B	B
Sustainability in Tourism	B	B	NA	B	B
Destination planning and product development	B	NA	NA	B	B
Carrying Capacity in Tourism	B	NA	NA	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for HRD Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 140: Preliminary Gaps and Interventions Identified under Individual Pillar for HRD Sub-Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.

<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 141: Preliminary Gaps and Interventions Identified under Organizational Pillar for HRD Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
4.	New tools and software implementation	The incorporation training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
		Artificial and Virtual Reality, AI in order to improve the overall services and outreach of the ministry
5.	Resource Management and Allocation	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

## Institutional Pillar

*Table 142: Preliminary Gaps and Interventions Identified under Institutional Pillar for HRD Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness) and advanced levels.

## Expected Competency Mapping of HRD Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 143: Expected Competency Mapping of HRD Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent



	Equivalent				
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A

NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

### 4.3.9. Marketing & Promotion Division

The Marketing & Promotion, which now includes the International Cooperation, Publicity, Overseas Marketing, Events and Domestic Office should be headed by Deputy Secretary or equivalent level of official and attends to all matters concerning bilateral and multilateral cooperation in the field of tourism, UNWTO, etc. The table below provides its focus area, roles and responsibilities and work allocation matrix.

*Table 144: Roles and Responsibilities of Marketing & Promotion Division*

<b>Focus areas and priorities</b>	<b>To oversee promotional campaigns and publicity materials for the Ministry of Tourism, manages bilateral and multilateral tourism cooperation, coordinates overseas marketing and tourism events, and processes proposals from domestic India Tourism Offices.</b>
<b>Roles and Responsibilities</b>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>• All matters related to market and segments prioritization, global media plan, country-specific strategies for international market, media mix creation for domestic market, data analytics, trends analysis, insights generation, monitoring impact of marketing &amp; promotional efforts.</li> <li>• All matters related to Content Creation, Content Collaboration, Content Collation, Incredible India Information &amp; Content Hub, creation and maintenance of digital promotional tools (Incredible India portal &amp; apps, social media marketing, SEO, digital campaigns with OTAs &amp; OTPs), Content Inventory, databases of influencers, creators &amp; travel trade.</li> <li>• All matters related to outreach to domestic audiences for implementing tourism marketing, promotion, awareness and sensitization.             <ul style="list-style-type: none"> <li>○ Collaborations with States/UTs along with strategic marketing support to them</li> <li>○ Collaborations with relevant private sector players for joint marketing campaigns</li> <li>○ Creation and implementation of annual domestic campaigns, engagements, and events calendar.</li> </ul> </li> <li>• All matters related to outreach to international audiences for implementing tourism marketing and promotion (to be administered region-wise as Americas, Western Europe, Eastern Europe &amp; CIS, Asia Pacific, Middle East &amp; Africa)             <ul style="list-style-type: none"> <li>○ Collaborations with and capacity building of Indian Mission &amp; Indian diaspora</li> <li>○ Collaborations with relevant private sector players for joint marketing campaigns</li> <li>○ Onboarding and Monitoring of market representation agencies</li> <li>○ Creation and implementation of annual International always-on campaigns, specific targeted campaigns, engagements and events calendar.</li> </ul> </li> <li>• All matters related to incredible India logo support and public relations &amp; engagements with travel related media and press as per the following:             <ul style="list-style-type: none"> <li>○ Familiarization trips</li> <li>○ Placement of stories</li> <li>○ Perception &amp; media monitoring</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Social listening</li> <li>○ Ministry of Tourism initiatives publicity, PIB related publicity &amp; PMO Ad Cell co-ordination.</li> <li>● All matters related to international Cooperation and international groupings for tourism cooperation.</li> <li>● All matters related to coordination and implementation of feedback w.r.t. marketing &amp; promotions solicited from Group of Experts.</li> <li>● All matters related to Yuva Tourism Clubs</li> </ul> <p><b>International Cooperation</b></p> <ul style="list-style-type: none"> <li>● Facilitate the signing of MoUs with other countries and enhance bilateral cooperation by mapping outbound tourism potential, preparing country briefs, and identifying major events for participation and promotion.</li> <li>● Assist in identifying best tourism practices from other countries and preparing proposals for their implementation in India, along with developing concept notes for further tourism cooperation.</li> <li>● Act as a knowledge partner for international events by creating meeting materials, analyzing tourism trends, maintaining records of upcoming events, and strategizing to attract investments across tourism segments.</li> </ul> <p><b>Publicity</b></p> <ul style="list-style-type: none"> <li>● Promote government programs and initiatives through the Ministry of Tourism's official social media accounts to raise awareness, while managing social media content and responding to queries.</li> <li>● Handle budgetary matters for DPPH/OPMD, prepare monthly and quarterly expenditure statements, and oversee third-party evaluations of schemes.</li> <li>● Manage media campaigns, produce brand films, and coordinate the creation of promotional materials, including brochures and advertisements, while addressing parliamentary questions</li> </ul> <p><b>Overseas Marketing</b></p> <ul style="list-style-type: none"> <li>● Prepare annual action plans for overseas marketing initiatives, including participation in international travel trade events and roadshows, while coordinating with PR and event management agencies.</li> <li>● Develop EFC memos, respond to parliamentary questions, and prepare frameworks to assess outcomes and outputs related to tourism initiatives.</li> <li>● Promote India as a tourist destination through strategic planning, stakeholder engagement, and organizing familiarization trips for tour operators and influencers.</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>● Organize key events like Bharat Parv and the National Tourism Awards while liaising with state governments and stakeholders to support event-specific activities and provide financial backing for tourism-promoting events.</li> <li>● Participate in significant tourism fairs and exhibitions, offering financial support to private organizations that contribute to the growth of tourism in the country.</li> </ul> <p><b>Domestic Office</b></p> <ul style="list-style-type: none"> <li>● Process administrative and financial proposals from domestic India Tourism Offices, including approvals for office accommodation, annual action plan budgets, and organizing events beyond their delegated powers.</li> <li>● Manage the delegation of financial powers to regional directors for tourism promotion activities and coordinate logistics for the annual International Tourism</li> </ul>
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	<p>Mart in North-Eastern states.</p> <ul style="list-style-type: none"> <li>Oversee marketing and promotional activities, engage in the "Dekho Apna Desh" scheme, while exploring tourism opportunities in Kashmir and Ladakh.</li> </ul>
<p><b>Work Allocation Matrix</b></p>	<p><b>Division Head: NA</b></p> <pre> graph TD     DSE[Deputy Secretary or Equivalent] --&gt; IC[International Cooperation]     DSE --&gt; P[Publicity]     DSE --&gt; OM[Overseas Marketing]     DSE --&gt; E[Events]     DSE --&gt; DO[Domestic Office]          IC --&gt; ADG1[Assistant Director General or equivalent]     ADG1 --&gt; AD1[Assistant Director or equivalent]     AD1 --&gt; ASO1[Assistant Section Officer or equivalent]     ASO1 --&gt; UDC1[Upper Division Clerk or equivalent]          P --&gt; ADG2[Assistant Director General or equivalent]     ADG2 --&gt; AD2[Assistant Director or equivalent]     AD2 --&gt; ASO2[Assistant Section Officer or equivalent]     ASO2 --&gt; UDC2[Upper Division Clerk or equivalent]          OM --&gt; ADG3[Assistant Director General or equivalent]     ADG3 --&gt; AD3[Assistant Director or equivalent]     AD3 --&gt; ASO3[Assistant Section Officer or equivalent]     ASO3 --&gt; UDC3[Upper Division Clerk or equivalent]          E --&gt; ADG4[Assistant Director General or equivalent]     ADG4 --&gt; AD4[Assistant Director or equivalent]     AD4 --&gt; ASO4[Assistant Section Officer or equivalent]     ASO4 --&gt; UDC4[Upper Division Clerk or equivalent]          DO --&gt; ADG5[Assistant Director General or equivalent]     ADG5 --&gt; AD5[Assistant Director or equivalent]     AD5 --&gt; ASO5[Assistant Section Officer or equivalent]     ASO5 --&gt; UDC5[Upper Division Clerk or equivalent]     </pre>

Based on the overall mandate of the division and the latest restructuring of various divisions (as sub-divisions) under the new divisions, the roles and responsibilities for various positions/staff levels have been suitably updated. Subsequently, we have the detailed roles and responsibilities of divisional heads combined, followed by the roles and responsibilities of the various sub-divisions as well as their respective competency mapping

Table 145: Responsibilities and Competency Requirements of Marketing &amp; Promotion Division (P1)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	<p><b>For matters related to International Cooperation</b></p> <ul style="list-style-type: none"> <li>• Providing leadership and direction to the entire International Cooperation Division.</li> <li>• Formulating and implementing policies and initiatives to strengthen international cooperation and partnerships in the tourism sector.</li> <li>• Representing the Ministry of Tourism at national and international forums, including government committees and working groups.</li> <li>• Engaging in high-level diplomatic negotiations and discussions with foreign governments and international organizations.</li> <li>• Evaluating and assessing the effectiveness and impact of international cooperation efforts.</li> <li>• Collaborating with other ministries and departments to promote</li> </ul> <p><b>For matters related to Publicity</b></p> <ul style="list-style-type: none"> <li>• Overseeing and managing all activities related to publicity campaigns and promotions.</li> <li>• Formulating and implementing strategic plans and initiatives for effective publicity of tourism-related programs and projects.</li> <li>• Coordinating with various stakeholders such as creative agencies, media outlets, and government agencies to ensure the smooth execution of publicity campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic understanding of global tourism trends and challenges</li> <li>• Proficiency in formulating and implementing international tourism policies</li> <li>• Expertise in negotiating and managing international partnerships and agreements</li> <li>• Knowledge of sustainable tourism practices and their integration into international cooperation initiatives</li> <li>• Understanding of tourism policies, regulations, and best practices</li> <li>• Familiarity with tourism marketing and promotion strategies</li> <li>• Knowledge of destination management and development</li> <li>• Awareness of cultural heritage and</li> </ul>	<ul style="list-style-type: none"> <li>• International Relations</li> <li>• Policy Formulation and Implementation</li> <li>• Diplomatic Affairs</li> <li>• Stakeholder Engagement</li> <li>• Public Speaking</li> <li>• Project Management</li> <li>• Research and Analysis</li> <li>• Economic and Trade Knowledge</li> <li>• Cross-cultural Collaboration</li> <li>• International Relations Protocol and Etiquette</li> <li>• Networking</li> <li>• Partnership Development</li> <li>• Conflict Resolution</li> <li>• Monitoring and Evaluation</li> <li>• Budgeting and Financial Analysis</li> <li>• Marketing and Advertising</li> <li>• Public Relations</li> <li>• Data Analysis and Reporting</li> <li>• Policy Development and Implementation</li> <li>• Event Planning and</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic Thinking</li> <li>• Diplomacy</li> <li>• Interpersonal Skills</li> <li>• Communication</li> <li>• Relationship Building</li> <li>• Negotiation</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Cultural Sensitivity</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Visionary Leadership</li> <li>• Resilience</li> <li>• Influencing Skills</li> <li>• Analytical and critical thinking</li> <li>• Strategic thinking and planning</li> <li>• Ethical and professional conduct</li> <li>• Resilience and stress management</li> <li>• Innovation and creativity</li> <li>• Cultural awareness and sensitivity</li> <li>• Time management</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>Managing the budget and expenditure for publicity activities, including coordination with the finance department and preparation of expenditure statements.</li> <li>Monitoring and evaluating the effectiveness of publicity campaigns and making necessary adjustments for optimal results.</li> <li>Supervising the work of the division's staff, including assigning tasks, providing guidance and support, and evaluating their performance.</li> <li>Coordinating with other divisions within the ministry for content sharing and collaboration on publicity materials.</li> <li>Liaising with the Press Information Bureau (PIB) and travel media for press releases and media coordination.</li> <li>Handling parliamentary matters related to the division, such as preparing Parliament reference notes and processing Parliament question replies.</li> <li>Acting as the spokesperson for the ministry in media interactions and representing the ministry in public events and conferences.</li> <li>Staying updated with industry trends and emerging platforms to enhance the effectiveness of publicity efforts.</li> <li>Building and maintaining relationships with key stakeholders in the tourism industry, media organizations, and government agencies.</li> <li>Ensuring compliance with relevant guidelines, policies, and regulations in</li> </ul>	<p>tourism attractions</p> <ul style="list-style-type: none"> <li>Experience in organizing and managing tourism events and exhibitions</li> <li>Knowledge of tourism-related government programs and initiatives</li> <li>Familiarity with tourism research and data analysis</li> <li>Understanding of customer experience and satisfaction in the tourism sector.</li> <li>International Tourism Relations</li> <li>Tourism Economics and Financial Management</li> <li>Understanding of Indian Geography for coordinating with state governments and stakeholders from different regions.</li> <li>Knowledge of Tourism Supply Chain for managing partnerships and participating in travel trade exhibitions.</li> </ul>	<p>Management</p> <ul style="list-style-type: none"> <li>Digital Marketing and Social Media Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Financial Management</li> <li>Project and Event Management</li> <li>Stakeholder Engagement</li> <li>Policy Development</li> <li>Communication and Public Relations</li> <li>Team Management</li> <li>Decision-making and Problem-solving</li> <li>Strategic Partnerships</li> <li>Legislative Affairs</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>all publicity activities.</p> <ul style="list-style-type: none"> <li>• Providing reports, presentations, and updates to senior officials and participating in relevant meetings and committees.</li> </ul> <p><b>For matters related to Overseas Marketing</b></p> <ul style="list-style-type: none"> <li>• Formulating and implementing the Annual Action Plans for tourism promotion, outlining strategic objectives, targets, and initiatives.</li> <li>• Overseeing the establishment and functioning of the India Tourism Office in Moscow, Russia, to facilitate tourism activities and promote India as a tourist destination.</li> <li>• Coordinating and managing various events such as India Brand Conclave (IBC), International Day of Yoga (IDY), and India Tourism Mart (ITM), aimed at promoting tourism and fostering business opportunities.</li> <li>• Implementing the Overseas Promotion and Publicity (OPP) Scheme to promote Indian tourism globally through various promotional activities and campaigns.</li> <li>• Collaborating with the National Tourism Promotion Board to develop and execute policies and strategies for tourism promotion.</li> <li>• Liaising with PR Agencies, India Tourism Market Representation (ITMR), and Event Management agencies to effectively manage publicity, representation, and event-related</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Infrastructure Know-how for organizing events and ensuring effective implementation of policies.</li> <li>• Knowing Types of Tourism Products for organizing domain-specific events and collaborating with tourism development corporations.</li> <li>• Knowledge of Tourism Sectoral Strategies and Roadmaps for providing guidance, reviewing proposals, and coordinating reports.</li> <li>• Incorporating sustainable tourism practices into event planning and management.</li> </ul>		



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>activities.</p> <ul style="list-style-type: none"> <li>• Participating in policy discussions and providing inputs on matters related to tourism policy formulation and implementation.</li> <li>• Preparing and presenting Expenditure Finance Committee (EFC) Memos and Cabinet Notes for tourism-related projects or policy proposals.</li> <li>• Organizing and overseeing Road Shows to showcase and promote tourism products and destinations in various cities or countries.</li> <li>• Evaluating and reviewing proposals received from Indian missions, organizations, or other entities for potential collaborations or projects in the tourism sector.</li> <li>• Providing responses to Parliament Questions related to tourism and engaging with parliamentary bodies such as the Parliamentary Standing Committee and Consultative Committee on tourism matters.</li> <li>• Monitoring the Outcome/Output framework to assess the impact and effectiveness of tourism projects or initiatives.</li> <li>• Compiling and providing reference materials for Parliament to enhance understanding and facilitate informed discussions on tourism-related issues.</li> <li>• Exploring opportunities for the development and distribution of e-books containing tourism-related</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>information, destinations, or policies</p> <p><b>For matters related to Events</b></p> <ul style="list-style-type: none"> <li>• Ensure effective implementation of policies and procedures.</li> <li>• Coordinate with other departments and stakeholders for collaborative initiatives.</li> <li>• Review and approve proposals received for event support.</li> <li>• Organize major events such as Bharat Parv, National Tourism Awards, World Tourism Day, etc.</li> <li>• Liaise with the Ministry of Education (HRD) for Ek Bharat Shrestha Bharat activities.</li> <li>• Maintain coordination with state governments and stakeholders for event-specific activities.</li> <li>• Participate in travel trade exhibitions to promote tourism and explore partnership opportunities.</li> <li>• Fulfill the role of Central Public Information Officer (CPIO) and handle RTI requests.</li> <li>• Conduct and chair organizing committee meetings for event support.</li> <li>• Coordinate with the India Tourism Development Corporation (ITDC) for collaborative efforts.</li> <li>• Aid other divisions for organizing domain-specific events.</li> <li>• Monitor CPGRAM for grievances and complaints related to the department.</li> <li>• Prepare and manage the budget and expenditure of the department.</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<ul style="list-style-type: none"> <li>• Ensure timely payment disbursement to the concerned parties.</li> <li>• Handle administrative tasks and maintain records of the department.</li> <li>• Prepare parliamentary reference notes and process parliamentary question replies.</li> <li>• Timely process VIP references and parliament assurances.</li> <li>• Coordinate reports and inputs related to various departments and initiatives.</li> <li>• Prepare and submit monthly reports on the department's activities and achievements.</li> <li>• Handle any other work assigned as per requirements.</li> </ul> <p><b>For matters related to Domestic Office</b></p> <ul style="list-style-type: none"> <li>• Implementation of PMO Action Points: Oversee and implement various action points assigned by the Prime Minister's Office (PMO), such as establishing the Yuva Tourism Club, upgrading and designing innovative souvenirs at tourism destinations, and identifying tourist destinations for the upcoming G20 summit.</li> <li>• Monitoring and Coordination with Domestic India Tourism Offices: Ensure effective monitoring and coordination with the 20 Domestic India Tourism Offices across the country. This involves positioning tourism products in the consumer psyche, promoting inter-state travel through multi-pronged promotional campaigns, including advertising, participation in fairs and</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>exhibitions, organizing seminars and workshops, and handling the hospitality program.</p> <ul style="list-style-type: none"> <li>• Administrative and Financial Support to India Tourism Offices: Provide administrative and financial support to the 20 India Tourism Offices to ensure their smooth functioning. This includes carrying out marketing, publicity, advertising, and promotional activities in coordination with state governments, hotels, associations, and tourism service providers.</li> <li>• Delegation of Financial Powers (DFP): Issue orders containing the delegation of financial powers to regional directors, directors, and managers, specifically for tourism promotion and window display activities funded by Plan Funds.</li> <li>• Approval of Administrative/Financial Proposals: Review and approve administrative and financial proposals received from various domestic India Tourism Offices, which may exceed their delegated powers or fall outside their administrative jurisdiction.</li> <li>• Organization and Coordination of International Tourism Mart (ITM): Oversee the overall organization and coordination of the annual International Tourism Mart held in different North-Eastern states. This includes managing logistics, securing approvals, and ensuring successful execution of the event to promote the potential of the region and boost tourism traffic, resulting in economic growth and job</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioural Competency Requirements
	<p>creation.</p> <ul style="list-style-type: none"> <li>• Appellate Authority for RTI &amp; CPGRAMs Queries: Act as the Appellate Authority for handling and resolving Right to Information (RTI) and CPGRAMs (Centralized Public Grievance Redress and Monitoring System) queries related to the division.</li> <li>• Organization and Coordination of National Tourism Ministers' Conferences: Take charge of organizing and coordinating National Tourism Ministers' Conferences. This includes managing logistics, securing approvals, and hosting the conference to facilitate discussions and initiatives for the overall improvement and growth of Indian tourism.</li> <li>• Attendance at Meetings: Attend meetings related to various schemes, campaigns, policies, and other relevant matters with ministries, departments, associations, and stakeholders. This ensures smooth execution and implementation of initiatives through domestic offices.</li> </ul>			

Table 146: Responsibilities and Competency Requirements of International Cooperation Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Providing overall guidance and strategic direction to the International Cooperation Division.</li> <li>• Formulating policies and strategies to enhance international cooperation and collaboration in the tourism sector.</li> <li>• Representing the Ministry of Tourism at high-level meetings, conferences, and diplomatic negotiations.</li> <li>• Building and maintaining relationships with senior officials and counterparts in other countries and international organizations.</li> <li>• Monitoring global tourism trends and analyzing their implications for India's international cooperation efforts.</li> <li>• Overseeing the implementation of international cooperation projects and ensuring their alignment with national priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive knowledge of international tourism organizations and their roles</li> <li>• Expertise in bilateral and multilateral cooperation mechanisms</li> <li>• In-depth understanding of tourism policies, regulations, and agreements</li> <li>• Familiarity with destination management and marketing strategies</li> </ul>	<ul style="list-style-type: none"> <li>• International Relations</li> <li>• Policy Formulation and Implementation</li> <li>• Diplomatic Affairs</li> <li>• Stakeholder Engagement</li> <li>• Public Speaking</li> <li>• Project Management</li> <li>• Research and Analysis</li> <li>• Global Tourism Trends</li> <li>• Economic and Trade Knowledge</li> <li>• Cross-cultural Collaboration</li> <li>• International Protocol and Etiquette</li> <li>• Networking</li> <li>• Partnership Development</li> <li>• Monitoring and Evaluation</li> <li>• International Development Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic Thinking</li> <li>• Diplomacy</li> <li>• Interpersonal Skills</li> <li>• Communication</li> <li>• Relationship Building</li> <li>• Negotiation</li> <li>• Decision Making</li> <li>• Adaptability</li> <li>• Cultural Sensitivity</li> <li>• Team Management</li> <li>• Visionary Leadership</li> <li>• Resilience</li> <li>• Influencing Skills</li> <li>• Global Mindset</li> </ul>
<b>Assistant Director / Section Officer</b>	<ul style="list-style-type: none"> <li>• Providing strategic leadership in the formulation and implementation of international cooperation policies and</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth knowledge of tourism sectoral strategies and</li> </ul>	<ul style="list-style-type: none"> <li>• International Protocol and Etiquette</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic Thinking</li> <li>• Relationship</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>or Equivalent</b>	<p>initiatives.</p> <ul style="list-style-type: none"> <li>Developing and maintaining partnerships with key international stakeholders, including UNWTO and other relevant organizations.</li> <li>Representing the Ministry of Tourism at national and international platforms, advocating for the interests and priorities of the ministry.</li> <li>Monitoring and evaluating the outcomes and impact of international cooperation activities.</li> <li>Guiding and mentoring Level 2 officials in their roles and responsibilities.</li> <li>Collaborating with other divisions and departments within the ministry to align international cooperation efforts with broader objectives.</li> </ul>	<p>roadmaps</p> <ul style="list-style-type: none"> <li>Expertise in international tourism cooperation frameworks and best practices</li> <li>Understanding of tourism infrastructure and its role in international cooperation</li> <li>Awareness of emerging trends and innovations in sustainable tourism</li> </ul>	<ul style="list-style-type: none"> <li>Public Speaking</li> <li>Monitoring and Evaluation</li> <li>Project Management</li> <li>Research and Analysis</li> <li>Knowledge of International Organizations and Agreements</li> <li>Advocacy and Lobbying</li> <li>Economic and Trade Knowledge</li> <li>Cross-cultural Collaboration</li> <li>Strategic Planning</li> <li>International Development Cooperation</li> <li>International Relations</li> <li>Policy Formulation and Implementation</li> <li>Partnership Development</li> <li>Stakeholder Engagement</li> </ul>	<p>Building</p> <ul style="list-style-type: none"> <li>Diplomacy</li> <li>Communication</li> <li>Influencing Skills</li> <li>Team Management</li> <li>Decision Making</li> <li>Collaboration</li> <li>Global Mindset</li> <li>Networking</li> <li>Mentoring</li> <li>Adaptability</li> <li>Cultural Sensitivity</li> <li>Resilience</li> </ul>
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>Coordinating bilateral and multilateral cooperation initiatives in the tourism sector.</li> <li>Establishing and nurturing relationships with foreign governments, diplomatic missions, and international tourism</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of Indian Geography</li> <li>Knowledge of the tourism supply chain and its components</li> <li>Awareness of</li> </ul>	<ul style="list-style-type: none"> <li>International Relations</li> <li>Partnership Development</li> <li>Policy Analysis and Formulation</li> </ul>	<ul style="list-style-type: none"> <li>Relationship Building</li> <li>Diplomacy</li> <li>Communication</li> <li>Strategic Thinking</li> <li>Negotiation Skills</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>organizations.</p> <ul style="list-style-type: none"> <li>• Conducting research and analysis on global tourism trends, policies, and best practices.</li> <li>• Developing strategies and action plans for international cooperation and partnership.</li> <li>• Representing the Ministry of Tourism in high-level meetings, conferences, and forums.</li> <li>• Overseeing the planning and execution of international events and initiatives.</li> <li>• Supervising and guiding Level 1 officials in their roles and responsibilities.</li> </ul>	<p>tourism economy and its impact on international cooperation</p> <ul style="list-style-type: none"> <li>• Familiarity with destination planning and product development concepts</li> </ul>	<ul style="list-style-type: none"> <li>• International Protocol and Etiquette</li> <li>• Market Research</li> <li>• Event Planning and Management</li> <li>• Strategic Planning</li> <li>• Project Coordination</li> <li>• International Tourism Trends</li> <li>• International Development Cooperation</li> <li>• Knowledge of Bilateral and Multilateral Cooperation Mechanisms</li> <li>• Cross-cultural Communication</li> <li>• Policy Advocacy</li> <li>• Monitoring and Evaluation</li> <li>• Leadership Development</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-cultural Competence</li> <li>• Collaboration</li> <li>• Research and Analysis</li> <li>• Leadership</li> <li>• Adaptability</li> <li>• Networking</li> <li>• Global Awareness</li> <li>• Decision Making</li> <li>• Project Management</li> <li>• Mentoring</li> </ul>
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Assisting in the coordination and implementation of bilateral and multilateral cooperation initiatives in the field of tourism.</li> <li>• Supporting senior officials in conducting research, preparing reports, and analyzing data related to international cooperation.</li> <li>• Assisting in maintaining communication with bilateral and multilateral</li> </ul>	<ul style="list-style-type: none"> <li>• Basic understanding of Travel and Tourism Management</li> <li>• Knowledge of emerging trends in tourism</li> <li>• Familiarity with tourism products and their characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• e-office</li> <li>• MS Office (Excel, PPT, Word)</li> <li>• General Financial Rules, 2017 (GFR)</li> <li>• Establishment Rules &amp; General Administration Matters of Government</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Analytical Thinking</li> <li>• Time Management</li> <li>• Attention to customer needs</li> <li>• Empathy to colleagues</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>organizations and facilitating information exchange.</p> <ul style="list-style-type: none"> <li>• Providing logistical support for international events, meetings, and conferences.</li> <li>• Assisting in the organization of international delegations and visits.</li> <li>• Handling administrative tasks and maintaining documentation related to international cooperation activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of sustainability practices in the tourism industry</li> </ul>	<p>Departments</p> <ul style="list-style-type: none"> <li>• Procurement and Tender Writing</li> <li>• Stakeholder Management</li> <li>• Scheme rules and guidelines</li> </ul>	

## Current Competency Mapping of International Cooperation Sub-Division

Table 147: Current Competency Mapping of International Cooperation Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> <b>Behavioral /</b> <b>Attitude</b> <b>Functional / Skills</b> <b>Domain / Knowledge</b>	<b>Current degree of competency at each level</b> Basic (B) / Advanced (A) / NA				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	B	B	B	B	B
Analytical Thinking	A	A	B	B	B
Time Management	A	A	B	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	A	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	B	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	B	B	B
Program Management (focuses on outcomes)	B	A	B	B	B
Project Management (focuses on outputs)	B	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B

Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	B	B	B	B
Scheme rules and guidelines	B	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B

Types of Tourism Products	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for International Cooperation Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 148: Preliminary Gaps and Interventions Identified under Individual Pillar for International Cooperation Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping

3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 149: Preliminary Gaps and Interventions Identified under Organizational Pillar for International Cooperation Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 150: Preliminary Gaps and Interventions Identified under Institutional Pillar for International Cooperation Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of International Cooperation Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 151: Expected Competency Mapping of International Cooperation Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A

Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and	A	A	A	A	A

guidelines					
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.



*Table 152: Responsibilities and Competency Requirements of Publicity Sub-Division (P2-P5)*

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<p><b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Oversee the planning and execution of print, TV, radio, and other campaigns for tourism promotion, ensuring their timely release and maximum impact.</li> <li>Foster strong relationships with external agencies such as DAVP, BOC, NFDC, and Doordarshan, facilitating collaborative efforts for publicity initiatives.</li> <li>Collaborate with the PMO AD Approval Cell to obtain necessary creative approvals and ensure alignment with the ministry's guidelines and objectives.</li> <li>Coordinate with the empaneled creative agency to develop compelling campaign creatives that effectively showcase the tourism offerings.</li> <li>Manage the coordination and implementation of ad-hoc advertisements in magazines and other publications, ensuring their strategic placement and reach.</li> <li>Lead the coordination of press releases, PIB coordination, and travel media coordination, fostering</li> </ul>	<ul style="list-style-type: none"> <li>Tourism Marketing and Promotion</li> <li>Destination Management</li> <li>Public Relations and Media Management</li> <li>Budgeting and Financial Management in Tourism</li> <li>Advertising and Campaign Management</li> <li>Coordination and Collaboration with Government Agencies and External Partners</li> <li>Parliamentary Procedures and Processes</li> <li>Stakeholder Management in Tourism</li> <li>Tourism Policy and Planning</li> <li>Crisis Communication and Management in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Budget Planning and Management</li> <li>Public Relations and Media Relations</li> <li>Advertising and Campaign Development</li> <li>Coordination and Collaboration</li> <li>Policy Analysis and Development</li> <li>Project Management</li> <li>Stakeholder Engagement and Management</li> <li>Research and Analysis in Tourism</li> <li>Parliamentary Procedures and Processes</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Crisis Communication Management</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication Skills</li> <li>Interpersonal Skills</li> <li>Strategic Thinking</li> <li>Decision-making</li> <li>Team Management</li> <li>Relationship Building</li> <li>Adaptability</li> <li>Problem-solving</li> <li>Time Management</li> <li>Conflict Resolution</li> <li>Customer Service Orientation</li> <li>Resilience</li> <li>Cultural Sensitivity</li> <li>Negotiation Skills</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>positive media coverage and promoting tourism-related matters.</p> <ul style="list-style-type: none"> <li>• Collaborate closely with PIB and travel media, establishing strong working relationships and leveraging their platforms to enhance tourism promotion efforts.</li> <li>• Coordinate with DO and ITOs to gather regular promotion reports, assess the effectiveness of promotional activities, and identify areas for improvement.</li> <li>• Take the lead in preparing parliament reference notes, processing parliament question replies, and handling various tasks related to parliamentary standing committees, ensuring accurate and timely responses.</li> <li>• Supervise and delegate work to Tourist Information Officers, providing guidance, support, and feedback to enhance their performance and ensure effective delivery of responsibilities.</li> <li>• Serve as the CPIO for the division, handling information requests and ensuring compliance with relevant regulations and procedures.</li> <li>• Undertake any other tasks</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>assigned by higher authorities from time to time, demonstrating flexibility and adaptability to meet evolving needs.</p>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>Coordinate and manage budgetary matters related to the DPPH (Directorate of Publicity and Public Relations) Head, including budget coordination, preparation of expenditure statements, correspondence with the IFD (Internal Finance Division), and review of NPC (National Productivity Council) for the scheme.</li> <li>Oversee the release of print, TV, radio, and other campaigns related to tourism promotion.</li> <li>Coordinate with external agencies such as DAVP (Directorate of Advertising and Visual Publicity), BOC (Bureau of Outreach and Communication), NFDC (National Film Development Corporation), and Doordarshan for various publicity initiatives.</li> <li>Collaborate with the PMO (Prime Minister's Office) AD Approval Cell for obtaining creative approvals.</li> <li>Coordinate with the Ministry's empaneled</li> </ul>	<ul style="list-style-type: none"> <li>Tourism Marketing and Promotion</li> <li>Destination Management</li> <li>Public Relations and Media Management</li> <li>Budgeting and Financial Management in Tourism</li> <li>Advertising and Campaign Management</li> <li>Coordination and Collaboration with Government Agencies and External Partners</li> <li>Parliamentary Procedures and Processes</li> <li>Stakeholder Management in Tourism</li> <li>Tourism Policy and Planning</li> <li>Crisis Communication and Management in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Budget Planning and Management</li> <li>Public Relations and Media Relations</li> <li>Advertising and Campaign Development</li> <li>Coordination and Collaboration</li> <li>Policy Analysis and Development</li> <li>Project Management</li> <li>Stakeholder Engagement and Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Research and Analysis in Tourism</li> <li>Parliamentary Procedures and Processes</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Communication Skills</li> <li>Interpersonal Skills</li> <li>Adaptability</li> <li>Problem-solving</li> <li>Decision-making</li> <li>Teamwork and Collaboration</li> <li>Time Management</li> <li>Customer Service Orientation</li> <li>Creativity and Innovation</li> <li>Resilience</li> <li>Cultural Sensitivity</li> <li>Negotiation Skills</li> <li>Networking</li> <li>Conflict Resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>creative agency for the development of campaign creatives.</p> <ul style="list-style-type: none"> <li>• Manage coordination for ad-hoc advertisements in magazines and other publications.</li> <li>• Coordinate press releases, PIB (Press Information Bureau) coordination, and travel media coordination.</li> <li>• Collaborate with PIB and travel media on press releases and other tourism-related matters.</li> <li>• Coordinate with DO (Domestic Offices) and ITOs (India Tourism Offices) for their regular promotion reports.</li> <li>• Prepare parliament reference notes, process parliament question replies, and handle various works related to parliamentary standing committees.</li> <li>• Supervise and delegate work to Tourist Information Officers.</li> <li>• Serve as the CPIO (Central Public Information Officer) for the division.</li> <li>• Perform any other tasks assigned from time to time.</li> </ul>		<ul style="list-style-type: none"> <li>• Crisis Communication Management</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Section Officer / Tourist Information Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Coordinate the preparation and compilation of reports and inputs related to various subjects such as SGOS, PMO Action Points, Niti Ayog, Finance, E-Samiksha, Darpan, etc.</li> <li>• Maintain a travel and general media list and compile PIB (Press Information Bureau) press reports for major Ministry of Tourism (MoT) events.</li> <li>• Manage the printing of tourist promotional material, including coordinating with agencies and preparing related RFPs/Tenders.</li> <li>• Prepare relevant replies for audit paras, ensuring timely and accurate responses.</li> <li>• Coordinate lease agreements and the distribution of MOT promotional material at the Literature Distribution Center at Palam, including bill settlement with LDC and DIAL.</li> <li>• Regularly monitor and update information related to RTIs (Right to Information) and CPGRAMs (Centralized Public Grievance Redress and Monitoring) to ensure compliance.</li> <li>• Ensure timely processing of VIP references and</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Policy and Planning</li> <li>• Destination Management</li> <li>• Media Relations and Public Relations in Tourism</li> <li>• Advertising and Campaign Management</li> <li>• Financial Management in Tourism</li> <li>• Coordination and Collaboration with Government Agencies and External Partners</li> <li>• Parliamentary Procedures and Processes</li> <li>• Stakeholder Management in Tourism</li> <li>• Information Management and Reporting in Tourism</li> <li>• Procurement and Contract Management in Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Report Writing and Compilation</li> <li>• Media Monitoring and Analysis</li> <li>• Printing and Publication Coordination</li> <li>• Audit Response and Compliance</li> <li>• Lease Agreement Management</li> <li>• Information and Records Management</li> <li>• VIP Protocol and Government Procedures</li> <li>• Language Proficiency (Hindi)</li> <li>• Procurement and Billing Processes</li> <li>• Budget Coordination and Expenditure Analysis</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational Skills</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Communication Skills</li> <li>• Collaboration and Teamwork</li> <li>• Analytical Thinking</li> <li>• Problem-solving</li> <li>• Adaptability</li> <li>• Accountability</li> <li>• Integrity</li> <li>• Professionalism</li> <li>• Stress Management</li> <li>• Cultural Sensitivity</li> <li>• Negotiation Skills</li> <li>• Customer Service Orientation</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>parliament assurances.</p> <ul style="list-style-type: none"> <li>• Handle processing tasks for various reports and activities within the Hindi Division.</li> <li>• Coordinate the purchase of gift items as per requirements and process related bills.</li> <li>• Process bills related to DAVP, NFDC, DD (Doordarshan), MOT Creative Agency, ITDC (India Tourism Development Corporation), LDC (Literature Distribution Center), NPC (National Productivity Council), etc.</li> <li>• Coordinate with the Internal Finance Division (IFD) for budget coordination and prepare expenditure statements and reports related to OPMD (Office of the Principal Director).</li> </ul>			
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Provide administrative support to the Division in tasks such as document management, record keeping, and file maintenance.</li> <li>• Assist in the coordination and organization of meetings, workshops, and events related to publicity campaigns and initiatives.</li> <li>• Support the preparation and compilation of reports,</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity and Promotions in the Tourism Sector</li> <li>• Tourism Marketing and Communication Strategies</li> <li>• Knowledge of Tourist Destinations and Attractions</li> <li>• Understanding of Print, TV, and Radio Advertising</li> <li>• Knowledge of Public</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Document Management</li> <li>• Coordination and Event Organization</li> <li>• Financial Administration and Budgeting</li> <li>• Database Management</li> <li>• Coordination with External Agencies</li> <li>• Printing and Material</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Organizational Skills</li> <li>• Communication Skills</li> <li>• Teamwork and Collaboration</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>inputs, and presentations for various stakeholders.</p> <ul style="list-style-type: none"> <li>• Handle routine correspondence, including emails, letters, and memos, and maintain proper documentation of communications.</li> <li>• Assist in processing bills, invoices, and financial transactions related to vendors, agencies, and other entities involved in publicity activities.</li> <li>• Coordinate with internal and external stakeholders, such as DAVP, NFDC, Doordarshan, for smooth execution of publicity campaigns.</li> <li>• Support the preparation and distribution of tourist promotional materials, including printing works and coordination with agencies.</li> <li>• Maintain and update databases, lists, and records related to media contacts, press releases, and other publicity-related information.</li> <li>• Assist in responding to RTIs (Right to Information) and CPGRAMs (Centralized Public Grievance Redress and Monitoring) and ensure regular monitoring and updation of these processes.</li> </ul>	<p>Relations and Media Coordination in Tourism</p>	<p>Coordination</p> <ul style="list-style-type: none"> <li>• Media Relations and Press Release Coordination</li> <li>• Knowledge of RTI and CPGRAM Processes</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Multitasking and Prioritization</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> <li>• Coordinate with the Hindi Division for processing various reports and publications.</li> <li>• Assist in the processing of VIP references, Parliament assurances, and other administrative tasks assigned.</li> <li>• Support other team members and assist in any additional work assigned as per the division's requirements.</li> </ul>			



## Current Competency Mapping of Publicity Sub-Division

Table 153: Current Competency Mapping of Publicity Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent (1)	Position 3: Assistant Director / Section Officer or Equivalent (2)	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Current degree of competency at each level Basic (B) / Advanced (A) / NA					
Leadership and teamwork	B	B	B	A	B	B
Communication Skills	B	B	B	A	B	B
Empathy to colleagues	B	B	A	A	B	B
Analytical Thinking	A	A	A	B	B	B
Time Management	A	A	A	A	B	B
Negotiation	A	B	B	A	B	B
Managing stress	B	A	B	B	B	B
Conflict Resolution	A	A	B	B	B	B
Attention to customer needs	A	B	B	B	B	B
Gender Sensitivity	A	B	A	A	B	B
Specific behavioral competencies apart from the above	NA	NA	Logical Reasoning	Problem Solving	NA	NA
<b>Functional / Skills</b>						
e-office	B	A	B	A	B	B

Program Management (focuses on outcomes)	B	A	B	B	B	B
Project Management (focuses on outputs)	B	A	B	A	B	B
MS Office (Excel, PPT, Word)	A	A	B	A	B	B
Public Financial Management System (PFMS)	B	B	B	A	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B	B
HRMS Rules	B	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B	B
Budgeting	B	B	B	A	NA	NA
Bookkeeping & Accounting	B	B	B	B	NA	NA
Financial Management	A	B	B	B	NA	NA
Vigilance	A	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	A	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	A	B	B
Stakeholder Management	B	B	B	A	B	B
Quantitative & Analytical Skills	B	B	B	B	B	B
Scheme rules and guidelines	B	B	B	A	B	B

Specific functional competencies apart from the above	NA	NA	Well defined work portfolio	NA	NA	NA
<b>Domain / Knowledge</b>						
Travel and Tourism Management	B	B	A	A	B	B
Understanding of Indian Geography	B	B	A	A	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	A	A	B	B
Tourism Economy	B	B	A	A	B	B
Emerging Trends in Tourism	B	B	A	A	B	B
Tourism Infrastructure know how	B	B	B	A	B	B
Types of Tourism Products	B	B	A	A	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B	B
Destination planning and product development	B	B	A	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	Overseas travel trade Event management	Digital marketing skills and social media management/marketing	NA	NA

## Primary Gaps and Interventions for Publicity Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 154: Preliminary Gaps and Interventions Identified under Individual Pillar for Publicity Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## **Organizational Pillar**

*Table 155: Preliminary Gaps and Interventions Identified under Organizational Pillar for Publicity Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

### Institutional Pillar

*Table 156: Preliminary Gaps and Interventions Identified under Institutional Pillar for Publicity Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
3.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain

competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Publicity Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 157: Expected Competency Mapping of Publicity Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A

General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A



Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 158: Responsibilities and Competency Requirements of Overseas Marketing Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• OPP Scheme regarding matters: <ul style="list-style-type: none"> <li>- Design and implement promotional campaigns and activities under the Overseas Promotion and Publicity Scheme (OPP Scheme).</li> <li>- Collaborate with PR agencies, event management agencies, and other stakeholders for effective implementation of the OPP Scheme.</li> <li>- Monitor and evaluate the impact and effectiveness of promotional initiatives under the OPP Scheme.</li> <li>- Prepare reports and presentations on the progress and outcomes of the OPP Scheme.</li> </ul> </li> <li>• ITMR, PR Agency, Event Management agency, etc.: <ul style="list-style-type: none"> <li>- Liaise with India Tourism Market Representation (ITMR) for promoting India's tourism offerings in international markets.</li> <li>- Coordinate with PR agencies for managing the public image and communication of the tourism sector.</li> <li>- Collaborate with event management agencies to organize and manage tourism-related events, road shows, and promotional activities.</li> <li>- Evaluate the performance and effectiveness of ITMR, PR agencies, and event management agencies and provide feedback or recommendations for improvement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Promotion and Marketing</li> <li>• Destination Management</li> <li>• Tourism Policy and Planning</li> <li>• International Tourism Relations</li> <li>• Public Relations and Communication</li> <li>• Event Management</li> <li>• Marketing Strategy and Campaigns</li> <li>• Tourism Research and Analysis</li> <li>• Tourism Economics and Financial Management</li> <li>• Stakeholder Engagement and Management</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Policy Development and Implementation</li> <li>• Marketing and Promotional Strategy</li> <li>• Budget Planning and Financial Management</li> <li>• Data Analysis and Reporting</li> <li>• Stakeholder Coordination and Engagement</li> <li>• Research and Evaluation Skills</li> <li>• Legislative and Parliamentary Knowledge</li> <li>• Outcome Measurement and Evaluation</li> <li>• Resource Allocation and Management</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Strategic Thinking</li> <li>• Communication and Presentation Skills</li> <li>• Interpersonal Skills</li> <li>• Teamwork and Collaboration</li> <li>• Analytical Thinking</li> <li>• Problem-solving and Decision-making</li> <li>• Planning and Organizational Skills</li> <li>• Adaptability and Flexibility</li> <li>• Attention to Detail</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> <li>• National Tourism Promotion Board:                             <ul style="list-style-type: none"> <li>- Support the National Tourism Promotion Board in formulating policies and strategies for promoting tourism in India.</li> <li>- Provide inputs and suggestions for the development and implementation of tourism promotion initiatives.</li> <li>- Participate in board meetings and contribute to discussions on tourism-related matters.</li> <li>- Assist in the coordination and execution of activities decided by the National Tourism Promotion Board.</li> </ul> </li> <li>• Policy matters:                             <ul style="list-style-type: none"> <li>- Conduct research and analysis on tourism policy issues and trends.</li> <li>- Develop policy briefs and recommendations for improving tourism policies.</li> <li>- Collaborate with relevant stakeholders to gather inputs and perspectives on policy matters.</li> <li>- Assist in the drafting and review of tourism-related policies and guidelines.</li> </ul> </li> <li>• EFC Memo/Cabinet Note:                             <ul style="list-style-type: none"> <li>- Prepare Expenditure Finance Committee Memorandum (EFC Memo) or Cabinet Note to seek approval for proposed expenditures related to tourism projects or initiatives.</li> <li>- Conduct research, data analysis, and financial projections to support the EFC Memo/Cabinet Note.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Noting and drafting</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> <li>- Coordinate with other divisions and departments to gather necessary information and inputs for the EFC Memo/Cabinet Note.</li> <li>- Present the EFC Memo/Cabinet Note to the respective committee or Cabinet for review and approval.</li>   <li>• Road Shows:               <ul style="list-style-type: none"> <li>- Plan and organize road shows to promote Indian tourism products and destinations in different cities or countries.</li> <li>- Coordinate with relevant stakeholders, including tourism boards, travel agents, and industry partners, for participation and support in road shows.</li> <li>- Develop marketing collaterals, presentations, and promotional materials for road shows.</li> <li>- Evaluate the effectiveness of road shows in terms of participation, lead generation, and brand visibility.</li> </ul> </li>   <li>• Proposals received from Missions/organizations, etc.:               <ul style="list-style-type: none"> <li>- Review and assess proposals received from Indian missions abroad, organizations, or other entities regarding tourism projects or collaborations.</li> <li>- Conduct due diligence and feasibility studies on the proposed projects.</li> <li>- Provide recommendations or feedback on the viability and potential impact of the proposals.</li> <li>- Coordinate with relevant departments or divisions for further processing and</li> </ul> </li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>implementation of approved proposals.</p> <ul style="list-style-type: none"> <li>• Parliament Questions:                             <ul style="list-style-type: none"> <li>- Analyze and respond to parliamentary questions related to tourism.</li> <li>- Conduct research and gather information to address the queries of Members of Parliament.</li> <li>- Coordinate with relevant stakeholders and departments for accurate and timely responses to parliament questions.</li> <li>- Maintain records and documentation of parliament questions and responses.</li> </ul> </li> <li>• Parliamentary Standing Committee/Consultative Committee/Demands for Grants/matters related to Parliament/other Divisions, etc.:                             <ul style="list-style-type: none"> <li>- Assist in preparing reports, briefings, and presentations for the Parliamentary Standing Committee on Tourism and other consultative committees.</li> <li>- Coordinate with various divisions and departments to address demands for grants and matters related to Parliament.</li> <li>- Provide inputs and information on tourism-related matters during parliamentary sessions and discussions.</li> <li>- Collaborate with stakeholders to ensure effective communication and coordination with parliamentary bodies.</li> </ul> </li> <li>• Outcome/Output framework:                             <ul style="list-style-type: none"> <li>- Develop and implement an</li> </ul> </li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>outcome/output framework to measure the impact and effectiveness of tourism projects and initiatives.</p> <ul style="list-style-type: none"> <li>- Define key performance indicators (KPIs) and targets to evaluate the outcomes and outputs of the projects.</li> <li>- Collect data, conduct evaluations, and prepare reports on the achieved outcomes and outputs.</li> <li>- Use the findings to inform future planning, decision-making, and resource allocation.</li> </ul>			
<b>Assistant Director / Section Officer or Equivalent</b>	<ul style="list-style-type: none"> <li>• Processing files related to India Tourism Offices (ITOs) in Frankfurt, Beijing, Dubai, Singapore, Tokyo, London, Moscow &amp; New York: Handling administrative tasks, correspondence, and documentation related to the functioning of these ITOs.</li> <li>• Annual Action Plans: Developing strategic plans outlining objectives, targets, and initiatives for the tourism sector on an annual basis.</li> <li>• Allied Publicity: Coordinating and implementing publicity campaigns and activities in collaboration with allied stakeholders to promote Indian tourism.</li> <li>• Hospitality: Managing arrangements and logistics related to hospitality services for official events, meetings, and visits.</li> <li>• Tenders for WTM, ITB, FITUR, ATM Dubai, etc.: Managing the tender process for participation in international trade fairs and events such as World Travel Market (WTM), ITB Berlin, FITUR, and ATM Dubai.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Promotion and Marketing</li> <li>• Destination Management</li> <li>• Event Management</li> <li>• Public Relations and Communication</li> <li>• International Tourism Relations</li> <li>• Tourism Policy and Planning</li> <li>• Stakeholder Engagement and Management</li> <li>• Marketing Strategy and Campaigns</li> <li>• Project Management</li> <li>• Data Analysis and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative and Office Management</li> <li>• Project Coordination</li> <li>• Event Planning and Execution</li> <li>• Proposal Evaluation and Review</li> <li>• Legislative and Parliamentary Knowledge</li> <li>• Report Writing and Documentation</li> <li>• Research and Analysis</li> <li>• Budget Planning and Financial Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI,</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Thinking</li> <li>• Problem-solving</li> <li>• Decision-making</li> <li>• Communication Skills</li> <li>• Interpersonal Skills</li> <li>• Leadership</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Time Management</li> <li>• Negotiation Skills</li> <li>• Stress management</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> <li>• Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> <li>• Matters related to Ministry of Tourism's participation at WTM London, FITUR, ITB Berlin, ATM Dubai, international trade fairs, etc.: Overseeing and coordinating the Ministry's involvement in these international events, including logistics, promotions, and engagement with stakeholders.</li> <li>• Proposals received from missions/organizations, etc.: Reviewing and evaluating proposals related to tourism projects or collaborations received from Indian missions abroad, organizations, or other entities.</li> <li>• Road Shows organized by Ministry of Tourism or other organizations: Planning and executing road shows to promote Indian tourism products and destinations, collaborating with relevant stakeholders.</li> <li>• Quarterly Reports: Compiling and preparing reports summarizing the progress, achievements, and challenges of tourism initiatives on a quarterly basis.</li> <li>• International Food Festivals: Coordinating and participating in international food festivals to showcase India's culinary heritage and promote food tourism.</li> <li>• Miscellaneous matters related to ITOs overseas/Missions, etc.: Handling various administrative and operational matters pertaining to India Tourism Offices overseas and Indian missions abroad.</li> <li>• Parliament Questions: Analyzing and</li> </ul>		<ul style="list-style-type: none"> <li>• ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Stakeholder Coordination and Engagement</li> <li>• Evaluation and Measurement</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>responding to parliamentary questions related to tourism, coordinating with relevant departments and stakeholders to provide accurate and timely responses.</p> <ul style="list-style-type: none"> <li>• Parliamentary Standing Committee/Consultative Committee/Demands for Grants/matters related to Parliament/other Divisions, etc.: Assisting in the preparation of reports, briefings, and presentations for parliamentary committees and addressing matters related to parliamentary proceedings and divisions.</li> <li>• Outcome/Output framework: Developing and implementing frameworks to measure the impact and effectiveness of tourism projects and initiatives, including setting key performance indicators and targets.</li> <li>• Reference Material for Parliament: Preparing documents, reports, and research papers as reference material for Members of Parliament to enhance their understanding of tourism-related issues.</li> <li>• Developing electronic books or digital publications containing tourism-related information, policies, and guidelines for easy accessibility and dissemination.</li> </ul>			
<b>Assistant Section Officer / Tourist Information</b>	<ul style="list-style-type: none"> <li>▪ Support in processing files related to India Tourism Offices (ITOs) in Frankfurt, Beijing, Dubai, Singapore, Tokyo, London, Moscow &amp; New York,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tourism industry knowledge</li> <li>▪ Tourism policy understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning and management</li> <li>• Project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective communication skills</li> <li>▪ Strong organizational skills</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Officer or Equivalent</b>	<p>including handling administrative tasks, correspondence, and documentation.</p> <ul style="list-style-type: none"> <li>▪ Assist in the development of Annual Action Plans, including conducting research and contributing to the formulation of objectives, targets, and initiatives for the tourism sector.</li> <li>▪ Provide assistance in coordinating and implementing Allied Publicity campaigns and activities, collaborating with stakeholders to promote Indian tourism.</li> <li>▪ Support in managing arrangements and logistics for hospitality services during official events, meetings, and visits.</li> <li>▪ Assist in the management of tenders for international trade fairs and events such as WTM, ITB, FITUR, and ATM Dubai, including documentation and coordination.</li> <li>▪ Provide support in matters related to the Ministry's participation in international events, including logistics, promotions, and stakeholder engagement.</li> <li>▪ Assist in reviewing and evaluating proposals received from Indian missions abroad, organizations, or other entities regarding tourism projects or collaborations.</li> <li>▪ Participate in the planning and execution of road shows organized by the Ministry or other organizations to promote Indian tourism products and destinations.</li> <li>▪ Support in compiling and preparing quarterly reports summarizing the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Destination management and marketing</li> <li>▪ Tourism product knowledge</li> <li>▪ Current trends and developments in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>management</li> <li>• Data analysis and interpretation</li> <li>• Financial management and budgeting</li> <li>• Stakeholder engagement and relationship management</li> <li>• Marketing and promotional strategies</li> <li>• Policy analysis and development</li> <li>• Event planning and coordination</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Research and market intelligence</li> <li>• Reporting and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attention to detail</li> <li>▪ Teamwork</li> <li>▪ Problem-solving abilities</li> <li>▪ Adaptability</li> <li>▪ Professionalism</li> <li>▪ Cultural sensitivity</li> <li>▪ Time management</li> <li>▪ Customer service orientation</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>progress, achievements, and challenges of tourism initiatives.</p> <ul style="list-style-type: none"> <li>▪ Assist in coordinating and participating in international food festivals to showcase India's culinary heritage and promote food tourism.</li> <li>▪ Support in handling miscellaneous administrative and operational matters related to India Tourism Offices overseas and Indian missions abroad.</li> <li>▪ Assist in analyzing and responding to parliamentary questions related to tourism, coordinating with relevant departments and stakeholders.</li> <li>▪ Support in the preparation of reports, briefings, and presentations for parliamentary committees, as well as addressing matters related to parliamentary proceedings and divisions.</li> <li>▪ Assist in the implementation of outcome/output frameworks to measure the impact and effectiveness of tourism projects and initiatives.</li> <li>▪ Contribute to the preparation of reference materials, documents, reports, and research papers for Members of Parliament on tourism-related issues.</li> <li>▪ Support in the development of e-books containing tourism-related information, policies, and guidelines for easy accessibility and dissemination.</li> </ul>		documentation	
<b>Upper Division Clerk / Lower Division Clerk or Equivalent</b>	<ul style="list-style-type: none"> <li>• Processing and handling monthly directives or orders issued by the concerned authority.</li> <li>• Assisting in the preparation of the</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Policy and Planning</li> <li>• Market Development and Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Skills</li> <li>• Documentation and Record-Keeping</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Attention to Detail</li> <li>• Time Management</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>annual report by gathering and organizing relevant information.</p> <ul style="list-style-type: none"> <li>• Managing and addressing public grievances received through the Centralized Public Grievance Redress and Monitoring System (CP Grams).</li> <li>• Supporting the implementation of market development assistance schemes to promote tourism growth.</li> <li>• Assisting in the monitoring and management of revised estimates and budget estimates for financial planning and allocation.</li> <li>• Assisting in addressing queries or observations raised by the Public Accounts Committee (PAC), Comptroller and Auditor General (CAG), or audit findings.</li> <li>• Managing and responding to legal matters and requests filed under the Right to Information Act (RTI).</li> </ul>	<ul style="list-style-type: none"> <li>• Destination Management and Development</li> <li>• Performance Measurement and Evaluation in Tourism</li> <li>• Tourism Economics and Financial Analysis</li> <li>• Sustainable Tourism Practices and Environmental Management</li> <li>• Tourism Research and Data Analysis</li> <li>• Tourism Product Development and Innovation</li> <li>• Cultural Heritage and Tourism</li> <li>• Tourism Legislation and Regulatory Frameworks</li> </ul>	<p>Management</p> <ul style="list-style-type: none"> <li>• Legal Knowledge</li> <li>• Grievance Handling</li> <li>• Budgeting and Financial Planning</li> <li>• Report Writing and Documentation</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Compliance Management</li> <li>• Communication Skills</li> <li>• Research and Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Problem-Solving</li> <li>• Adaptability</li> <li>• Teamwork</li> <li>• Customer Service Orientation</li> <li>• Confidentiality</li> <li>• Interpersonal Skills</li> <li>• Ethical Conduct</li> <li>• Professionalism</li> </ul>

## Current Competency Mapping of Overseas Marketing Sub-Division

Table 159: Current Competency Mapping of Overseas Marketing Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies</b> <b>Behavioral /</b> <b>Attitude</b> <b>Functional /</b> <b>Skills</b> <b>Domain /</b> <b>Knowledge</b>	<b>Current degree of competency at each level</b> <b>Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	B	B	B	B
Communication Skills	B	B	B	B	B
Empathy to colleagues	B	B	A	B	B
Analytical Thinking	A	A	A	B	B
Time Management	A	A	A	B	B
Negotiation	A	B	B	B	B
Managing stress	B	A	B	B	B
Conflict Resolution	A	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	A	B	B

Program Management (focuses on outcomes)	B	A	B	B	B
Project Management (focuses on outputs)	B	A	B	B	B
MS Office (Excel, PPT, Word)	A	A	A	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	B	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	B	B	B
Budgeting	B	B	B	NA	NA
Bookkeeping & Accounting	B	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	B	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	B	B	B	B	B
Stakeholder Management	B	B	B	B	B
Quantitative & Analytical Skills	B	B	A	B	B
Scheme rules and guidelines	B	B	B	B	B

Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	B	B
Understanding of Indian Geography	B	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	B	B
Tourism Economy	B	B	B	B	B
Emerging Trends in Tourism	B	B	B	B	B
Tourism Infrastructure know how	B	B	B	B	B
Types of Tourism Products	B	B	B	B	B
Tourism sectoral strategies and roadmaps	B	B	B	B	B
Sustainability in Tourism	B	B	B	B	B
Destination planning and product development	B	B	B	B	B
Carrying Capacity in Tourism	B	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Overseas Marketing Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

## Individual Pillar

*Table 160: Preliminary Gaps and Interventions Identified under Individual Pillar for Overseas Marketing Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.

## Organizational Pillar

*Table 161: Preliminary Gaps and Interventions Identified under Organizational Pillar for Overseas Marketing Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
5.	New tools and software implementation	The incorporation and training for new tools, software, and skills in the ministry such as Integrated Knowledge Management Systems, Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach

## Institutional Pillar

*Table 162: Preliminary Gaps and Interventions Identified under Institutional Pillar for Overseas Marketing Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Trained Manpower Shortage	Pertinent recruitment of staff
2.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain



competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Overseas Marketing Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 163: Expected Competency Mapping of Overseas Marketing Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Required Competencies</b> Behavioral / Attitude Functional / Skills Domain / Knowledge	<b>Expected degree of competency at each level</b> Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A

Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	A	B	A	A
Understanding of Indian Geography	A	A	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	A	B	A	A
Tourism Economy	A	A	B	A	A
Emerging Trends in Tourism	A	A	B	A	A
Tourism Infrastructure know how	A	A	B	A	A
Types of Tourism Products	A	A	B	A	A
Tourism sectoral strategies and roadmaps	A	A	B	A	A
Sustainability in Tourism	A	A	B	A	A
Destination planning and product development	A	A	B	A	A
Tourism Carrying Capacity	A	A	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 164: Responsibilities and Competency Requirements of Events Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Assistant Director General / Under Secretary / Deputy Director or Equivalent	<p><b>Nodal Officer for Utsav Portal:</b></p> <ul style="list-style-type: none"> <li>Overseeing the operations and management of the Utsav Portal.</li> <li>Acting as the main point of contact for the portal.</li> </ul> <p><b>Scrutiny of proposals received for event support:</b></p> <ul style="list-style-type: none"> <li>Reviewing and evaluating proposals received for event support.</li> <li>Assessing their feasibility and suitability for further consideration.</li> </ul> <p><b>Organizing Events:</b></p> <ul style="list-style-type: none"> <li>Planning and organizing events such as Bharat Parv, National Tourism Awards, World Tourism Day, etc.</li> <li>Managing all aspects of event logistics, including venue selection, scheduling, and coordination.</li> </ul> <p><b>Coordination with Ministry of Education (HRD):</b></p> <ul style="list-style-type: none"> <li>Collaborating with the Ministry of Education (HRD) to coordinate Ek Bharat Shrestha Bharat activities.</li> <li>Ensuring effective communication and cooperation between the two entities.</li> </ul> <p><b>Liaison with State Governments and Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Establishing and maintaining effective relationships with state governments and stakeholders.</li> <li>Facilitating collaboration and coordination</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the Tourism Supply Chain for event logistics.</li> <li>Understanding of Indian Geography for regional coordination.</li> <li>Tourism Economy awareness for budgeting and impact assessment.</li> <li>Familiarity with Emerging Trends in Tourism for innovative event planning.</li> <li>Tourism Infrastructure Know-how for venue selection and facilities coordination.</li> <li>Types of Tourism Products understanding for diverse event organization.</li> <li>Tourism Sectoral Strategies and Roadmaps alignment for sustainable growth.</li> <li>Sustainability in Tourism integration for eco-friendly event management.</li> <li>Destination Planning and Product Development knowledge for showcasing specific locations.</li> <li>Carrying Capacity in Tourism consideration for balanced visitor experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Event Management</li> <li>Proposal Evaluation</li> <li>Coordination</li> <li>Trade Exhibition Participation</li> <li>Financial Management</li> <li>Administrative Skills</li> <li>Parliamentary Affairs</li> <li>Proposal Development</li> <li>Information Management</li> <li>Coordination with ITDC</li> <li>Assistance to Other Divisions</li> <li>Program and Project Management</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> <li>Noting and drafting</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM,</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Collaboration</li> <li>Leadership</li> <li>Decision Making</li> <li>Problem Solving</li> <li>Adaptability</li> <li>Relationship Building</li> <li>Time Management</li> <li>Attention to Detail</li> <li>Initiative</li> <li>Flexibility</li> <li>Resilience</li> <li>Customer Focus</li> <li>Ethical Governance</li> <li>Teamwork</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>for event-specific activities.</p> <p><b>Organizing Committee Meetings for event support:</b></p> <ul style="list-style-type: none"> <li>• Arranging and facilitating committee meetings related to event support.</li> <li>• Coordinating with committee members, preparing agendas, and documenting meeting minutes.</li> </ul> <p><b>Proposal Submission:</b></p> <ul style="list-style-type: none"> <li>• Preparing and submitting proposals as required.</li> <li>• Ensuring timely and accurate submission of necessary documents.</li> </ul> <p><b>Coordination with India Tourism Development Corporation (ITDC):</b></p> <ul style="list-style-type: none"> <li>• Collaborating with the India Tourism Development Corporation (ITDC) on various activities.</li> <li>• Coordinating efforts and leveraging resources for effective outcomes.</li> </ul> <p><b>Assistance to other divisions for organizing domain-specific events:</b></p> <ul style="list-style-type: none"> <li>• Providing support and assistance to other divisions within the organization for organizing events related to their specific domains.</li> </ul> <p><b>Monitoring CPGRAM:</b></p> <ul style="list-style-type: none"> <li>• Monitoring the Centralized Public Grievance Redress and Monitoring System (CPGRAM).</li> <li>• Addressing and resolving grievances and complaints received through the system.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Event Management and Coordination skills for seamless planning and execution.</li> <li>• Tourism Stakeholder Engagement and Liaison ability for effective collaboration.</li> </ul>	<p>GFR, HRMS</p>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p><b>Preparing Budget/Expenditure of the Division:</b></p> <ul style="list-style-type: none"> <li>• Creating and managing the budget for the division.</li> <li>• Tracking and monitoring expenditure to ensure financial accountability.</li> </ul> <p><b>Payment Disbursal:</b></p> <ul style="list-style-type: none"> <li>• Facilitating the timely disbursal of payments to concerned parties.</li> <li>• Ensuring adherence to financial processes and regulations.</li> </ul> <p><b>Handling Administrative Work of the Division:</b></p> <ul style="list-style-type: none"> <li>• Managing various administrative tasks within the division.</li> <li>• Coordinating schedules, maintaining records, and handling day-to-day operations.</li> </ul> <p><b>Parliamentary Works:</b></p> <ul style="list-style-type: none"> <li>• Preparing Parliament reference notes and processing Parliament question replies.</li> <li>• Assisting with various tasks related to Parliamentary Standing committees and other parliamentary proceedings.</li> </ul> <p><b>VIP References &amp; Parliament Assurances:</b></p> <ul style="list-style-type: none"> <li>• Timely processing of references and assurances received from VIPs and Parliament.</li> <li>• Ensuring prompt and appropriate actions are taken as required.</li> </ul>			

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p><b>Reports/Inputs:</b></p> <ul style="list-style-type: none"> <li>Coordinating and providing inputs for various reports and initiatives, including those from the Office of the Prime Minister (PMO), Niti Ayog, Finance Ministry, E-Samiksha, and Darpan.</li> </ul> <p><b>Any Other Work Assigned:</b></p> <ul style="list-style-type: none"> <li>Undertaking additional tasks and responsibilities as assigned based on organizational requirements.</li> </ul>			
<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<p><b>Managing work of Utsav Portal:</b></p> <ul style="list-style-type: none"> <li>Overseeing the regular operations and functions of the Utsav Portal.</li> <li>Ensuring smooth functioning and addressing any technical or operational issues.</li> </ul> <p><b>Putting up proposals received for event support:</b></p> <ul style="list-style-type: none"> <li>Reviewing and presenting proposals received for event support to the relevant authorities.</li> <li>Providing analysis and recommendations on the feasibility and suitability of the proposals.</li> </ul> <p><b>Assisting in organizing events such as Bharat Parv, National Tourism Awards, World Tourism Day, etc.:</b></p> <ul style="list-style-type: none"> <li>Supporting the planning and execution of various events.</li> <li>Coordinating logistics, including venue arrangements, scheduling, and participant management.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of different regions and their cultural significance for organizing events like Bharat Parv and exploring partnership opportunities.</li> <li>Understanding the logistics of travel agents, transportation, accommodation, and excursions to effectively coordinate event logistics.</li> <li>Awareness of the economic aspects of tourism events, including budgeting and assessing the feasibility of event proposals.</li> <li>Staying updated with the latest tourism trends and best practices in event management to ensure innovative and successful events.</li> </ul>	<ul style="list-style-type: none"> <li>Program and Project Management</li> <li>Proposal Evaluation</li> <li>Event Management</li> <li>Trade Exhibition Participation</li> <li>Committee Meeting Coordination</li> <li>Financial Management</li> <li>Coordination with ITDC</li> <li>Assistance in Organizing Domain-Specific Events</li> <li>Record Keeping</li> <li>Reporting</li> <li>Administrative and Organizational Skills</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC</li> </ul>	<ul style="list-style-type: none"> <li>Time Management</li> <li>Communication</li> <li>Collaboration</li> <li>Attention to Detail</li> <li>Adaptability</li> <li>Flexibility</li> <li>Stress management</li> <li>Gender sensitivity</li> <li>Empathy to colleagues</li> <li>Conflict resolution</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p><b>Participating in Travel Trade Exhibitions:</b></p> <ul style="list-style-type: none"> <li>• Representing the organization at travel trade exhibitions.</li> <li>• Showcasing the organization's initiatives, promoting tourism, and exploring partnership opportunities.</li> </ul> <p><b>Work related to Committee Meetings for event support:</b></p> <ul style="list-style-type: none"> <li>• Assisting in organizing committee meetings related to event support.</li> <li>• Collaborating with committee members, preparing agendas, and documenting meeting minutes.</li> </ul> <p><b>Coordination with India Tourism Development Corporation (ITDC):</b></p> <ul style="list-style-type: none"> <li>• Facilitating coordination and collaboration with the India Tourism Development Corporation (ITDC).</li> <li>• Ensuring effective communication and cooperation for joint initiatives.</li> </ul> <p><b>Assistance to other divisions for organizing domain-specific events:</b></p> <ul style="list-style-type: none"> <li>• Providing support and assistance to other divisions within the organization for organizing events related to their specific domains.</li> <li>• Collaborating on planning, logistics, and coordination.</li> </ul> <p><b>Any other work assigned as per requirements:</b></p> <ul style="list-style-type: none"> <li>• Undertaking additional tasks and</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding venue selection, logistics, and coordination with stakeholders to ensure smooth event execution.</li> <li>• Familiarity with various tourism offerings to support the planning and execution of diverse events.</li> <li>• Aligning events with sectoral strategies and government initiatives to contribute to the overall tourism development.</li> <li>• Incorporating sustainable practices in event planning and execution to promote responsible tourism.</li> <li>• Knowledge of destination planning and product development to support events that showcase specific locations.</li> <li>• Considering the carrying capacity of destinations when organizing events to ensure a balanced and sustainable visitor experience.</li> <li>• Proficiency in effective communication and collaboration with internal and external stakeholders, including the India Tourism Development Corporation (ITDC).</li> </ul>	<p>applications</p> <ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p>responsibilities as assigned based on organizational requirements.</p> <ul style="list-style-type: none"> <li>Adapting to changing needs and supporting the division's overall objectives.</li> </ul>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<p><b>Participating in Travel Trade Exhibitions:</b></p> <ul style="list-style-type: none"> <li>Representing the organization at travel trade exhibitions.</li> <li>Showcasing the organization's initiatives, promoting tourism, and exploring partnership opportunities.</li> </ul> <p><b>Central Public Information Officer (CPIO):</b></p> <ul style="list-style-type: none"> <li>Fulfilling the role of a Central Public Information Officer.</li> <li>Responding to requests for information under the Right to Information Act.</li> </ul> <p><b>Maintaining expenditure statement/issuing financial sanctions:</b></p> <ul style="list-style-type: none"> <li>Tracking and maintaining records of expenditure related to the division's activities.</li> <li>Issuing financial sanctions and ensuring adherence to financial processes and regulations.</li> </ul> <p><b>Record keeping of the division:</b></p> <ul style="list-style-type: none"> <li>Maintaining accurate and up-to-date records, files, and documentation.</li> <li>Organizing and archiving relevant information for easy retrieval.</li> </ul> <p><b>Preparing monthly reports:</b></p>	<ul style="list-style-type: none"> <li>Regional knowledge for event organization and partnerships.</li> <li>Logistics expertise for coordinating travel, accommodation, and excursions.</li> <li>Economic awareness for budgeting and assessing event feasibility.</li> <li>Staying updated on tourism trends and best practices.</li> <li>Venue selection and stakeholder coordination for smooth event execution.</li> <li>Familiarity with diverse tourism offerings.</li> <li>Alignment with sectoral strategies and government initiatives.</li> <li>Incorporating sustainable practices for responsible tourism.</li> <li>Knowledge of destination planning and development.</li> <li>Considering carrying capacity for balanced visitor experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Event Representation and Promotion</li> <li>Partnership Development</li> <li>Public Information Management</li> <li>Financial Management and Budgeting</li> <li>Record Keeping and Documentation</li> <li>Reporting and Analysis</li> <li>Program and Project Management</li> <li>Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>Noting and drafting</li> <li>Procurement and Tender Writing</li> <li>Scheme rules and General Administration Matters</li> </ul>	<ul style="list-style-type: none"> <li>Communication</li> <li>Presentation Skills</li> <li>Networking</li> <li>Relationship Building</li> <li>Customer Focus</li> <li>Adaptability</li> <li>Problem Solving</li> <li>Attention to Detail</li> <li>Time Management</li> <li>Initiative</li> <li>Teamwork</li> <li>Resilience</li> <li>Ethical Governance</li> <li>Flexibility</li> <li>Negotiation</li> </ul>



Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<ul style="list-style-type: none"> <li>• Compiling and preparing monthly reports on the division's activities and achievements.</li> <li>• Providing updates on key metrics, progress, and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Proficient communication and collaboration with stakeholders.</li> </ul>		
<p><b>Upper Division Clerk / Lower Division Clerk or Equivalent</b></p>	<p><b>PFMS (Public Financial Management System) related work:</b></p> <ul style="list-style-type: none"> <li>• Handling tasks and processes related to the Public Financial Management System.</li> <li>• Managing financial transactions, tracking funds, and ensuring compliance with PFMS requirements.</li> </ul> <p><b>Noting/Drafting:</b></p> <ul style="list-style-type: none"> <li>• Drafting official notes, memos, and correspondences.</li> <li>• Maintaining clear and concise records of discussions, decisions, and actions.</li> </ul> <p><b>Maintaining VIP Reference records:</b></p> <ul style="list-style-type: none"> <li>• Creating and maintaining records of references received from VIPs.</li> <li>• Ensuring timely and appropriate responses and actions on VIP references.</li> </ul> <p><b>Supply of information within the Ministry:</b></p> <ul style="list-style-type: none"> <li>• Facilitating the exchange of information within the Ministry.</li> <li>• Responding to information requests from internal stakeholders.</li> </ul> <p><b>Diary of new proposals/documents</b></p>	<ul style="list-style-type: none"> <li>• Logistics expertise for coordinating travel, accommodation, and excursions.</li> <li>• Economic awareness for budgeting and assessing event feasibility.</li> <li>• Regional knowledge for event organization and partnerships.</li> <li>• Staying updated on tourism trends and best practices.</li> <li>• Venue selection and stakeholder coordination for smooth event execution.</li> <li>• Familiarity with diverse tourism offerings.</li> <li>• Alignment with sectoral strategies and government initiatives.</li> <li>• Incorporating sustainable practices for responsible tourism.</li> <li>• Proficient communication and collaboration with stakeholders.</li> <li>• Knowledge of destination planning and</li> </ul>	<ul style="list-style-type: none"> <li>• PFMS (Public Financial Management System) Operations</li> <li>• Noting and Drafting</li> <li>• Records Management</li> <li>• Information Dissemination</li> <li>• Proposal and Document Tracking</li> <li>• Event Management</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Communication</li> <li>• Organization</li> <li>• Time Management</li> <li>• Stress management</li> <li>• Conflict resolution</li> <li>• Gender sensitivity</li> <li>• Empathy to colleagues</li> </ul>

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	<p><b>received (Date-wise):</b></p> <ul style="list-style-type: none"> <li>• Keeping a record of new proposals and documents received by the division.</li> <li>• Maintaining a chronological diary to track the date of receipt and subsequent actions.</li> </ul> <p><b>Month-wise Status sheet of proposals received (Events/Exhibitions/Logo):</b></p> <ul style="list-style-type: none"> <li>• Compiling and maintaining a status sheet of proposals received by month.</li> <li>• Tracking the progress and status of proposals related to events, exhibitions, logos, etc.</li> </ul> <p><b>Work related to Events conducted and supported by the Ministry of Tourism:</b></p> <ul style="list-style-type: none"> <li>• Assisting in the planning, coordination, and execution of events organized or supported by the Ministry of Tourism.</li> <li>• Handling logistics, participant management, and event-related documentation.</li> </ul> <p><b>Any other work assigned by Senior officers as per requirements:</b></p> <ul style="list-style-type: none"> <li>• Undertaking additional tasks and responsibilities as assigned by senior officers.</li> <li>• Adapting to the evolving needs and priorities of the organization.</li> </ul>	<p>development.</p> <ul style="list-style-type: none"> <li>• Considering carrying capacity for balanced visitor experiences.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> </ul>	

## Current Competency Mapping of Events Sub-Division

Table 165: Current Competency Mapping of Events Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	B	A	B	B	B
Communication Skills	A	A	B	B	B
Empathy to colleagues	A	A	NA	B	B
Analytical Thinking	A	A	NA	B	B
Time Management	A	A	NA	B	B
Negotiation	A	B	B	B	B
Managing stress	B	B	NA	B	B
Conflict Resolution	B	A	B	B	B
Attention to customer needs	A	A	NA	B	B
Gender Sensitivity	A	A	B	B	B
Specific behavioral competencies apart from the above	NA	No	Healthy work Environment, Appreciation in work, Healthy Competition	NA	NA
<b>Functional / Skills</b>					
e-office	B	A	A	B	B
Program Management	A	B	B	B	B

(focuses on outcomes)					
Project Management (focuses on outputs)	A	B	B	B	B
MS Office (Excel, PPT, Word)	B	B	B	B	B
Public Financial Management System (PFMS)	B	B	B	B	B
Right to Information Act, 2005 (RTI)	B	B	B	B	B
Government e-Marketplace (GeM)	B	B	B	B	B
General Financial Rules, 2017 (GFR)	A	B	NA	B	B
HRMS Rules	B	B	NA	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	B	B	NA	B	B
Budgeting	A	B	B	NA	NA
Bookkeeping & Accounting	NA	B	B	NA	NA
Financial Management	A	B	NA	NA	NA
Vigilance	A	B	NA	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	NA	B	B
NIC applications (email, messenger, cloud storage and others)	B	A	B	B	B
Stakeholder Management	B	A	B	B	B
Quantitative & Analytical Skills	A	A	B	B	B
Scheme rules and guidelines	A	B	A	B	B

Specific functional competencies apart from the above	NA	No	Data Analysing & Visualization Training, Discussion with Tourism Stakeholders	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	A	B	B	B
Understanding of Indian Geography	B	A	NA	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	A	NA	B	B
Tourism Economy	B	A	NA	B	B
Emerging Trends in Tourism	B	A	NA	B	B
Tourism Infrastructure know how	B	A	NA	B	B
Types of Tourism Products	A	A	B	B	B
Tourism sectoral strategies and roadmaps	B	A	B	B	B
Sustainability in Tourism	B	B	NA	B	B
Destination planning and product development	B	A	B	B	B
Carrying Capacity in Tourism	B	A	NA	B	B
Specific domain competencies apart from the above	NA	NA	Role of Data & Technology in Tourism Industry, Factors Affecting Indian Tourism Market,	NA	NA

		Leadership Training		
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## Primary Gaps and Interventions for Events Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 166: Preliminary Gaps and Interventions under Individual Pillar for Events Sub-Division*

<b>Behavioral Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
<b>Functional Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division

<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.
2.	Overseas Exposure	Trainings on etiquettes for interacting with foreign ministries, its officials, and stakeholders to better understand global standards.

## Organizational Pillar

*Table 167: Preliminary Gaps and Interventions under Organizational Pillar for Events Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Induction Training on MS office skills	Mandatory training for basic operations and skills such as MS office operations (Word, Excel, Powerpoint)
2.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
3.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
4.	Resource Management and Allocation	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
5.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.
6.	New tools and software implementation	The incorporation training for new tools, software, and skills in the ministry such as Data Analytics, Visualization, and Artificial and Virtual Reality, AI in order to improve the overall services and outreach of the ministry

## Institutional Pillar

*Table 168: Preliminary Gaps and Interventions Identified under Institutional Pillar for Events Sub-Division*

<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
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Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.
2.	Internal Promotion and Reward Mechanism	Provision for domain-specific curriculum related to wage negotiation (including Productivity Linked Reward scheme) and labor laws
3.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Events Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 169: Expected Competency Mapping of Events Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				



Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A
NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					

Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

Table 170: Responsibilities and Competency Requirements of Domestic Office Sub-Division (P2-P5)

Position	Roles/Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
<b>Assistant Director General / Under Secretary / Deputy Director or Equivalent</b>	<ul style="list-style-type: none"> <li>• Implementation of PMO Action Points: <ul style="list-style-type: none"> <li>- Assisting in the establishment and coordination of the Yuva Tourism Club.</li> <li>- Conducting research and providing recommendations for upgrading and designing innovative souvenirs at tourism destinations.</li> <li>- Assisting in the identification and assessment of potential tourist destinations for the upcoming G20 summit.</li> </ul> </li> <li>• Monitoring and Coordination with Domestic India Tourism Offices: <ul style="list-style-type: none"> <li>- Collecting and analyzing data on tourism trends and consumer preferences.</li> <li>- Assisting in the planning and execution of promotional campaigns, including advertising, participation in fairs and exhibitions, and organizing seminars and workshops.</li> <li>- Coordinating with stakeholders and service providers to ensure smooth implementation of the hospitality program.</li> </ul> </li> <li>• Administrative and Financial Support to India Tourism Offices: <ul style="list-style-type: none"> <li>- Assisting in the coordination of marketing, publicity, and advertising activities in collaboration with state governments, hotels, associations, and tourism service providers.</li> <li>- Supporting the administrative tasks of the India Tourism Offices, such as</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Understanding diverse regions and tourist destinations in India.</li> <li>• Familiarity with travel agents, transportation, accommodation, and excursions.</li> <li>• Awareness of the industry's economic aspects, including revenue generation and job creation.</li> <li>• Keeping abreast of the latest trends, innovations, and best practices in the tourism industry.</li> <li>• Knowledge of tourism infrastructure requirements like transportation and accommodation.</li> <li>• Understanding planning processes and developing tourism products and experiences.</li> <li>• Familiarity with tourism sector strategies and roadmaps for development.</li> <li>• Implementing</li> </ul>	<ul style="list-style-type: none"> <li>• Program and Project Management</li> <li>• Marketing and Promotion</li> <li>• Financial Management</li> <li>• Event Management</li> <li>• Public Relations</li> <li>• Policy Development</li> <li>• Data Analysis</li> <li>• Stakeholder Engagement</li> <li>• Information Management</li> <li>• Legal and Regulatory Compliance</li> <li>• Procurement and Tender Writing</li> <li>• Scheme rules and General Administration Matters</li> <li>• Noting and drafting</li> <li>• Working knowledge of MS Office (Excel, PPT, Word) and NIC app</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• Adaptability</li> <li>• Problem-Solving</li> <li>• Leadership</li> <li>• Time Management</li> <li>• Attention to Detail</li> <li>• Customer Service</li> <li>• Cultural Sensitivity</li> <li>• Stress management</li> <li>• Gender management</li> <li>• Empathy to colleagues</li> <li>• Conflict of resolution</li> </ul>

	<p>record-keeping, documentation, and correspondence.</p> <ul style="list-style-type: none"> <li>- Assisting in the financial management of allocated budgets and funds for promotional activities.</li> <li>• Delegation of Financial Powers (DFP):             <ul style="list-style-type: none"> <li>- Assisting in the preparation and issuance of orders related to the delegation of financial powers.</li> <li>- Coordinating with regional directors, directors, and managers to ensure compliance with financial guidelines and procedures.</li> <li>- Maintaining records and tracking financial transactions related to tourism promotion and window display activities.</li> </ul> </li> <li>• Approval of Administrative/Financial Proposals:             <ul style="list-style-type: none"> <li>- Reviewing administrative and financial proposals submitted by domestic India Tourism Offices.</li> <li>- Conducting research and analysis to assess the feasibility and alignment of proposals with ministry objectives.</li> <li>- Preparing reports and recommendations for senior staff regarding the approval or rejection of proposals.</li> </ul> </li> <li>• Organization and Coordination of International Tourism Mart (ITM):             <ul style="list-style-type: none"> <li>- Assisting in logistical planning, including venue selection, accommodation arrangements, and transportation coordination.</li> <li>- Supporting the coordination of approvals and permissions required for organizing the ITM.</li> <li>- Assisting in the coordination of</li> </ul> </li> </ul>	<p>sustainable practices in tourism initiatives.</p> <ul style="list-style-type: none"> <li>• Foundational knowledge of management principles in the industry.</li> <li>• Ability to collaborate with various stakeholders in the tourism sector.</li> <li>• Understanding tourism-specific policies, regulations, and guidelines.</li> <li>• Expertise in organizing and coordinating tourism-related events.</li> </ul>	
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	<p>exhibitors, participants, and relevant stakeholders for the event.</p> <ul style="list-style-type: none"> <li>• Appellate Authority for RTI &amp; CPGRAMs Queries:             <ul style="list-style-type: none"> <li>- Handling and responding to RTI queries and CPGRAMs related to the division.</li> <li>- Conducting research and gathering information to address queries effectively.</li> <li>- Collaborating with relevant departments and stakeholders to ensure timely and accurate responses.</li> </ul> </li> <li>• Organization and Coordination of National Tourism Ministers' Conferences:             <ul style="list-style-type: none"> <li>- Assisting in the logistical planning and coordination of the conference, including venue arrangements, scheduling, and participant management.</li> <li>- Supporting the preparation of conference materials, presentations, and reports.</li> <li>- Assisting in the implementation of initiatives discussed and decided during the conference.</li> </ul> </li> <li>• Attendance at Meetings:             <ul style="list-style-type: none"> <li>- Assisting in the preparation of meeting agendas, documents, and presentations.</li> <li>- Taking minutes and maintaining records of discussions and decisions made during meetings.</li> <li>- Conducting research and providing input on relevant schemes, campaigns, policies, and initiatives discussed in the meetings.</li> </ul> </li> </ul>			
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<p><b>Assistant Director / Section Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Preparation of Reports: <ul style="list-style-type: none"> <li>- Coordinate with 20 Domestic India Tourism Offices to prepare monthly, quarterly, half-yearly, and annual reports related to various initiatives such as Azadi Ka Amrit Mahotsav, Ek Bharat Shreshtha Bharat, Swachh Bharat Campaign, Yuva Tourism Club, Paryatan Parv, International Yoga Day, Budgets, and Revised Budgets for Tourism Promotion and Window Display.</li> </ul> </li> <li>• Organization of Dekho Apna Desh Webinar Series: <ul style="list-style-type: none"> <li>- Organize webinars to promote tourism destinations in India under the Dekho Apna Desh initiative.</li> <li>- Identify topics, speakers, and prepare digital banners for the webinars.</li> <li>- Coordinate with MyGov and NeGD/JioMeet for creating links and uploading them on the Ministry of Tourism's websites.</li> <li>- Promote the webinars to reach domestic and global audiences.</li> </ul> </li> <li>• Learning Management System (LMS): <ul style="list-style-type: none"> <li>- Maintain a repository of all webinars through the exclusive Learning Management System (LMS) created by NeGD.</li> <li>- Ensure YouTube links to the webinars are available on the LMS.</li> <li>- Project various features on the LMS as required.</li> </ul> </li> <li>• Administrative and Financial Support to India Tourism Offices: <ul style="list-style-type: none"> <li>- Provide support to 20 India Tourism Offices for smooth operations.</li> <li>- Coordinate marketing, publicity,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the geographical regions and tourist destinations in India.</li> <li>• Knowledge of travel agents, transportation, accommodation, and excursions.</li> <li>• Awareness of economic aspects, including budgeting and financial management.</li> <li>• Staying updated on tourism industry trends and best practices.</li> <li>• Understanding infrastructure requirements for tourism initiatives.</li> <li>• Familiarity with different tourism products and experiences.</li> <li>• Knowledge of sectoral strategies and roadmaps for tourism development.</li> <li>• Implementing sustainable practices in tourism initiatives.</li> <li>• Understanding planning processes and developing tourism products.</li> <li>• Skills in preparing various reports</li> </ul>	<ul style="list-style-type: none"> <li>• Event Management</li> <li>• Financial Management</li> <li>• Report Preparation</li> <li>• Coordination</li> <li>• Research Skills</li> <li>• Legislative Compliance</li> <li>• Learning Management System (LMS)</li> <li>• RTI and CPGRAMs Handling</li> <li>• Data Management</li> <li>• Stakeholder Engagement</li> <li>• Marketing and Promotions</li> <li>• Proposal Scrutiny</li> <li>• Parliamentary Procedures</li> <li>• Multitasking</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Collaboration</li> <li>• Adaptability</li> <li>• Attention to Detail</li> <li>• Time Management</li> <li>• Problem Solving</li> <li>• Leadership</li> <li>• Customer Service</li> <li>• Teamwork</li> <li>• Initiative</li> <li>• Resilience</li> <li>• Interpersonal Skills</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Cultural Sensitivity</li> </ul>
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	<p>advertising, and promotional activities in collaboration with state governments, hotels, associations, and tourism service providers.</p> <ul style="list-style-type: none"> <li>• Delegation of Financial Powers (DFP) and Proposal Processing:             <ul style="list-style-type: none"> <li>- Process delegation of financial powers to Regional Directors, Directors, and Managers for tourism promotion and window display activities.</li> <li>- Scrutinize and process proposals from domestic India Tourism Offices that exceed delegated powers or fall outside their administrative jurisdiction.</li> </ul> </li> <li>• Coordination with Domestic India Tourism Offices:             <ul style="list-style-type: none"> <li>- Coordinate with 20 Domestic India Tourism Offices to position tourism products in the consumer psyche and stimulate inter-state travel.</li> <li>- Implement multi-pronged promotional campaigns, including advertising, participation in fairs and exhibitions, seminars, workshops, brochure printing, and handling of the hospitality program.</li> </ul> </li> <li>• Handling of RTI and CPGRAMs Queries:             <ul style="list-style-type: none"> <li>- Prepare, issue, transfer, and close RTI and CPGRAMs queries under the direction of DDG(DO).</li> <li>- Conduct research and gather information to address queries effectively.</li> </ul> </li> <li>• Parliamentary Question Replies:             <ul style="list-style-type: none"> <li>- Prepare and submit replies to Parliamentary Questions related to</li> </ul> </li> </ul>	<p>related to tourism initiatives.</p> <ul style="list-style-type: none"> <li>• Organizing webinars to promote tourism destinations.</li> <li>• Organizing international and national tourism conferences and events.</li> </ul>		
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	<p>the division as required.</p> <ul style="list-style-type: none"> <li>• Organization and Coordination of International Tourism Mart (ITM):             <ul style="list-style-type: none"> <li>- Organize and coordinate logistics and approvals for the annual International Tourism Mart held in different North-Eastern states.</li> <li>- Showcase the potential of North-Eastern states to domestic and international markets, boost tourist traffic, and contribute to the region's economic growth and job creation.</li> </ul> </li> <li>• Organization and Coordination of National Tourism Ministers' Conferences:             <ul style="list-style-type: none"> <li>- Organize and coordinate logistics and approvals for National Tourism Ministers' Conferences.</li> <li>- Facilitate discussions and initiatives for the improvement and growth of Indian tourism.</li> </ul> </li> <li>• Miscellaneous Tasks:             <ul style="list-style-type: none"> <li>- Assist other internal departments/divisions with the division's work as required.</li> <li>- Maintain up-to-date data of the division for sharing when required.</li> </ul> </li> </ul>			
<p><b>Assistant Section Officer / Tourist Information Officer or Equivalent</b></p>	<ul style="list-style-type: none"> <li>• Assist in the preparation of reports related to various tourism initiatives and campaigns.</li> <li>• Support the organization of webinars under the Dekho Apna Desh initiative.</li> <li>• Maintain the Learning Management System (LMS) and ensure webinar links are available.</li> <li>• Provide administrative and financial support to India Tourism Offices.</li> <li>• Assist in the processing of financial powers and proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand diverse Indian regions and destinations for report preparation, coordination, and event organization.</li> <li>• Knowledge of travel agents, transportation, accommodation, and excursions for administrative</li> </ul>	<ul style="list-style-type: none"> <li>• Report Preparation</li> <li>• Webinar Coordination</li> <li>• Financial Management</li> <li>• Promotion and Campaign Coordination</li> <li>• RTI and CPGRAMs Handling</li> <li>• Parliamentary Question Replies</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptability</li> <li>• Attention to Detail</li> <li>• Communication</li> <li>• Collaboration</li> <li>• Time Management</li> <li>• Problem Solving</li> <li>• Customer Service</li> <li>• Teamwork</li> <li>• Initiative</li> <li>• Resilience</li> <li>• Interpersonal Skills</li> <li>• Decision Making</li> </ul>



	<ul style="list-style-type: none"> <li>• Coordinate with domestic India Tourism Offices for promotional activities and campaigns.</li> <li>• Handle RTI and CPGRAMs queries and conduct research to address them.</li> <li>• Assist in preparing replies to Parliamentary Questions.</li> <li>• Support the organization and coordination of the International Tourism Mart (ITM) and National Tourism Ministers' Conferences.</li> <li>• Assist with miscellaneous tasks and maintain up-to-date data for the division.</li> </ul>	<ul style="list-style-type: none"> <li>• support and coordination.</li> <li>• Being aware of economic aspects for reports, financial support, and event coordination.</li> <li>• Staying updated on industry trends for reports, webinars, and event coordination.</li> <li>• Understanding infrastructure needs for events, coordination, and planning.</li> <li>• Familiarity with different tourism products for reports, promotions, and planning.</li> <li>• Knowledge of strategies for events, coordination, and reports.</li> <li>• Implementation of sustainable practices for reports, promotions, and planning.</li> <li>• Understanding tourism product development for events, promotions, and reports.</li> <li>• Managing capacity for planning, reports, and events.</li> </ul>	<ul style="list-style-type: none"> <li>• Event Coordination</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement and Tender Writing</li> <li>• Procurement and Tender Writing</li> <li>• Noting and drafting</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility</li> <li>• Cultural Sensitivity</li> <li>• Organizational Skills</li> </ul>
<b>Upper Division</b>	<ul style="list-style-type: none"> <li>• Assist in the preparation of reports</li> </ul>	<ul style="list-style-type: none"> <li>• Understand diverse</li> </ul>	<ul style="list-style-type: none"> <li>• Report Preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> </ul>

<p><b>Clerk / Lower Division Clerk or Equivalent</b></p>	<p>related to various tourism initiatives and campaigns.</p> <ul style="list-style-type: none"> <li>• Support the organization of webinars under the Dekho Apna Desh initiative.</li> <li>• Maintain the Learning Management System (LMS) and ensure webinar links are available.</li> <li>• Provide administrative and financial support to India Tourism Offices.</li> <li>• Assist in the processing of financial powers and proposals.</li> <li>• Coordinate with domestic India Tourism Offices for promotional activities and campaigns.</li> <li>• Handle RTI and CPGRAMs queries and conduct research to address them.</li> <li>• Assist in preparing replies to Parliamentary Questions.</li> <li>• Support the organization and coordination of the International Tourism Mart (ITM) and National Tourism Ministers' Conferences.</li> <li>• Assist with miscellaneous tasks and maintain up-to-date data for the division.</li> </ul>	<p>Indian regions and destinations for report preparation, coordination, and event organization.</p> <ul style="list-style-type: none"> <li>• Knowledge of travel agents, transportation, accommodation, and excursions for administrative support and coordination.</li> <li>• Being aware of economic aspects for reports, financial support, and event coordination.</li> <li>• Staying updated on industry trends for reports, webinars, and event coordination.</li> <li>• Understanding infrastructure needs for events, coordination, and planning.</li> <li>• Familiarity with different products for reports, promotions, and planning.</li> <li>• Knowledge of strategies for events, coordination, and reports.</li> <li>• Implementation of sustainable practices for reports, promotions, and</li> </ul>	<ul style="list-style-type: none"> <li>• Webinar Organization</li> <li>• Learning Management System (LMS) Management</li> <li>• Administrative Support</li> <li>• Financial Support</li> <li>• Proposal Processing</li> <li>• Promotional Coordination</li> <li>• RTI and CPGRAMs Handling</li> <li>• Parliamentary Question Replies</li> <li>• Event Coordination</li> <li>• Miscellaneous Task Support</li> <li>• Data Management</li> <li>• Program and Project Management</li> <li>• Working knowledge of MS Office (Excel, PPT, Word), AI, ChatGPT and NIC applications</li> <li>• Knowledge of PFMS, RTI, GeM, GFR, HRMS</li> <li>• Procurement, Cabinet note and Tender Writing</li> <li>• Scheme rules</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Time Management</li> <li>• Problem Solving</li> <li>• Customer Service</li> <li>• Teamwork</li> <li>• Initiative</li> <li>• Resilience</li> <li>• Interpersonal Skills</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Cultural Sensitivity</li> <li>• Organizational Skills</li> </ul>
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		<p>planning.</p> <ul style="list-style-type: none"><li>• Understanding tourism product development for events, promotions, and reports.</li><li>• Managing capacity for planning, reports, and events.</li></ul>		
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## Current Competency Mapping of Domestic Office Sub-Division

Table 171: Current Competency Mapping of Domestic Office Sub-Division

Competency / Staff Level	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary or Equivalent	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Informatio n Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalen t
<b>Current Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge</b>	<b>Current degree of competency at each level Basic (B) / Advanced (A) / NA</b>				
Leadership and teamwork	A	B	A	B	B
Communication Skills	A	B	A	B	B
Empathy to colleagues	A	B	A	B	B
Analytical Thinking	A	A	A	B	B
Time Management	A	A	A	B	B
Negotiation	A	B	A	B	B
Managing stress	A	A	A	B	B
Conflict Resolution	A	A	B	B	B
Attention to customer needs	A	B	B	B	B
Gender Sensitivity	A	B	A	B	B
Specific behavioral competencies apart from the above	NA	NA	NA	NA	NA
<b>Functional / Skills</b>					
e-office	A	A	B	B	B
Program Management (focuses on outcomes)	A	A	A	B	B
Project Management (focuses on outputs)	A	A	A	B	B
MS Office (Excel, PPT, Word)	A	A	A	B	B
Public Financial Management	A	B	B	B	B

System (PFMS)					
Right to Information Act, 2005 (RTI)	A	A	B	B	B
Government e-Marketplace (GeM)	A	B	B	B	B
General Financial Rules, 2017 (GFR)	A	A	B	B	B
HRMS Rules	A	B	B	B	B
Procurement and Tender Writing	A	B	B	B	B
Establishment Rules & General Administration Matters of Government Departments	A	B	B	B	B
Budgeting	A	B	B	NA	NA
Bookkeeping & Accounting	A	B	B	NA	NA
Financial Management	A	B	B	NA	NA
Vigilance	A	B	NA	B	B
Cabinet note, EFC or office order, noting and drafting	A	B	B	B	B
NIC applications (email, messenger, cloud storage and others)	A	B	B	B	B
Stakeholder Management	A	B	B	B	B
Quantitative & Analytical Skills	A	B	B	B	B
Scheme rules and guidelines	A	B	B	B	B
Specific functional competencies apart from the above	NA	NA	NA	NA	NA
<b>Domain / Knowledge</b>					
Travel and Tourism Management	A	B	B	B	B
Understanding of Indian Geography	A	B	B	B	B
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	A	B	B	B	B
Tourism Economy	A	B	B	B	B
Emerging Trends in	A	B	B	B	B

Tourism					
Tourism Infrastructure know how	A	B	B	B	B
Types of Tourism Products	A	B	B	B	B
Tourism sectoral strategies and roadmaps	A	B	B	B	B
Sustainability in Tourism	A	B	B	B	B
Destination planning and product development	A	B	B	B	B
Carrying Capacity in Tourism	A	B	B	B	B
Specific domain competencies apart from the above	NA	NA	NA	NA	NA

## Primary Gaps and Interventions for Domestic Office Sub-Division

Primary gaps have been identified based on inputs received from group discussions and questionnaire participation. These gaps were further categorized into behavioral, functional, and domain-specific competencies and corresponding preliminary interventions have been suggested.

### Individual Pillar

*Table 172: Preliminary Gaps and Interventions Identified under Individual Pillar for Domestic Office Sub-Division*

Behavioral Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Soft skills for operations	Mandatory training for basic operations and skills such as presentation skills, interpersonal communication skills, negotiation skills for all employees to increase efficiency
2.	Leadership and Teamwork Skills	Training focused towards developing an independent and leadership attitude towards handling tasks and encourage analytical thinking. Initiatives to build teamwork and empathy among coworkers.
Functional Competencies		
Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Induction Training on MS office	Mandatory training for basic operations and skills such as

	skills	MS office operations (Word, Excel, Powerpoint)
2.	General Finance Rules, Financial Management	Training module for financial management and understanding the Ministry's GFR, PMFS. Trainings on accounting, budgeting and bookkeeping
3.	General Legal Procedures	Training Module for management of legal issues and court procedures, Right to Information Act, 2005 (RTI), vigilance
4.	Understanding rules and guidelines	Training on Administrative Policy Changes, Guidelines, Schemes, Rules, and Policies.
5.	Project management and Program management	Trainings focused on program and project management for the efficient execution of programs and projects taken up by the division
<b>Domain Specific Competencies</b>		
<b>Sl. No</b>	<b>Gap Identified</b>	<b>Preliminary interventions basis the gap identified</b>
1.	Domain centric knowledge	Mandatory compliance training on basics of Tourism and tourism trends and policies.
2.	Marketing and Promotion of Tourism for Overseas Markets	Take up several marketing promotion initiatives in line with the Ministry's tourism plan and policies by optimizing the domestic Indian tourism offices.

## Organizational Pillar

*Table 173: Preliminary Gaps and Interventions Identified under Organizational Pillar for Domestic Office Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Standard Operating Procedure of systems and processes	Manual and guideline-specific training on software, systems, and processes like eOffice, GeM
2.	Project management and Program management	Monitoring and evaluation of ongoing tourism schemes and programs and incorporating necessary processes
3.	Resource Management and Allocation	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
4.	Engagement with Stakeholders	A fundamental module on creating platforms for information sharing and standard operating procedures for stakeholder engagements, communications.

## Institutional Pillar

*Table 174: Preliminary Gaps and Interventions Identified under Institutional Pillar for Domestic Office Sub-Division*

Sl. No	Gap Identified	Preliminary interventions basis the gap identified
1.	Internal Promotion and Reward Mechanism	Provision for domain-specific curriculum related to wage negotiation (including Productivity Linked Reward scheme) and labor laws
2.	Trained Manpower Shortage	Pertinent recruitment of staff
3.	Refresher Training for Level transitions	Upskilling and Cross-Skilling among the divisions. Special modules to familiarize with new roles, and responsibilities. Modules would need to be tailored to specific roles/departments and hierarchies and would be best delivered by experienced employees in collaboration with faculty.
4.	Quality of Working Environment	Provision for improving the welfare and well-being of employees by providing counseling and stress management sessions, gender sensitivity sessions, conducting team activities, and improving workstations to contribute towards a better working environment.

Based on the preliminary gaps identified across three pillars, expected competency mapping has been designed for the division which describes the expected degree of behavioral, functional and domain competencies at each level of staff across the division and categorizes them into basic (awareness), and advanced levels.

## Expected Competency Mapping of Domestic Office Sub-Division

The expected degree of knowledge for domain, functional, and behavioral competencies for each designation has been further authenticated based on consultations with senior officials across all divisions. **Individual and organizational capacities have been assessed through the 3 lenses of national priorities, citizen-centricity, and emerging technologies.**

*Table 175: Expected Competency Mapping of Domestic Office Sub-Division*

Competency / Staff Position	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary	Position 2 : Assistant Director General / Under Secretary / Deputy Director or Equivalent	Position 3: Assistant Director / Section Officer or Equivalent	Position 4: Assistant Section Officer / Tourist Information Officer or Equivalent	Position 5: Upper Division Clerk / Lower Division Clerk or Equivalent



	or Equivalent				
Required Competencies Behavioral / Attitude Functional / Skills Domain / Knowledge	Expected degree of competency at each level Basic (B) / Advanced (A) / NA				
Leadership and teamwork	A	A	A	A	A
Communication Skills	A	A	A	A	A
Empathy to colleagues	A	A	A	A	A
Analytical Thinking	A	A	A	A	A
Time Management	A	A	A	A	A
Negotiation	A	A	A	A	A
Managing stress	A	A	A	A	A
Conflict Resolution	A	A	A	A	A
Attention to customer needs	A	A	A	A	A
Gender Sensitivity	A	A	A	A	A
<b>Functional / Skills</b>					
e-office	A	A	A	A	A
Program Management (focuses on outcomes)	A	A	A	A	A
Project Management (focuses on outputs)	A	A	A	A	A
MS Office (Excel, PPT, Word)	A	A	A	A	A
Public Financial Management System (PFMS)	A	A	A	A	A
Right to Information Act, 2005 (RTI)	A	A	A	A	A
Government e-Marketplace (GeM)	A	A	A	A	A
General Financial Rules, 2017 (GFR)	A	A	A	A	A
HRMS Rules	A	A	A	A	A
Procurement and Tender Writing	A	A	A	A	A
Establishment Rules & General Administration Matters of Government Departments	A	A	A	A	A
Budgeting	A	A	A	A	A
Bookkeeping & Accounting	A	A	A	A	A
Financial Management	A	A	A	A	A
Vigilance	B	B	B	B	B
Cabinet note, EFC or office order, noting and drafting	A	A	A	A	A

NIC applications (email, messenger, cloud storage and others)	A	A	A	A	A
Stakeholder Management	A	A	A	A	A
Quantitative & Analytical Skills	A	A	A	A	A
Scheme rules and guidelines	A	A	A	A	A
<b>Domain / Knowledge</b>					
Travel and Tourism Management	B	B	B	A	A
Understanding of Indian Geography	B	B	B	A	A
Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)	B	B	B	A	A
Tourism Economy	B	B	B	A	A
Emerging Trends in Tourism	B	B	B	A	A
Tourism Infrastructure know how	B	B	B	A	A
Types of Tourism Products	B	B	B	A	A
Tourism sectoral strategies and roadmaps	B	B	B	A	A
Sustainability in Tourism	B	B	B	A	A
Destination planning and product development	B	B	B	A	A
Carrying Capacity in Tourism	B	B	B	A	A

Relevant training interventions based on the competency assessment for various staff positions are detailed in the subsequent chapter.

# III. Enabling Environment

## 5. Organizational Processes

The review of existing Standard Operating Procedures (SOPs) and organizational processes has been carried out meticulously, considering the information available and incorporating valuable inputs received from stakeholders. This approach ensures that the processes are aligned with the evolving needs and challenges of the tourism sector, enabling the ministry to address emerging trends and cater to the changing preferences of travelers.

The organizational processes within the Ministry of Tourism are vital pillars that support the development and growth of the tourism sector. These processes are designed to ensure effective governance, smooth functioning, and adherence to quality standards in the industry. The definition and refinement of these processes have been derived from a comprehensive analysis of ministerial functions and the focus areas of different divisions within the ministry.

By establishing robust organizational processes, the Ministry of Tourism aims to enhance transparency, efficiency, and accountability in its operations. These processes serve as a foundation for the successful implementation of policies and initiatives, ultimately fostering the sustainable development and promotion of India's tourism sector.

**The figure below lists the various functions executed by the Ministry of Tourism as well as the various areas of focus for each division, which collectively form the organizational processes aimed at promoting and developing tourism in the country.**

*Figure 12: Functions, Focus Areas & Organizational Processes of MoT*

List of MoT Functions	List of Divisional Focus Areas	List of Org. Processes defined for MoT
Policy Matters	All Establishment and service/personal matters	Budgeting and Financial Management Process
Planning	Development, Refurbishment, Real Estate matters	Cash Management Process
Co-ordination	Financial Planning and Supervision	Governance and Administration Process
Regulation	Compensation Management	Information and Knowledge Management Process
Infrastructure & Product Development	Evaluating Administrative/Financial Requests	International Cooperation, Overseas Marketing, and Collaboration Process
Research, Analysis, Monitoring, and Evaluation	Event Management, Coordination with other Ministries	Quality and Standards Process
International Co-operation and External Assistance	Management of Autonomous Body's Administration and finance	Performance Monitoring and Evaluation Process
Establishment Matters	Development, Investment promotion facilitation,	Policy, and Strategy Formulation Process

	Ease of Doing Business	
Legislation and Parliamentary Work	Digital Services Coordination	Procurement and Contract Management Process
Overall Review of the Functioning of the Field Offices	Financing Infrastructure Development	Publicity and Marketing Management Process
Vigilance Matters	To schedule the Preparation of Budget	Emerging Technologies- Regulation and adoption process
Official Language: Implementation of Official Language Policy	Matters concerning tourism cooperation (bilateral/multilateral) and UNWTO.	Stakeholder Engagement and Consultation Process
VIP References	Managing Tourism Statistics	Scheme Formulation and Program Management Process
Budget Coordination and Related Matters	Initiatives for champion services sector scheme	Service Delivery and Citizen Centricity Process
Plan Coordination	Work of Eco & Wildlife Tourism, MICE Tourism, Sustainable Tourism	Vigilance and Grievance Handling Process
Overseas Marketing (OM) Work	Tourism Services Oversight	
Welfare, Grievances, and Protocol	Complaints Investigation Parliamentary work for the Ministry. Implementation of PRASAD Scheme	
	Administrative and policy matters of CPSUs	
	Tourism Promotion Initiatives	
	Processing and responding to RTI	
	Project Supervision	

## 5.1 Budgeting and Financial Management Process

This organizational process of Budgeting and Financial Management focuses on planning, allocating, utilization of financial resources, managing risks, and achieving financial stability and success in alignment with the organization's strategic objectives. The **General Financial Rules (GFR)** guidelines and **PFMS (Public Financial Management System)** an online platform is both implemented by the Department of Expenditure, Ministry of Finance and support the budgeting and financial management process at the Ministry of Tourism as well. Adherence to the GFR and PFMS are essential for all government departments and agencies to ensure responsible and transparent financial management.

- **The GFR** provides instructions and procedures related to financial management, procurement, expenditure control, and accounting in the Indian government. The GFR lays down the fundamental principles of financial management, such as economy, efficiency, and effectiveness

in the utilization of resources. It emphasizes the need for financial prudence, transparency, and accountability in government spending. The General Financial Rules are periodically updated to reflect changes in government policies and emerging financial management practices.

- The PFMS facilitates effective and transparent management of public funds. PFMS plays a crucial role in transforming the public financial management system in India by leveraging technology to improve efficiency, accountability, and governance in handling public funds.

<b>General Financial Rules (GFR)</b> <a href="#">Click for details</a>	<b>Public Financial Management System (PFMS)</b> <a href="#">Click for details</a>
<p><b>In the context of Budgeting and Financial Management at the Ministry of Tourism, the General Financial Rules (GFR) play a crucial role in providing a structured framework and guidelines for managing financial resources effectively and transparently. The GFR guides the budgeting process through:</b></p> <ol style="list-style-type: none"> <li>1. <b>Budget Preparation:</b> The GFR provides instructions on how to prepare the ministry's budget in accordance with the government's overall financial framework. It outlines the format, timelines, and necessary documentation for budget submissions, ensuring that the budget aligns with the ministry's strategic objectives.</li> <li>2. <b>Allocation of Funds:</b> The GFR establishes principles for the allocation of funds to different programs and activities within the Ministry of Tourism. It ensures that budgetary allocations are made based on the priorities of the government and the ministry's strategic goals.</li> <li>3. <b>Expenditure Control:</b> The GFR sets guidelines for expenditure control, emphasizing prudence and efficiency in utilizing financial resources. It helps the ministry in adhering to spending limits, preventing wasteful expenditure, and ensuring financial discipline.</li> <li>4. <b>Procurement and Contract Management:</b> The GFR provides rules and procedures for procurement and contracting in the ministry. It ensures that the procurement process follows fair and transparent practices, promotes competition, and achieves value for money in the acquisition of goods and services.</li> </ol>	<p><b>In the context of Budgeting and Financial Management at the Ministry of Tourism, PFMS plays a significant role in enhancing financial efficiency, transparency, and accountability. PFMS enables financial management through:</b></p> <ol style="list-style-type: none"> <li>1. <b>Fund Flow Management:</b> PFMS facilitates the efficient management of funds flow from the central government to the Ministry of Tourism. It ensures timely allocation of funds for various projects and schemes, streamlining the budgeting process.</li> <li>2. <b>Budget Allocation and Tracking:</b> PFMS provides a centralized platform for budget allocation and tracking. The ministry can allocate funds to different programs and projects, and PFMS helps monitor the utilization of these funds throughout the financial year.</li> <li>3. <b>Direct Benefit Transfer (DBT) Schemes:</b> PFMS supports the implementation of DBT schemes, ensuring that financial assistance reaches beneficiaries directly and eliminates intermediaries, reducing leakages and enhancing the effectiveness of welfare programs.</li> <li>4. <b>Digital Payments:</b> PFMS facilitates digital payment mechanisms, promoting cashless transactions for various financial activities within the ministry, such as disbursing salaries, making vendor payments, and funding project expenses.</li> <li>5. <b>Monitoring and Reporting:</b> PFMS offers real-time monitoring and reporting of financial transactions, enabling the ministry to track the progress of projects and programs. It provides detailed financial</li> </ol>

5. **Accounting and Reporting:** The GFR prescribes accounting principles and standards for maintaining accurate financial records and reporting. It ensures that the ministry's financial statements are prepared in compliance with established norms and are transparent and reliable.
6. **Financial Prudence:** The GFR emphasizes financial prudence, guiding the ministry in making sound financial decisions, managing risks, and safeguarding public funds.
7. **Internal Controls:** The GFR stresses the importance of robust internal controls within the ministry to prevent fraud, mismanagement, and financial irregularities. It promotes accountability and transparency in financial operations.
8. **Auditing:** The GFR mandates regular audits to assess the ministry's financial compliance and performance. Audits help identify areas for improvement and ensure adherence to financial rules and regulations.
9. **Cash Management:** The GFR provides guidelines for efficient cash management, enabling the ministry to optimize cash flow and effectively manage available funds.

By adhering to the General Financial Rules, the Ministry of Tourism manages its financial management practices, maintains transparency, and ensures effective utilization of financial resources to achieve its goals and objectives in promoting and developing the tourism sector. The GFR acts as a critical reference and guide, helping the ministry maintain financial discipline and accountability in its operations.

reports and dashboards, supporting data-driven decision-making.

6. **Transparency and Accountability:** By maintaining a transparent and auditable trail of financial transactions, PFMS enhances the ministry's accountability in handling public funds. It ensures that financial activities comply with established rules and regulations.
7. **Auditing and Compliance:** PFMS facilitates auditing and compliance processes by providing accurate and accessible financial data. This assists the ministry in preparing for internal and external audits and ensures adherence to financial rules and regulations.
8. **Consolidated Financial View:** PFMS offers a consolidated view of the ministry's financial performance, including budget allocations, expenditures, and fund utilization. This holistic view helps identify areas of cost savings and resource optimization.

PFMS streamlines various aspects of Budgeting and Financial Management at the Ministry of Tourism. It promotes efficient fund allocation, improves expenditure tracking, enhances transparency, and strengthens financial governance. By leveraging PFMS, the ministry manages financial processes, enhances decision-making, and ensures prudent utilization of public funds to support the development and promotion of the tourism sector.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 176: Evaluation of Budgeting and Financial Management Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Technology adoption, SOP implementation, capacity-building workshops and internal control strengthening can enhance efficiency and transparency. Performance-based incentives can motivate accountability.	Cross-functional collaboration, policy review, risk management strategies, and a comprehensive performance evaluation framework can further reinforce financial management practices. Feedback mechanisms enable continuous improvement in workflow and accountability within the Ministry.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
	▪ Are all concerned staff well versed with process?	No			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC, or office order, noting and	SOP development, organizing capacity-building workshops, and implementing a centralized document repository can enhance staff knowledge and accessibility. Cross-functional	Clear governance framework, quality assurance mechanisms, and knowledge-sharing platforms can strengthen the overall documentation process



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			drafting, NIC applications)	collaboration and regular reviews can ensure comprehensive and up-to-date documentation.	
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Strengthening data collection systems, organizing capacity-building workshops, fostering ownership of data analysis, promoting data-informed decision-making, and ensuring proficiency in data analysis tools are crucial.	Institutionalizing data analysis with a dedicated unit, training senior staff on data analysis, integrating data, disseminating, and visualizing data, and considering a data analytics team can further enhance the ministry's data analysis capabilities.
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Establishing a risk register, organizing capacity-building workshops, integrating risk considerations into the financial management framework, and designating risk champions are crucial.	Developing a risk management policy, conducting awareness campaigns, establishing risk review committees, promoting continuous learning, and providing risk management tools will further enhance the ministry's risk management
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					practices
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Establishing an accountability framework, organizing capacity-building workshops, implementing a compliance review mechanism, conducting awareness campaigns, and offering feedback and support are crucial	Developing a compliance policy and guidelines, forming a compliance monitoring committee, providing compliance resources, and creating a compliance support team will further enhance the ministry's compliance practices
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Conducting stakeholder mapping, developing a stakeholder engagement plan, organizing capacity-building workshops, establishing a feedback mechanism, and utilizing collaboration platforms are	Creating a stakeholder engagement policy, designating engagement champions, organizing regular engagement sessions, and implementing monitoring and evaluation will further
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				important	strengthen stakeholder interactions.
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Communicating clear performance indicators, organizing capacity-building workshops, encouraging staff participation in evaluations, and utilizing performance monitoring tools are crucial.	Developing a performance management policy, forming a performance review committee, creating a performance improvement plan, and introducing recognition and incentives will further enhance the ministry's ability to monitor and evaluate the effectiveness of the process
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No				

The process evaluation based on KPIs has identified areas of strength and improvement in the Budgeting and Financial Management process at the Ministry of Tourism. The capacity-building recommendations proposed at the Individual, Organizational, and Institutional levels aim to enhance financial governance, decision-making, and stakeholder engagement. By implementing these measures, the ministry can achieve better financial outcomes, improved transparency, and successful strategic objectives.

## 5.2 Cash Management Process

The organizational process of Cash Management focuses on optimizing cash inflows and outflows, ensuring liquidity, and effectively managing financial resources to achieve stability and success in line with the organization's strategic objectives. To support the Cash Management process at the Ministry of Tourism, the Department of Expenditure, Ministry of Finance implements the General Financial Rules (GFR) guidelines and the Public Financial Management System (PFMS), an online platform.

The GFR provides comprehensive instructions and procedures for financial management, procurement, expenditure control, and accounting in the Indian government. It emphasizes key principles like economy, efficiency, and effectiveness in resource utilization while promoting financial prudence, transparency, and accountability in government spending. The GFR is regularly updated to align with evolving government policies and modern financial management practices.

On the other hand, PFMS plays a crucial role in enhancing the management of public funds through improved efficiency, transparency, and accountability. It leverages technology to streamline cash flow management, optimize liquidity, and enhance financial governance. The PFMS platform transforms the public financial management system, facilitating better decision-making and monitoring of financial transactions.

Adherence to the GFR and utilization of PFMS support the Cash Management process at the Ministry of Tourism, ensuring responsible and transparent financial practices, and contributing to the overall financial health and success of the organization.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 177: Evaluation of Cash Management Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Project management, Establishment Rules &	Create a centralized knowledge repository with SOPs, manuals, guides, and FAQs. Encourage cross-functional collaboration for seamless integration of cash management processes.	Ensure full integration of PM tools with other ministry processes and systems. Implement a robust monitoring and evaluation system for cash management effectiveness. Introduce
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations					
			Individual	Organizational	Institutional			
	<ul style="list-style-type: none"> <li>▪ Covers all aspects of scheme/program?</li> <li>▪ Is there SOP/manual/guide/FAQs for process?</li> <li>▪ Are all concerned staff well versed with process?</li> </ul>	Yes Yes No	General Administration Matters of Government Departments, Communication Skills)	Conduct regular workshops and awareness sessions for staff to stay informed and improve accountability.	performance management systems to set clear expectations and provide feedback. Establish a structured feedback mechanism to promote continuous improvement.			
Documentation	<ul style="list-style-type: none"> <li>▪ Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No				Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Updating and centralizing process documentation, implementing a document management system, and conducting training sessions for staff to enhance their understanding of the process.	Regular reviews and audits must be conducted to maintain accuracy and relevance in the documentation. Clear standards and guidelines for process documentation should be established, and access controls should be implemented to ensure data security.
Data Analysis	<ul style="list-style-type: none"> <li>▪ Is performance data collected and analyzed throughout project/scheme period?</li> <li>▪ Is the analysis "owned"?</li> <li>▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>▪ Are staff well versed with data analysis tools?</li> <li>▪ Are senior staff well versed with using</li> </ul>	Yes No Yes No No				Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Establish a data analysis team responsible for conducting regular data analysis and generating insights to inform decision-making. Implement data analysis tools and	Develop standardized data analysis protocols and guidelines in alignment with GFR and PFMS requirements. Promote knowledge-sharing workshops and seminars to

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	such analysis/evidence to make decisions?			software, providing hands-on training to staff to enhance their proficiency in using these tools. Foster a culture of data ownership and accountability among staff by emphasizing the importance of data-driven decision-making.	familiarize senior staff with data analysis methodologies and their applications. Encourage the integration of data analysis into performance evaluation and reporting systems for ongoing projects/schemes. Establish a system for regular review and feedback on data analysis practices to continuously improve the quality of insights generated.
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Conduct comprehensive risk assessment workshops involving relevant stakeholders. Develop and update SOP/manual to include a dedicated section on risk management. Organize training sessions to educate staff on risk management	Integrate risk management principles into organizational policies. Create a risk management framework with defined roles and responsibilities. Conduct periodic reviews and audits of risk management processes.
	▪ Does the SOP/manual/guide/FAQs cover risk?	Yes			
	▪ Are staff well versed with risk management procedures?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				procedures.	Facilitate knowledge-sharing sessions to disseminate best practices.
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Conduct regular compliance awareness workshops for all staff members. Establish a compliance monitoring and reporting system to track adherence to requirements. Provide training sessions on the GFR and PFMS to ensure staff understanding of compliance guidelines.	Strengthen internal controls and implement regular compliance audits. Develop a centralized repository of compliance-related documents for easy access and reference. Foster a culture of compliance by recognizing and rewarding adherence to regulations.
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder	Conduct stakeholder mapping and analysis Develop tailored communication strategies Implement regular stakeholder engagement training sessions	Establish a feedback mechanism to capture stakeholders' perspectives and suggestions. Foster a culture of stakeholder-centric decision-making. Collaborate with other
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Management)		government departments and external stakeholders
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Implement regular performance review meetings to assess progress, identify areas of improvement, and enhance accountability. Establish a feedback mechanism to gather staff's insights and suggestions on the effectiveness of the process and potential areas for enhancement.	Develop a robust performance monitoring system. Foster a culture of continuous improvement by encouraging staff participation in evaluation process. Use the insights from performance evaluations to identify opportunities for streamlining the cash management process
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No				

The evaluation of the Cash Management process, guided by its key performance indicators, has highlighted both strengths and areas for improvement within the Ministry of Tourism. The capacity-building recommendations put forth at the Individual, Organizational, and Institutional levels are designed to strengthen financial governance, decision-making processes, and stakeholder engagement. By adopting these measures, the ministry can attain enhanced financial outcomes, increased transparency, and successful realization of strategic objectives.



### 5.3 Governance and administration Process

This organizational process of Governance and administration focuses on managing human resource, ensuring compliance with the Right to Information Act, handling legal matters, and responding to parliamentary questions. These functions contribute to effective and transparent governance, accountability, and efficient functioning of government organizations. Various acts, guidelines and rules concerned with governance and administration process are tabulated below.

*Table 178: Summary of Acts and Rules involved in Governance and Administration*

S. No.	Concerned Authority / Document	Brief Description	Link
1.	<b>Various Acts, guidelines and rules issued by Department of Personnel and Training</b>	<p>The Department of Personnel and Training (DoPT) plays a crucial role in administration matters of the Ministry of Tourism. As the central personnel agency of the Government of India, DoPT is responsible for formulating and implementing policies related to human resource management, recruitment, training, and administrative procedures for various government ministries and departments, including the Ministry of Tourism.</p> <p>Specifically, the DoPT's role in the administration matters of the Ministry of Tourism includes:</p> <ol style="list-style-type: none"> <li><b>Human Resource Management:</b> DoPT formulates policies and guidelines related to the recruitment, promotion, and career progression of government officials working in the Ministry of Tourism. It ensures that the recruitment process is fair, transparent, and merit-based, and that the workforce is appropriately skilled and qualified to carry out their roles effectively.</li> <li><b>Training and Capacity Building:</b> DoPT designs and conducts various training programs and capacity-building initiatives for government officials, including those in the Ministry of Tourism. These programs aim to enhance their skills, knowledge, and competency in their respective areas of work.</li> </ol>	<a href="#">Click here for details</a>

S. No.	Concerned Authority / Document	Brief Description	Link
		<p>3. <b>Performance Management:</b> DoPT establishes performance management systems and guidelines to assess and evaluate the performance of government officials, including those in the Ministry of Tourism. It helps in promoting a performance-driven culture and identifying areas for improvement.</p> <p>4. <b>Administrative Procedures:</b> DoPT formulates standard operating procedures and guidelines for administrative matters within the Ministry of Tourism. This includes matters related to leave rules, financial approvals, and other administrative processes to ensure efficiency and consistency in operations.</p> <p>5. <b>Policy Implementation:</b> DoPT ensures that the policies and directives issued by the central government, including those related to administration matters, are effectively implemented within the Ministry of Tourism.</p>	
2.	<b>Guidelines issued on the Right to Information Act</b>	<p>The "Guidelines on Right to Information Act, 2005" provide a concise and comprehensive reference for understanding and implementing the Right to Information (RTI) Act in India. They cover the key provisions of the act, the process of filing RTI applications, and the responsibilities of public authorities in ensuring transparency and accountability.</p> <p>The guidelines emphasize the importance of proactive disclosure of information by public authorities, promoting a culture of openness and accessibility to information. They also address issues of confidentiality and privacy in handling information requests and appeals.</p> <p>With a focus on empowering citizens to access information, the guidelines stress the need for appointing designated officers to facilitate the RTI process. Additionally, they outline the procedures</p>	<a href="#">Click here for details</a>

S. No.	Concerned Authority / Document	Brief Description	Link
		for redressal in case of unsatisfactory responses, ensuring a mechanism for resolving grievances.	
3.	<b>Guidelines on Procedure on Parliamentary Matters in the Ministry of Tourism</b>	The "Guidelines on Procedure on Parliamentary Matters in the Ministry of Tourism" outline the procedural framework and protocols to be followed when dealing with parliamentary matters. These guidelines ensure effective communication and coordination between the Ministry and the Parliament, including preparing responses to parliamentary questions, participating in parliamentary debates, and providing necessary information to parliamentary committees. By adhering to these guidelines, the Ministry of Tourism upholds transparency, accountability, and responsiveness in its parliamentary engagements, promoting effective governance and public representation.	<a href="#">Click here for details</a>

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 179: Evaluation of Governance and Administration Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Project management, Establishment Rules &	Integrating project management tools with other systems and implementing project-specific training will foster improved decision-making and performance accountability.	Review and update policies based on DoPT, RTI, and parliamentary guidelines. Implement a performance monitoring mechanism to assess KPIs, develop a stakeholder
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations					
			Individual	Organizational	Institutional			
	<ul style="list-style-type: none"> <li>Covers all aspects of scheme/program?</li> <li>Is there SOP/manual/guide/FAQs for process?</li> <li>Are all concerned staff well versed with process?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>No</p>	<p>General Administration Matters of Government Departments, Communication Skills)</p>	<p>Developing clear SOPs will further enhance transparency and efficiency.</p>	<p>engagement strategy for transparency and accountability, and organize leadership development programs for evidence-based decision-making and strategic planning.</p>			
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No				<p>Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)</p>	<p>Implementing a document management system, standardizing documentation formats, and ensuring regular review and updates are recommended</p>	<p>Ensuring policy and guideline compliance, introducing performance-based incentives, organizing knowledge-sharing workshops, and conducting regular audits and assessments are suggested</p>
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> <li>Is the analysis "owned"?</li> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>Are staff well versed with data analysis tools?</li> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>				<p>Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative &amp; Analytical Skills, Analytical thinking)</p>	<p>Establish ownership of data analysis within project teams. Encourage data-driven reviews and discussions. Develop case studies to showcase the impact of data analysis.</p>	<p>Implement a centralized data repository. Establish a dedicated data analysis team. Organize workshops for senior staff on data analysis. Promote a culture of evidence-based decision-making. Foster collaboration</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					and sharing of best practices.
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Integrate risk assessment tools into existing SOPs. Designate risk champions within departments. Conduct regular risk awareness campaigns and workshops. Encourage a culture of risk awareness and reporting.	Conduct an institutional risk assessment. Formulate a risk management policy aligned with relevant guidelines. Develop a risk management framework. Provide specialized training for senior management. Implement periodic reviews and updates for risk management practices.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS	Clear roles and responsibilities to ensure accountability. Updated and comprehensive SOPs/manuals for compliance. Regular communication of compliance updates to staff. Periodic workshops to improve staff understanding.	Review and improve compliance processes. Establish a Compliance Review Committee. Implement a compliance monitoring system with audits. Advanced training for senior staff as compliance mentors. Foster a culture of
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)		compliance and ethics through awareness campaigns.
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Develop a stakeholder mapping and analysis framework. Design and implement tailored communication strategies for different stakeholder groups. Foster a culture of proactive engagement and responsiveness to stakeholder needs. Establish feedback mechanisms to gather stakeholders' opinions and suggestions.	Create a dedicated stakeholder engagement unit within the Ministry of Tourism. Develop guidelines and SOPs for stakeholder engagement. Implement regular stakeholder forums and consultations to gather input on policy and programs. Encourage collaboration with other ministries and external stakeholders for cross-cutting initiatives. Monitor and evaluate stakeholder engagement activities to measure effectiveness and impact.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance	<ul style="list-style-type: none"> <li>Are there clear performance</li> </ul>	Yes	Training on various	Develop a	Conduct periodic

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Management	indicators to define success, effectiveness and efficiency of the process?		courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	performance measurement framework with clear indicators aligned with strategic objectives. Establish timelines for process completion and ensure accountability. Implement a functional performance monitoring system for real-time tracking. Assign clear accountability for tasks and foster ownership among employees.	institutional performance reviews to monitor progress and efficiency. Establish feedback mechanisms for staff to share insights and challenges. Provide specialized training to senior staff for evidence-based decision-making. Promote knowledge sharing among staff for best practices. Recognize and incentivize outstanding performance to motivate employees.
	▪ Is there a timeline for completing each step of the process?	Yes			
	▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	No			
	▪ Is accountability for completing the step/task assigned?	Yes			
	▪ Are there time/labour redundancies in the process?	No			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	No			

The evaluation of the Governance and Administration process, based on its key performance indicators, has identified strengths and areas for improvement within the Ministry of Tourism. The capacity-building recommendations proposed at the Individual, Organizational, and Institutional levels aim to bolster governance, administrative decision-making processes, and stakeholder engagement. By implementing these measures, the ministry can achieve improved outcomes, heightened transparency, and successful fulfillment of strategic objectives.

## 5.4 Information and Knowledge Management Process

This organizational process of Information and knowledge management focuses on gathering, organizing, and analyzing data and information to derive meaningful insights. These processes involve the systematic collection, storage, retrieval, and dissemination of relevant data and knowledge within the organization.

The mentioned tools and policies play a significant role in information and knowledge management within the Ministry of Tourism. The e-Governance Competency Framework enhances capacity building by defining competencies for e-governance projects. The National Data Sharing and Accessibility Policy facilitates secure and standardized data sharing. NIDHI and SAATHI provide online systems for hotel project approvals and COVID-19 preparedness. Incredible India's website and app serve as a digital platform for tourism-related information. E-office and eHRMS enable efficient file sharing and HR management. UTSAV portal showcases festival and event calendars, promoting cultural tourism. Together, these tools and policies foster data-driven decision-making, transparency, and innovation in the tourism sector.

*Table 180: Tools and Policies supporting Information and Knowledge Management*

S. No.	Knowledge Management Policy and tools	Key Features
1.	<b>e-Governance Competency Framework</b>	<ul style="list-style-type: none"> <li>The Department of Electronics and Information Technology has issued an e-Governance Competency Framework with implementation toolkit for Digital India. The objective of the framework is to enhance capacity building in e-governance projects by establishing a clear structure for the e-governance team and conducting a fact-based analysis of training needs for competency benchmarking. This framework aims to identify and define the necessary competencies for various roles within e-governance projects, providing step-by-step guidance for structuring the team and assessing training requirements based on factual data.</li> <li><a href="#">Click here for details</a></li> </ul>
2.	<b>National Data Sharing and Accessibility Policy-2012</b>	<ul style="list-style-type: none"> <li>The Implementation Guidelines for the National Data Sharing and Accessibility Policy (NDSAP) outline the framework and procedures for the effective implementation of the policy. These guidelines provide directions and recommendations for government departments and agencies to facilitate the sharing and accessibility of data in a secure and standardized manner. The guidelines cover aspects such as data classification, metadata standards, data sharing agreements, data security, privacy protection, capacity building, and monitoring and evaluation. The aim of the guidelines is to promote a culture of data sharing and enhance the availability, accessibility, and usability of government data for promoting transparency, innovation, and evidence-based decision-making.</li> <li><a href="#">Click here for details</a></li> </ul>
3.	<b>National Integrated Database of Hospitality Industry (NIDHI)</b>	<ul style="list-style-type: none"> <li>Ministry has introduced an online system of receiving, processing, and conveying/ granting approvals for hotel project, hotel classification / re-classification status to functioning hotels and project level approval for hotel under construction</li> <li>Under the NIDHI Scheme, all types of accommodation units can be registered on the portal <a href="http://nidhi.nic.in">nidhi.nic.in</a>, an integrated database of hospitality industry</li> </ul>



S. No.	Knowledge Management Policy and tools	Key Features
		<ul style="list-style-type: none"> <li>Website: <a href="https://nidhi.nic.in/">https://nidhi.nic.in/</a></li> </ul>
4.	<b>System for Assessment, Awareness and Training for Hospitality Industry (SAATHI)</b>	<ul style="list-style-type: none"> <li>SAATHI is a System for Assessment, Awareness &amp; Training for Hospitality Industry which aims to assist the industry in their preparedness to continue operations safely and mitigate risks arising out of the COVID-19 pandemic, and to instill confidence amongst the staff and guests that the hospitality unit has exhibited intent towards ensuring safety and hygiene at the workplace.</li> <li>Website: <a href="https://saathi.qcin.org/">https://saathi.qcin.org/</a></li> </ul>
5.	<b>Incredible India Tourism Website and mobile app</b>	<ul style="list-style-type: none"> <li>Incredible India is designed as a one-stop digital information and service platform that serves all hospitality, travel &amp; tourism related needs of a tourist.</li> <li>Incredible India' mobile application assists international and domestic tourists to access information about destinations, attractions and experiences that are also featured on the Incredible India website. Along with this information, the mobile app also features map integration, emergency contacts' listing.</li> <li>Website: <a href="https://www.incredibleindia.org/">https://www.incredibleindia.org/</a></li> </ul>
6.	<b>E-office</b>	<ul style="list-style-type: none"> <li>eOffice is a Mission Mode Project (MMP) under the National e-Governance programme of the government developed by National Informatics Centre (NIC)</li> <li>It is a cloud enabled software that can be deployed/hosted in any data center or in any cloud identified by the organization.</li> <li>It includes e-file, KMS, SPARROW, PIMS for file sharing, knowledge management, performance appraisal, and personnel records respectively.</li> <li>Website: <a href="https://eoffice.gov.in/">https://eoffice.gov.in/</a></li> </ul>
7.	<b>eHRMS</b>	<ul style="list-style-type: none"> <li>The e-HRMS system has been designed and developed by NIC to maintain digital database of all employees for effective HR management.</li> <li>Website: <a href="https://ehrms.gov.in/">https://ehrms.gov.in/</a></li> </ul>
8.	<b>UTSAV portal</b>	<ul style="list-style-type: none"> <li>Ministry of Tourism has developed UTSAB, a portal for festival, events and live darshan across the country. This portal showcases the month-wise and State wise calendar contents on festivals, Events and Online Pooja/Aarti.</li> </ul>

S. No.	Knowledge Management Policy and tools	Key Features
		<ul style="list-style-type: none"> <li>It will also have the official social media links, official websites, brochures, contact details of the organizing committee and the details of how to reach the destination</li> <li>Website: <a href="https://utsav.gov.in/">https://utsav.gov.in/</a></li> </ul>

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 181: Evaluation of Information and Knowledge Management Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Create a Centralized Knowledge Repository with SOPs, manuals, guides, and FAQs to ensure easy access and updates for all staff members. Encourage Cross-Functional Collaboration among different departments to integrate the processes seamlessly with other functions. Introduce performance management systems that define clear expectations and	Ensure complete integration of project management tools with other ministry processes and systems. Establish a strong monitoring and evaluation system specifically for information and knowledge management. Regularly assess KPIs to identify areas for improvement and enhance overall efficiency. Create a structured feedback mechanism
	Project-specific system or generic?	Yes Project Specific			
	Online/offline/hybrid management tools?	Yes Hybrid			
	Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	Clear well-defined processes?	Yes			
	Covers all aspects of scheme/program?	Yes			
	Is there SOP/manual/guide/FAQs for process?	Yes			
Are all concerned staff well versed with process?	No				

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				provide feedback to align individual goals with the ministry's objectives. This will enhance accountability and ensure alignment with organizational goals.	to gather insights, suggestions, and concerns from staff members about the information and knowledge management process. Encourage transparency and continuous improvement at the institutional level.
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Set up a systematic document review process, develop a centralized digital repository to store all process documentation, prepare clear SOPs (Standard Operating Procedures) for document management outlining the step-by-step process for creating, updating, and storing process documentation	Institutionalize Knowledge Management Culture, Define key performance indicators (KPIs) related to documentation, such as the percentage of up-to-date process documents and ease of access for staff. Recognize and Reward Best Practices, incentivize staff members who excel in maintaining and utilizing up-to-date process documentation
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and</li> </ul>	Yes	Training on various	Encourage	Develop a data

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations					
			Individual	Organizational	Institutional			
	<p>analyzed throughout project/scheme period?</p> <ul style="list-style-type: none"> <li>▪ Is the analysis “owned”?</li> <li>▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>▪ Are staff well versed with data analysis tools?</li> <li>▪ Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	<p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>courses for effective Data Analysis in Division level ACBP’s targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative &amp; Analytical Skills, Analytical thinking)</p>	<p>collaboration and cross-functional learning to enhance data analysis capabilities. Provide access to online resources, tutorials, and guides on data analysis tools and techniques. Identify and nurture data analysis champions within the organization.</p>	<p>governance framework to ensure data ownership and responsibility are clearly defined. Formulate a data analysis policy that outlines the importance of data analysis in decision-making processes. Create a Data Analysis Advisory Board comprising data experts, analysts, and stakeholders</p>			
Risk Management	<ul style="list-style-type: none"> <li>▪ Are risks associated with the process identified and managed appropriately?</li> <li>▪ Does the SOP/manual/guide/FAQs cover risk?</li> <li>▪ Are staff well versed with risk management procedures?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>No</p>				<p>Training on various courses for effective Risk Management in Division level ACBP’s targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)</p>	<p>Develop a clear communication protocol for reporting risks and incidents related to the Information and Knowledge Management Process. Organize regular workshops or awareness sessions to educate employees. Integrate risk management tools with existing knowledge</p>	<p>Formulate a comprehensive risk management policy that outlines the ministry’s approach to risk identification, assessment, and mitigation, establish a Risk Management Committee, define key risk management metrics to evaluate the effectiveness of risk mitigation efforts, encourage a culture of continuous</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				management systems and software.	improvement in risk management practices.
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Ensure all compliance-related documents, including SOPs, manuals, guides, and FAQs, are centralized in an easily accessible knowledge repository Organize regular awareness campaigns to highlight the importance of compliance within the organization. Implement a robust compliance review mechanism to periodically assess the organization's adherence to compliance requirements	Establish a Compliance Governance Framework to provide clear guidelines and responsibilities for compliance management. Develop a systematic compliance monitoring and reporting system that tracks compliance status and progress. Appoint senior staff members as compliance mentors to guide and support other employees.
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g.,	Stakeholder mapping and analysis, stakeholder engagement training, development of a stakeholder engagement plan, and the establishment of a	Formulating a stakeholder engagement policy, creating a dedicated stakeholder relationship management function,
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Stakeholder Management)	formal feedback mechanism.	implementing monitoring and evaluation of stakeholder engagement efforts, and establishing knowledge sharing platforms.
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Establishing a performance monitoring system and conducting regular evaluations to assess the effectiveness of the process. Additionally, creating a feedback mechanism to encourage staff participation and improve performance is essential	Implement performance management systems that set clear expectations and provide feedback to staff, thereby promoting a culture of continuous improvement.
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the Information and Knowledge Management Process in the Ministry of Tourism highlights strengths and areas for improvement. Capacity-building recommendations include enhancing information sharing, data analysis capabilities, and risk management integration. Implementation of these measures will lead to improved decision-making, transparency, and successful achievement of strategic goals within the ministry.

## 5.5 International Cooperation, Overseas Marketing and Collaboration Process

This organizational process of International Cooperation, Overseas Marketing and Collaboration focuses on strengthening ties with other countries and promoting India's tourism offerings on the global stage. The Ministry identifies potential partner nations and engages in diplomatic dialogues to establish cooperative agreements and initiatives that boost tourism development and promotion. This comprehensive process not only enhances India's global presence but also contributes to sustainable growth in the tourism industry, making India a sought-after destination for international travelers.

*Table 182: Divisions and Guidelines relevant to International Cooperation, Overseas Marketing and Collaboration Process*

S. No.	Concerned Division and Guidelines	Brief Description	Link
1.	<b>International Cooperation</b>	The International Co-operation Division of the Ministry of Tourism plays a crucial role in fostering international cooperation and collaboration in the field of tourism. It actively engages with international organizations and countries to promote tourism partnerships and agreements. The division conducts negotiations and facilitates joint working group meetings and joint commission meetings with relevant ministries to enhance tourism development and promotion. Through effective international engagements, the division aims to position India as a preferred tourism destination and increase its share in the global tourism market.	<a href="#">Click here for details</a>
2.	<b>Overseas Marketing – Guidelines for Marketing Development Assistance</b>	Guidelines issued by the Ministry of Tourism for Marketing Development assessment. The MDA Scheme extends financial support to approved tourism service providers authorized by the Ministry of Tourism, Government of India, or the respective State Government/Union Territory (UT) Administration. This support is allocated for conducting promotion and marketing activities in overseas markets to enhance India's tourism appeal. Additionally, Tourism Departments of State Governments/UT Administrations are	<a href="#">Click here for details</a>

S. No.	Concerned Division and Guidelines	Brief Description	Link
		also eligible to receive financial assistance under this scheme.	
3.	<b>Overseas Marketing – Guidelines for Joint Advertising support</b>	The guidelines for Joint Advertising Support in the Ministry of Tourism aim to promote India's tourism products among travel trade and potential consumers. The support is extended to tour operators, travel agents, and other organizations to include India's tourism offerings in their promotional materials. The advertising support is limited to a specified percentage of the total cost, and its objective is to attract newcomers to promote India tours while maintaining India's presence in the promotional materials of existing agencies. An analysis is conducted to recommend the appropriate support, and the returns on the support are regularly monitored.	<a href="#">Click here for details</a>
4.	<b>Overseas Marketing – Guidelines for Brochure support</b>	The guidelines for brochure support in the Ministry of Tourism aim to promote India's tourism products among the travel trade and potential consumers. The support is extended to tour operators and other organizations to include India's tourism offerings in their promotional materials. The brochure support is limited to a specified percentage of the total cost for India-related pages, and its objective is to attract newcomers to promote India tours while maintaining India's presence in the brochures of existing agencies. An analysis is conducted to recommend the appropriate support, and the returns on the support are regularly monitored.	<a href="#">Click here for details</a>

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 183: Evaluation of International Cooperation, Overseas Marketing and Collaboration Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	<ul style="list-style-type: none"> <li>End-to-end management systems in place?</li> </ul>	Yes	Training on various courses for effective	Establish a centralized repository	Collaborate with international



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>▪ Project-specific system or generic?</li> </ul>	Yes Project Specific	workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	with SOPs, manuals, guides, and FAQs for easy access by all staff. Encourage collaboration among departments for seamless integration of processes. Implement performance systems with clear expectations and regular evaluations.	organizations for specialized training opportunities. Create internal platforms for staff to exchange experiences and best practices. Provide guidance and support through mentorship programs.
	<ul style="list-style-type: none"> <li>▪ Online/offline/hybrid management tools?</li> </ul>	Yes Hybrid			
	<ul style="list-style-type: none"> <li>▪ Are the PM tools integrated with other processes and systems of the MDO?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Clear well-defined processes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Covers all aspects of scheme/program?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Is there SOP/manual/guide/FAQs for process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are all concerned staff well versed with process?</li> </ul>	No			
Documentation	<ul style="list-style-type: none"> <li>▪ Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Establish a centralized digital platform for easy access to documentation. Implement document management tools for streamlined processes.	Develop a policy focused on process documentation. Form a committee for periodic documentation review. Introduce internal audits and compliance checks.
Data Analysis	<ul style="list-style-type: none"> <li>▪ Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training	Establish a dedicated data analysis unit to take ownership of data analysis processes. Organize regular Data	Develop a data analysis policy and guidelines for the ministry. Provide advanced training on data
	<ul style="list-style-type: none"> <li>▪ Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>▪ Is such data used to inform/support decision-making of ongoing and</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations					
			Individual	Organizational	Institutional			
	future projects/schemes? ▪ Are staff well versed with data analysis tools? ▪ Are senior staff well versed with using such analysis/evidence to make decisions?	No No	Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Analysis Workshops for staff at all levels. Integrate data analysis into the workflow of ongoing projects and schemes. Encourage cross-functional collaboration to share insights and findings from data analysis.	analysis for senior staff. Implement a performance evaluation system that incorporates data-driven decision-making. Establish a feedback mechanism to collect insights from staff on using data for decision-making.			
Risk Management	▪ Are risks associated with the process identified and managed appropriately? ▪ Does the SOP/manual/guide/FAQs cover risk? ▪ Are staff well versed with risk management procedures?	Yes Yes No				Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Establish a Risk Register to record and monitor identified risks, their potential impact, and mitigation measures. Conduct Comprehensive Risk Assessment Workshops. Designate Risk Champions and organize awareness campaigns	Develop and Update SOP/Manual. Embed risk assessment tools and templates into existing SOPs. Develop a Clear Communication Protocol. Formulate a Risk Management Policy. Establish a Risk Management Committee. Define Key Risk Management Metrics
Compliance	▪ Are there compliance/reporting requirements in place? ▪ Is accountability for each step defined? ▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance	Yes Yes Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training	Develop a Compliance Policy and Guidelines. Implement a Compliance Review Mechanism. Conduct	Create a Compliance Monitoring Committee. Provide Compliance Resources such as reference materials,			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	requirements? ▪ Are staff well versed with compliance requirements?	No	Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Awareness Campaigns, Offer Feedback and Support	templates, and tools. Designate a Compliance Support Team and formulate a framework that outlines roles, responsibilities, and reporting lines related to compliance. Regularly Review and Update SOPs
Stakeholder Engagement	▪ Does the project management system cover all stakeholders?	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Conduct Stakeholder Mapping, develop a Stakeholder Engagement Plan, establish a Feedback Mechanism	Create a Stakeholder Engagement Policy, designate Engagement Champions, establish a monitoring and evaluation framework
	▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Yes			
	▪ Are stakeholders involved and consulted throughout the process as per requirement?	Yes			
Performance Management	▪ Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules,	Develop a Performance Management Policy. Implement a Feedback Mechanism. Integrate a functional performance monitoring system for	Establish a Performance Review Committee. Develop a Performance Improvement Plan. Recognize and Incentivize Performance. Integrate
	▪ Is there a timeline for completing each step of the process?	Yes			
	▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>▪ Is accountability for completing the step/task assigned?</li> </ul>	Yes	Establishment Rules & General Administration Matters of Government Departments)	the process that tracks progress, identifies bottlenecks, and highlights areas of improvement.	Performance Management in Staff Training
	<ul style="list-style-type: none"> <li>▪ Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>▪ Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the International Cooperation and Overseas Marketing Process in the Ministry of Tourism reveals several strengths and opportunities for improvement. Capacity-building recommendations focus on enhancing cross-functional collaboration, risk management, stakeholder engagement, and performance monitoring. By implementing these measures, the ministry can strengthen its global partnerships, marketing efforts, and overall effectiveness in promoting tourism, leading to enhanced international engagement and increased market share.

## 5.6 Quality and Standards Process

The Quality and Standards process within the Ministry of Tourism focuses on establishing and adhering to strong legislative frameworks, regulations, and quality standards in the tourism industry. By issuing guidelines and best practices, this process ensures responsible and safe functioning of the sector, providing an enjoyable experience for tourists, and promoting sustainable tourism practices. It plays a crucial role in maintaining high-quality standards, enhancing safety measures, and ensuring the well-being of tourists and stakeholders involved in the tourism sector.

The Ministry of Tourism has issued various operational recommendations and guidelines to ensure safety, quality, and customer satisfaction in the hospitality sector. These include measures for hotels, guest houses, convention centers, motels, heritage hotels, B&Bs, homestays, restaurants, and online travel aggregators. The guidelines tabulated below cover aspects such as health protocols, contactless services, social distancing, enhanced cleaning, and sustainable practices to promote responsible and authentic tourism experiences in India. The focus is on maintaining high standards while preserving cultural and historical significance.

Table 184: Recommendations and Guidelines relevant to Quality and Standards Process

Sr. No.	Title	Brief Description	Download/Details
1	<b>Operational Recommendations for Hotels</b>	The Ministry of Tourism's Quality and Standards Division has formulated operational recommendations for hotels to enhance safety, quality, and customer experience. Key measures include implementing health and hygiene protocols, contactless check-in, social distancing, food safety, staff training, enhanced cleaning, and sustainable practices. These recommendations aim to create a safe and welcoming environment for guests and promote responsible tourism practices in India.	<a href="#">Download</a>
2	<b>Guidelines for Approval of Guest Houses</b>	The Quality and Standards Division of the Ministry of Tourism provides guidelines for the approval of guest houses. These guidelines ensure that guest houses meet specific criteria related to safety, hygiene, facilities, and services to offer a comfortable and secure stay for guests.	<a href="#">Download</a>
3	<b>Approval of Convention Centers</b>	For convention centers to be officially recognized, they must adhere to the operational guidelines set by the Ministry of Tourism. These guidelines focus on factors like infrastructure, capacity, facilities, and services to support and host various events and conferences.	<a href="#">Download</a>
4	<b>Guidelines for approval of Operational Motels</b>	The Ministry of Tourism lays out guidelines for the approval of operational motels. These guidelines outline the requirements for motels to meet specific standards related to accommodations, amenities, and services to cater to travelers' needs.	<a href="#">Download</a>
5	<b>Common national standards and guidelines for classification of Incredible India Bed &amp; Breakfast Establishments and Incredible India homestay establishments.</b>	The Quality and Standards Division sets common national standards and guidelines for classifying Incredible India Bed & Breakfast (B&B) and Homestay establishments. These standards ensure that B&Bs and homestays provide authentic and quality experiences for tourists while maintaining proper safety and service standards.	<a href="#">Download</a>
6	<b>Operational Recommendations for Restaurants.</b>	The Ministry of Tourism provides operational recommendations for restaurants to ensure safety, hygiene, and quality in their operations. These recommendations include measures such as health protocols, contactless ordering, social distancing, and enhanced cleaning to promote responsible dining practices.	<a href="#">Download</a>

Sr. No.	Title	Brief Description	Download/Details
7	<b>Approval of Heritage Hotels</b>	Heritage hotels seeking recognition must follow the approval guidelines set by the Ministry of Tourism. These guidelines focus on preserving the historical and cultural significance of heritage hotels while maintaining modern amenities and services for guests.	<a href="#">Download</a>
8	<b>Guidelines for Classification / Re-Classification of Legacy Vintage Hotels.</b>	The Ministry of Tourism has specific guidelines for classifying or re-classifying legacy vintage hotels. These guidelines evaluate factors like historical significance, architectural value, and quality of facilities to ensure their proper recognition and categorization.	<a href="#">Download</a>
9	<b>Guidelines for approval of Online Travel Aggregators (OTA).</b>	Online Travel Aggregators seeking approval must comply with the guidelines set by the Ministry of Tourism. These guidelines ensure that OTAs offer transparent and reliable services while promoting tourism and hospitality businesses across India	<a href="#">Download</a>

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 185: Evaluation of Quality and Standards Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government	Create detailed SOPs, manuals, guides, and FAQs for the entire process to ensure clarity and consistency in workflow. Establish Feedback Mechanism to gather inputs on any challenges or improvements needed in the current workflow.	Encourage cross-functional collaboration between different divisions. Introduce performance-based incentives. Conduct periodic reviews of the workflow and accountability processes. Establish platforms for
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<p>scheme/program?</p> <ul style="list-style-type: none"> <li>▪ Is there SOP/manual/guide/FAQs for process?</li> <li>▪ Are all concerned staff well versed with process?</li> </ul>	<p>Yes</p> <p>No</p>	Departments, Communication Skills)		knowledge sharing.
Documentation	<ul style="list-style-type: none"> <li>▪ Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No			
Data Analysis	<ul style="list-style-type: none"> <li>▪ Is performance data collected and analyzed throughout project/scheme period?</li> <li>▪ Is the analysis "owned"?</li> <li>▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>▪ Are staff well versed with data analysis tools?</li> <li>▪ Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative &amp; Analytical Skills, Analytical thinking)</p>	<p>Foster collaborative efforts and cross-disciplinary learning to elevate data analysis capabilities. Establish uniform procedures for data collection, cleaning, analysis, and reporting to ensure consistent and accurate data analysis practices. Provide access to data analysis tools and software, including</p>	<p>Formulate a data analysis policy that highlights the significance of data analysis in driving informed decision-making processes. This policy will emphasize the role of data analysis in enhancing organizational effectiveness. Foster a culture of data-driven decision-</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				statistical applications.	making and continuous improvement.
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Develop a clear and comprehensive risk management strategy that includes defined objectives, roles and responsibilities. Encourage a culture of risk awareness and accountability throughout the organization.	Monitor and evaluate the effectiveness of risk management processes. Conduct a comprehensive risk assessment to identify potential risks and prioritize them based on their potential impact
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules &	Ensure wholehearted commitment from senior leadership for compliance, establishing a cornerstone for a culture of organizational adherence. Establish clear and accessible policies and procedures that outline compliance expectations, processes, and consequences for non-compliance. Recognize and reward employees who consistently uphold compliance standards.	Designate a specialized team responsible for overseeing, implementing and monitoring compliance initiatives across the organization. Utilize compliance management software or tools to streamline processes, track compliance activities, and manage documentation.
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			General Administration Matters of Government Departments, Vigilance)		
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Develop engagement strategies detailing goals, approaches, and desired results for stakeholder involvement. Craft diverse activities like surveys, workshops, online forums, and town hall sessions to promote interactive dialogue. Ensure transparency by openly sharing pertinent details about the organization's actions, performance, and decision-making. Foster trust among stakeholders by upholding accountability for commitments and behaviors.	Involve stakeholders in decision-making processes related to quality and standard improvements. Seek their input to ensure a more comprehensive and effective approach. Organize workshops, focus groups, and forums where stakeholders can contribute ideas, provide feedback, and collaborate on improving quality and standard processes. Set up effective communication routes to share quality and standard process updates.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training	Create precise KPIs to gauge quality and standard process effectiveness. Leverage pertinent data for tracking progress and pinpointing areas	Promote cross functional collaboration to collectively tackle performance challenges and tap into diverse
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	the process that pose high risk in terms of timeline for completion?		Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	needing enhancement. Regularly review team performance in quality processes. Offer constructive feedback and foster professional growth.	expertise. Promote transparent communication of performance outcomes throughout the institution to enhance accountability and alignment with quality standards.
	▪ Is accountability for completing the step/task assigned?	Yes			
	▪ Are there time/labour redundancies in the process?	No			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	No			

The evaluation of the Quality and Standards Process in the Ministry of Tourism has identified key strengths and areas for improvement. Capacity-building recommendations aim to bolster legislative compliance, adherence to quality standards, and the overall responsible functioning of the tourism industry. By implementing these measures, the ministry can ensure a safe and enjoyable experience for tourists, promote sustainable tourism practices, and maintain high-quality standards in the hospitality sector. These initiatives will contribute to the growth and reputation of India's tourism industry and solidify its position as a responsible and reliable global destination.

## 5.7 Performance Monitoring and Evaluation Process

This organizational process of performance management and evaluation focuses on assessing and enhancing the performance of organizational staff, teams, and overall organizational effectiveness. It is a systematic process that aims to align individual and team goals with the strategic objectives of the organization.

The "Brochure on Preparation & Maintenance of Annual Performance Assessment Report for Central Civil Services" offers comprehensive guidance for the fair and transparent evaluation of employees' performance in the Central Civil Services of India. It outlines the roles of Reporting and Reviewing Officers, defines performance parameters, emphasizes self-assessment, sets timelines for each stage of the process, and explains the grading system. The brochure emphasizes the confidentiality of the process, provides a mechanism for dispute resolution, and encourages

regular monitoring and feedback. Ultimately, the brochure aims to establish a standardized and accountable performance assessment system to enhance the efficiency and effectiveness of the Central Civil Services workforce.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 186: Evaluation of Performance Monitoring and Evaluation Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Create SOPs outlining methods, tools, and data sources for collecting, analyzing, and reporting performance metrics. Introduce automated tracking systems for streamlined performance data management, minimizing errors, and enhancing monitoring efficiency.	Establish distinct roles and responsibilities for each Performance Management and Evaluation stage, clarifying task ownership and accountability for outcomes. Implement accountability methods, like performance agreements and check-ins, to ensure individuals and teams meet Performance Management and Evaluation targets and deadlines.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
	▪ Are all concerned staff well versed with process?	No			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on various courses for effective documentation in Division level ACBP's	Define clear workflows for document creation, review, approval, and	Create clear, standardized guidelines for documenting

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	archiving, ensuring a systematic and efficient process. Institute robust data privacy and security measures to protect sensitive information contained within Performance Management and Evaluation documents. Establish policies for document retention, archiving, and disposal, ensuring compliance with legal and regulatory requirements.	Performance Management and Evaluation activities to ensure consistent and uniform format and content. Adopt a digital document management system to centralize and organize Performance Management and Evaluation records, ensuring authorized access and easy retrieval. Design templates for Performance Management and Evaluation documents like data collection forms, analysis reports, and action plans to streamline documentation.
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical	Establish data validation and cleaning protocols to detect and correct errors, outliers, and inconsistencies prior to analysis. Use advanced data	Develop and support in-house data analysis experts to mentor and offer guidance as needed. Foster a culture of continuous learning, staying updated on
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	analysis tools? ▪ Are senior staff well versed with using such analysis/evidence to make decisions?	No	Skills, Analytical thinking)	management systems for efficient organization, storage, and retrieval of data to support analysis.	the latest data analysis techniques.
Risk Management	▪ Are risks associated with the process identified and managed appropriately?	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Incorporate risk assessments into Performance Monitoring and Evaluation to spot vulnerabilities and prioritize actions. Set up transparent communication pathways to report and address risks with effectiveness.	Create adaptable strategies that can adjust to evolving risks while maintaining evaluation and integrity. Dedicate resources for strong risk assessment tools, technology, and expertise support
	▪ Does the SOP/manual/guide/FAQs cover risk?	Yes			
	▪ Are staff well versed with risk management procedures?	No			
Compliance	▪ Are there compliance/reporting requirements in place?	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS	Ensure transparent communication for reporting and addressing compliance issues. Establishing an accountability framework, organizing capacity-building workshops, implementing a compliance review mechanism, conducting awareness	Incorporate compliance into monitoring and evaluation policies and procedures. Involve stakeholders, including relevant regulatory bodies, to ensure compliance alignment.
	▪ Is accountability for each step defined?	Yes			
	▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Yes			
	▪ Are staff well versed with compliance requirements?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	campaigns, and offering feedback and support are crucial	
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Conducting stakeholder mapping, developing a stakeholder engagement plan, organizing capacity-building workshops, establishing a feedback mechanism, and utilizing collaboration platforms are important	Creating a stakeholder engagement policy, designating engagement champions, organizing regular engagement sessions, and implementing monitoring and evaluation will further strengthen stakeholder interactions.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government	Communicating clear performance indicators, organizing capacity-building workshops, encouraging staff participation in evaluations, and utilizing performance monitoring tools - all these aspects are of paramount	Develop a robust performance monitoring system sets the foundation, fostering a culture of continuous improvement by encouraging staff participation in the evaluation process, and leveraging insights from
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	the process?		Departments)	importance.	performance evaluations to identify opportunities for streamlining the cash.
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	No			

The evaluation of the Performance Measurement and Evaluation Process in the Ministry of Tourism has revealed significant strengths as well as areas in need of enhancement. The capacity-building recommendations proposed at the Individual, Organizational, and Institutional levels aim to enhance the ministry's performance, efficiency, and effectiveness. By implementing these measures, the ministry can attain enhanced financial results, heightened transparency, and the successful realization of strategic goals.

## 5.8 Policy and Strategy Formulation Process

Policy and strategy formulation is a systematic process in organizational management at the Ministry of Tourism. It involves the development and implementation of policies and strategies that align with the long-term goals and objectives of the ministry. This systematic approach aims to guide the actions and operations of the ministry towards achieving its mission and vision.

*Table 187: Policies and Strategies relevant to Policy and Strategy Formulation Process*

S. No.	Guiding Document	Brief Description	Details
1.	<b>National Tourism Policy (Draft 2022)</b>	The National Tourism Policy is a draft document outlining the government's vision and strategies for the development of the tourism sector. It aims to promote sustainable tourism, enhance visitor experiences, and maximize the economic and social benefits of tourism for local communities. The policy focuses on promoting responsible tourism practices and preserving India's cultural and natural heritage.	
2.	<b>National Strategy for Adventure</b>	The National Strategy for Adventure Tourism outlines the	<a href="#">Click here for strategy</a>

S. No.	Guiding Document	Brief Description	Details
	<b>Tourism 2022</b>	government's plan to develop and promote adventure tourism in India. It focuses on identifying and promoting adventure destinations, improving safety standards, and providing training and certification for adventure sports operators. The strategy aims to position India as a premier adventure tourism destination globally.	<a href="#">roadmap</a>
3.	<b>National Strategy for Medical and Wellness tourism 2022</b>	This strategy aims to establish India as a leading destination for medical and wellness tourism. It focuses on enhancing healthcare infrastructure, promoting accredited healthcare facilities, and creating specialized wellness experiences. The strategy aims to attract international patients seeking high-quality medical and wellness services in India.	<a href="#">Click here for strategy roadmap</a>
4.	<b>National Strategy for MICE Industry 2022</b>	The National Strategy for the Meetings, Incentives, Conferences, and Exhibitions (MICE) Industry focuses on developing India as a preferred MICE destination. It aims to attract business events, conferences, and exhibitions by offering world-class infrastructure, business-friendly policies, and seamless event planning and execution.	<a href="#">Click here for strategy roadmap</a>
5.	<b>National Strategy for Eco Tourism 2022</b>	The National Strategy for Eco Tourism emphasizes sustainable and responsible tourism practices in natural areas. It aims to conserve biodiversity, protect natural habitats, and promote community-based eco-tourism initiatives. The strategy seeks to provide unique eco-tourism experiences while minimizing environmental impact.	<a href="#">Click here for strategy roadmap</a>
6.	<b>National Strategy for Rural tourism 2021</b>	This strategy focuses on developing and promoting tourism in rural areas to boost rural economies and preserve local cultures. It aims to showcase the unique cultural heritage, traditions, and lifestyle of rural India, encouraging tourists to experience authentic rural life and contribute to the prosperity of rural communities.	<a href="#">Click here for strategy roadmap</a>



S. No.	Guiding Document	Brief Description	Details
7.	<b>National Strategy for Sustainable Tourism 2022</b>	The National Strategy for Sustainable Tourism outlines the government's commitment to promoting tourism that balances economic growth, environmental protection, and social inclusiveness. It aims to adopt sustainable practices across the tourism value chain, minimize carbon footprint, and promote responsible tourism behaviors among travelers and stakeholders.	<a href="#">Click here for strategy roadmap</a>

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 188: Evaluation of Policy and Strategy Formulation Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Develop standardized workflows and document decisions for transparency. Establish KPIs and regular evaluation processes for progress and impact. Encourage collaboration between departments and teams for diverse expertise.	Establish strong leadership and governance structures to guide the process. Allocate adequate resources for successful formulation and implementation. Promote transparent communication channels both internally and externally.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
▪ Are all concerned staff well versed with process?	No				

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Develop a standardized framework outlining how documents should be created, organized, and managed throughout the formulation process. Create templates for different types of policy and strategy documents to ensure consistency in formatting and content.	Keep comprehensive records of research findings, analyses, choices made, and the underlying reasoning. Ensure confidentiality of sensitive information and restrict access as necessary
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Establish precise data collection guidelines for consistency, accuracy, and relevance. Implement validation mechanisms for data quality assurance.	Create a strong data management system for effective organization and retrieval while prioritizing data security, privacy, and regulatory adherence.
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division	Establish dedicated cross-functional teams responsible for	Develop a robust risk management framework outlining

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> <li>Are staff well versed with risk management procedures?</li> </ul>	Yes No	level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	overseeing risk management efforts and integrating them into the formulation process. Regularly assess identified risks and the effectiveness of mitigation plans to ensure their continued relevance.	roles, responsibilities, and procedures for identifying, assessing, and mitigating risks. Invest in risk assessment tools and software to facilitate systematic evaluation and prioritization of risks.
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> <li>Is accountability for each step defined?</li> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> <li>Are staff well versed with compliance requirements?</li> </ul>	Yes Yes Yes No	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Creating an accountability framework, arranging workshops for capacity-building, putting in place a compliance review mechanism, carrying out awareness campaigns, and providing feedback and assistance are of utmost importance.	Develop a clear and robust compliance framework outlining roles, responsibilities, and procedures for adhering to regulatory requirements. Establish consistent monitoring systems to oversee compliance status and produce reports for both organizational leadership and regulatory bodies.
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective	Stakeholder analysis and mapping, training	Developing a policy for stakeholder

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> <li>▪ Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes	Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	in stakeholder engagement, creation of a plan for stakeholder involvement, and creation of a formal feedback channel.	engagement, selecting champions for engagement, scheduling frequent engagement events, and putting monitoring and evaluation into practise will improve stakeholder interactions.
		Yes			
Performance Management	<ul style="list-style-type: none"> <li>▪ Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Establish routine performance review sessions to gauge progress, pinpoint areas that need improvement, and strengthen responsibility. Create a feedback mechanism to gather staff comments on the efficiency of the procedure and potential areas for improvement.	Review institutional performance on a regular basis to track advancement and effectiveness. Establish feedback channels for employees to discuss their thoughts and difficulties. Encourage employees by praising and rewarding exceptional work.
	<ul style="list-style-type: none"> <li>▪ Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>▪ Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>▪ Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the Policy and Strategy Formulation process, guided by its key performance indicators, has highlighted both strengths and areas for improvement within the Ministry of Tourism. The capacity-building recommendations put forth at the Individual, Organizational, and Institutional levels are designed to strengthen financial governance, decision-making processes, and stakeholder engagement. These recommendations aim to boost the ministry's operational efficiency, efficacy, and achievement aligned with the evaluated KPIs and comprehensive process assessment

## 5.9 Procurement and Contract Management Process

This organizational process of procurement and contract management focuses on effectively managing and controlling contracts to ensure compliance, mitigate risks, optimize financial outcomes and support the organizations financial objectives. The **General Financial Rules (GFR)** guidelines issued by the Department of Expenditure, Ministry of Finance, Government of India play a vital role in the procurement and contract management of the Ministry of Tourism. It establishes the guidelines and principles for transparent and efficient procurement processes, including tendering, bid evaluation, and contract awarding. Additionally, GFR outlines the procedures for contract administration, performance monitoring, and handling variations and disputes. By ensuring accountability, integrity, and value for money, GFR promotes fair and effective government procurement and contract execution.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 189: Evaluation of Procurement and Contract Management Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments,	Establish a central knowledge repository including SOPs, manuals, guidelines, and FAQs to guarantee that all staff members have easy access to changes. Encourage cross-functional cooperation amongst several departments to easily integrate processes	Develop and communicate standardized workflows that outline the steps involved in procurement and contract management. Foster collaboration between procurement, legal, finance, and relevant departments to
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<p>process?</p> <ul style="list-style-type: none"> <li>Are all concerned staff well versed with process?</li> </ul>	No	Communication Skills)	with other functions.	ensure comprehensive and informed decisions
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	<p>Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)</p>	<p>Revising and consolidating documentation process, putting in place a document management system, and holding training sessions for personnel to improve their comprehension of the procedure.</p>	<p>Create detailed Standard Operating Procedures (SOPs) that clearly define documentation needs for every step of procurement and contract management. These SOPs should encompass aspects including drafting RFPs, evaluating criteria, negotiating contracts, and post-award oversight. Foster collaboration between different departments involved in procurement and contract management. Ensure regular communication and information sharing to capture all necessary documentation.</p>
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	<p>Training on various courses for effective Data Analysis in Division level</p>	<p>Strengthen data gathering processes, plan workshops to</p>	<p>Establish relevant KPIs and metrics for procurement and</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations								
			Individual	Organizational	Institutional						
	<ul style="list-style-type: none"> <li>▪ Is the analysis “owned”?</li> <li>▪ Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>▪ Are staff well versed with data analysis tools?</li> <li>▪ Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	<p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>ACBP’s targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative &amp; Analytical Skills, Analytical thinking)</p>	<p>improve capacity, encourage ownership of data analysis, encourage data-informed decision-making, and make sure data analysis technologies are used proficiently.</p>	<p>contract management. Train staff to track and analyze these metrics for better insights and decision-making. Introduce and train on data analysis tools for efficient procurement and contract management.</p>						
Risk Management	<ul style="list-style-type: none"> <li>▪ Are risks associated with the process identified and managed appropriately?</li> <li>▪ Does the SOP/manual/guide/FAQs cover risk?</li> <li>▪ Are staff well versed with risk management procedures?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>No</p>				<p>Training on various courses for effective Risk Management in Division level ACBP’s targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)</p>	<p>Conduct comprehensive risk assessment workshops involving relevant stakeholders. Develop and update SOP/manual to include a dedicated section on risk management.</p>	<p>Strengthen capacity to utilize data and historical insights for predicting risks, contributing to informed decision-making.</p>			
Compliance	<ul style="list-style-type: none"> <li>▪ Are there compliance/reporting requirements in place?</li> <li>▪ Is accountability for each step defined?</li> <li>▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> <li>▪ Are staff well versed with compliance requirements?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>							<p>Training on various courses for effective Compliance in Division level ACBP’s targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM),</p>	<p>Establish an accountability framework, plan workshops to build capacity, design a compliance assessment process, run awareness campaigns, and provide feedback and assistance.</p>	<p>Equip employees to create clear and honest compliance reports for impactful stakeholder communication. Create champions for procurement contract mentoring</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)		
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Create a stakeholder engagement plan, carry out stakeholder mapping, and set up a feedback mechanism.	Introduce methods to evaluate and enhance stakeholder engagement strategies as necessary.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Communicate clear performance indicators, arrange seminars to improve capacity, encourage staff participation in assessments, and use performance monitoring tools.	Offer direction for comprehensive performance assessments, encompassing feedback and strategic action planning. Train employees to integrate innovative methods into procurement and contract management for improved
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance</li> </ul>	Yes			



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	monitoring system for the process?				performance results.
	<ul style="list-style-type: none"> <li>▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the organizational process was executed in alignment with the relevant guidelines, procedures, regulations, and systems stipulated by the pertinent MDO, all of which are applicable to the Ministry of Tourism. Capacity building recommendations include promoting skill development, fostering stakeholder collaboration, establishing performance metrics, and ensuring compliance. Implementation of these measures will lead to improved decision-making, transparency, and successful achievement of strategic goals within the ministry.

## 5.10 Publicity and Marketing Management Process

This organizational process of Publicity and Marketing Management focuses on designing and executing effective publicity and marketing strategies to promote India as a preferred travel destination. This process involves a strategic and targeted approach that aims to showcase India's unique cultural heritage, natural beauty, and diverse experiences to potential travelers from around the world.

The Ministry of Tourism had issued approved guidelines for extending Financial Support to Commerce, Trade, and Industry Organizations for organizing Tourism and Tourism related events in 2011 that stated that the Ministry of Tourism will provide financial assistance to the Organizations/ Associations for tourism/tourism related activities organized by them. The financial assistance will be provided to the organizations registered as Commerce/ Industry/ Trade Organization, as per the guidelines issued by the Ministry.

The Ministry of Tourism issued Modified Guidelines for Release of Advertisements/ Advertorials in Publications, Souvenirs, etc. which are not part of the Media Plans of the Ministry of Tourism. The Ministry provided guidelines for the issues related to release of advertisements in various publications, beyond the media plans of the Ministry.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

Table 190: Evaluation of Publicity and Marketing Management Process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Assign clear roles and responsibilities to team members and create an accountability framework with defined metrics to measure effectiveness.	Create a reporting mechanism that offers transparent insights into the advancement, results, and influence of publicity and marketing undertakings. Promote collaborative communication among various departments engaged in publicity and marketing, ensuring a unified and coordinated strategy.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
	▪ Are all concerned staff well versed with process?	No			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Precisely outline roles and duties for creating, reviewing, approving, and maintaining documents. Conduct training sessions focusing on effective documentation techniques, with an emphasis on clarity, precision, and adherence to compliance	Create detailed guidelines that define the standards and procedures for documentation during the entire span of the publicity and marketing process. Standardize templates for diverse documentation and utilize digital document management systems for efficient creation,

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				standards.	storage, retrieval, and collaboration.
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Implement processes to ensure the accuracy, reliability, and completeness of collected data. Conduct training sessions for staff, focusing on data analysis methods, tools, and software applicable to publicity and marketing tasks.	Encourage cooperation among data analysts, marketers, and publicity experts to synchronize analysis with campaign objectives. Promote ongoing enhancement by utilizing feedback loops from data analysis to iteratively refine strategies.
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Foster a culture of constant evaluation and enhancement to adapt to evolving circumstances through ongoing risk assessment and review.	Provide training for employees to craft concise risk reports and skillfully convey potential risks to stakeholders. Encourage and facilitate staff in gaining relevant risk management certifications and qualifications to enhance their expertise.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division	Develop clear and well-documented processes for	Foster collaboration between legal, compliance, and
	<ul style="list-style-type: none"> <li>Is accountability for each step</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<p>defined?</p> <ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> <li>Are staff well versed with compliance requirements?</li> </ul>	<p>Yes</p> <p>No</p>	<p>level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules &amp; General Administration Matters of Government Departments, Vigilance)</p>	<p>obtaining necessary approvals and ensuring compliance throughout campaigns. Establish protocols to conduct rigorous due diligence on vendors and partners, ensuring alignment with anti-corruption and anti-bribery guidelines.</p>	<p>marketing teams to ensure comprehensive compliance. Guarantee adherence to data protection and privacy rules in all data-driven publicity and marketing endeavors.</p>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Stakeholder Management)</p>	<p>Analyzing and mapping stakeholders, training in stakeholder engagement, creating an engagement plan, and setting up structured feedback channels.</p>	<p>Crafting a stakeholder engagement policy, establishing a specialized function for managing stakeholder relationships, executing monitoring and evaluation of engagement initiatives, and creating platforms for sharing knowledge.</p>
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the</li> </ul>	<p>Yes</p>	<p>Training on various courses for effective Performance</p>	<p>Create a performance measurement framework aligned</p>	<p>Enforce performance management systems that define explicit</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	process?		Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	with strategic goals, featuring clear indicators. Set deadlines for process completion to ensure accountability. Introduce a functional performance monitoring system for tracking in real time.	expectations and deliver feedback to personnel, fostering an environment of ongoing enhancement.
	▪ Is there a timeline for completing each step of the process?	Yes			
	▪ Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	No			
	▪ Is accountability for completing the step/task assigned?	Yes			
	▪ Are there time/labour redundancies in the process?	No			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	No			

The evaluation of the Publicity and Marketing Management within the Ministry of Tourism has revealed notable strengths and potential areas for enhancement. Capacity-building recommendations aim to reinforce regulatory adherence, upholding marketing standards, and fostering responsible operations within the tourism sector. By implementing these strategies, the ministry can ensure a secure and delightful tourist experience, advocate sustainable tourism approaches, and uphold exceptional benchmarks in the hospitality sector.

## 5.11 Emerging technologies – Regulation and Adoption Process

This organizational process of Emerging technologies – regulation and adoption focus on effectively managing the integration and implementation of new and emerging technologies within the tourism sector. Digitalization in the tourism sector offers significant opportunities for enterprises to expand their market reach, foster increased growth, achieve operational efficiencies, and gain a competitive edge. Embracing a digital ecosystem, which functions as a distributed and open socio-technical system inspired by natural ecosystems, holds the potential to connect various stakeholders, including organizations, developers, service providers, people, data, processes, and things, under a shared vision and digital platforms.

The **National Digital Tourism Mission (NDTM)** is an initiative launched by the Ministry of Tourism in India to harness the power of digital technology for the growth and development of the tourism sector. The mission aims to create a robust and integrated digital ecosystem that enhances the overall tourist experience and promotes India as a preferred tourism destination. The NDTM focuses on leveraging cutting-edge technologies like Artificial Intelligence (AI), Big Data, and Augmented Reality (AR) to offer personalized and immersive experiences to tourists. It seeks to provide seamless connectivity and access to information about tourist attractions, accommodations, transportation, and other essential services through digital platforms.

Key objectives of the National Digital Tourism Mission include enhancing the efficiency and transparency of the tourism industry, boosting tourist inflow, and empowering local communities and businesses through digital inclusion. By fostering innovation and collaboration between the government and private stakeholders, the NDTM aims to transform the tourism sector and position India as a global leader in digital tourism.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 191: Evaluation of Emerging technologies – regulation and adoption Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Implementing a robust workflow management system, fostering a culture of transparency and accountability, establishing collaboration frameworks with relevant agencies and industry professionals, and conducting regular evaluations and assessments.	Establishing clear protocols and guidelines in place for the adoption and regulation of emerging technologies. Establish effective communication channels and knowledge management strategies, as well as involve stakeholders in decision-making processes to promote transparency and
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
	▪ Are all concerned staff well versed with process?	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					inclusivity.
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Implementing a robust documentation management system, ensuring clear guidelines and protocols for documentation establishing a centralized repository for all documentation, and conducting regular audits to ensure compliance and accuracy.	Fostering partnerships with research institutions for expertise in documentation processes, establishing clear roles and responsibilities for documentation at the institutional level, and conducting periodic reviews and updates of documentation processes to stay aligned with emerging technologies.
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Implementing advanced data analytics tools, establishing data governance policies, fostering a data-driven culture, and ensuring data privacy and security.	Establishing a central data repository, developing standardized data analysis protocols, promoting knowledge sharing on data analysis techniques, and conducting regular audits to ensure data quality and accuracy.
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed</li> </ul>	Yes	Training on various courses for effective Risk	Implement robust risk management systems	Develop standardized protocols for risk

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<p>appropriately?</p> <ul style="list-style-type: none"> <li>▪ Does the SOP/manual/guide/FAQs cover risk?</li> <li>▪ Are staff well versed with risk management procedures?</li> </ul>	<p>Yes</p> <p>No</p>	<p>Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)</p>	<p>to identify, assess, and mitigate potential risks associated with the adoption and regulation of emerging technologies.</p>	<p>assessment and mitigation, ensuring consistency and effectiveness across different departments and agencies. Conduct regular evaluations and audits to assess the efficiency and effectiveness of risk management processes and make necessary improvements.</p>
Compliance	<ul style="list-style-type: none"> <li>▪ Are there compliance/reporting requirements in place?</li> <li>▪ Is accountability for each step defined?</li> <li>▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> <li>▪ Are staff well versed with compliance requirements?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>	<p>Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules &amp; General Administration</p>	<p>Implement robust systems to ensure adherence to regulatory requirements. Establishing collaboration frameworks with relevant stakeholders will enable effective compliance management.</p>	<p>Establishing clear protocols and guidelines for compliance will provide a framework for decision-making. Regular evaluations and audits should be conducted to identify areas of improvement and ensure compliance with regulations.</p>



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			Matters of Government Departments, Vigilance)		
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Establishing collaboration frameworks and platforms for stakeholders to participate in decision-making processes will facilitate a smooth adoption of emerging technologies.	Creating a structured framework that ensures inclusivity and representation of diverse stakeholders. Facilitate the regulation and adoption of emerging technologies in a manner that addresses the concerns and interests of all stakeholders involved.
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Implement a robust performance management system that aligns with emerging technologies. Set clear performance goals and expectations, providing regular feedback and coaching to employees. Offer training and development opportunities to	Create a structured framework for performance management in the context of emerging technologies. Provide guidance and support to organizations in developing performance management strategies. Foster collaboration and knowledge sharing to promote best practices in performance
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	effectiveness of the process in delivering planned outcomes?			enhance employees' skills in emerging technologies. Foster a culture of continuous learning and improvement.	management for emerging technologies.
	<ul style="list-style-type: none"> <li>▪ Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the Emerging technologies – regulation and adoption process in the Ministry of Tourism reveals several strengths and opportunities for improvement. Capacity-building recommendations focus on enhancing cross-functional collaboration, risk management, stakeholder engagement, compliance, and performance monitoring. By implementing these measures, the ministry can strengthen visitor experiences, data-driven decisions, marketing efforts, and sustainable practices, ultimately enhancing the Ministry of Tourism's operations and destination management.

## 5.12 Stakeholder Engagement and Consultation Process

This organizational process of stakeholder engagement and consultation primarily focuses on actively involving and seeking input from relevant stakeholders. The objective is to ensure that the perspectives, needs, and concerns of stakeholders are considered, leading to informed decision-making, increased transparency, and the development of mutually beneficial outcomes and long-term sustainability.

A **Stakeholder Engagement Plan** has been issued by the Department of Personnel and Training which offers a comprehensive outline that begins with the identification of stakeholders and outlines their proposed involvement in the project. It specifies the roles and responsibilities of stakeholders and establishes a Grievance Mechanism to address any concerns that may arise. The Stakeholder Engagement Plan (SEP) included details about the process, method, and timeline for disclosing various project-related documents throughout the entire project life cycle. It outlined how and when these documents will be shared with stakeholders, ensuring transparency and providing them with timely access to relevant information.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

Table 192: Evaluation of Stakeholder Engagement and Consultation Process

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	Improving internal coordination, defining clear roles and responsibilities, implementing performance monitoring systems, providing training on effective communication and conflict resolution, and fostering a culture of transparency and accountability.	Creating a system to track stakeholder feedback and concerns, implementing regular performance assessments to ensure accountability, developing standard operating procedures for stakeholder engagement, and fostering a culture of stakeholder consultation and participation throughout the organization.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of scheme/program?	Yes			
	▪ Is there SOP/manual/guide/FAQs for process?	Yes			
	▪ Are all concerned staff well versed with process?	No			
Documentation	▪ Are process documentation up-to-date and easily accessible to all concerned staff?	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Improve documentation practices by implementing a centralized system for record-keeping and information management. Establish clear guidelines for documenting stakeholder interactions,	Develop standardized templates and formats for documentation across all departments and projects. Implement a comprehensive document management system to ensure easy access, retrieval, and sharing of information. Create a dedicated

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				feedback, and decisions.	team responsible for overseeing the documentation process and conducting regular audits to ensure compliance with documentation standards.
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> </ul>	Yes	Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	Providing access to advanced data analysis tools and software, and establishing clear guidelines and protocols for data collection, analysis, and reporting.	Develop a centralized system for data storage and record-keeping and promote a culture of data-driven decision-making throughout the Ministry.
	<ul style="list-style-type: none"> <li>Is the analysis "owned"?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Developing risk management strategies, defining clear roles and responsibilities, and implementing monitoring and evaluation mechanisms.	Conduct regular evaluations and audits to assess the efficiency and effectiveness of risk management processes and make necessary improvements These measures will help ensure effective risk management in the
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					Stakeholder engagement and consultation process.
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	Developing robust compliance frameworks, establishing clear communication channels with stakeholders, implementing effective monitoring and reporting mechanisms, and conducting internal audits to ensure adherence to compliance standards.	Tracking stakeholder feedback, conducting regular performance assessments, promoting collaboration, and developing standardized protocols and guidelines, promote collaboration between different departments for compliance, and establish a culture of transparency and accountability.
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Developing a comprehensive stakeholder engagement strategy, establishing clear objectives and targets, conducting regular stakeholder mapping and analysis, ensuring effective	Fostering a culture of stakeholder engagement and collaboration, implementing stakeholder engagement protocols and guidelines, providing training and resources to staff, and
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
				communication and information sharing, and integrating stakeholder feedback into decision-making processes	continuously evaluating and improving stakeholder engagement practices.
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Establishing performance objectives aligned with stakeholder expectations, implementing a robust feedback mechanism, and regularly evaluating and improving performance practices.	Monitoring and evaluating stakeholder engagement efforts, fostering a culture of accountability and transparency, developing protocols and guidelines for performance evaluation, and ensuring continuous improvement through regular reviews and updates.
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the Stakeholder engagement and consultation Process in the Ministry of Tourism has identified key strengths and areas for improvement. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations

at the Individual, Organizational, and Institutional levels. Implementing these measures will help in promoting transparency, inclusivity, and accountability in the Ministry's operations and decision-making processes.

### 5.13 Scheme Formulation and Program Management Process

This organizational process of Scheme Formulation and Program Management focuses on developing and managing various schemes and programs to promote the growth and development of the tourism sector. The effective formulation and management of schemes and programs contribute to the overall success and positive impact of the tourism industry on the country's economy and communities.

- The Ministry of Tourism issued guidelines on the **Swadesh Darshan scheme** to promote the development of thematic tourist circuits across India. The Swadesh Darshan scheme aims to enhance the tourist experience by creating thematic circuits that showcase the country's diverse cultural, natural, and historical heritage. The guidelines outline the key objectives, eligibility criteria, and funding provisions for project proposals under the Swadesh Darshan scheme.
- The Ministry of Tourism issued guidelines on the **PRASAD scheme** (Pilgrimage Rejuvenation and Spiritual, Heritage Augmentation Drive) scheme to promote the integrated development of pilgrimage destinations in India. The PRASAD scheme aims to enhance the infrastructure, amenities, and overall visitor experience at these sacred and spiritual sites, attracting more pilgrims and tourists. The guidelines outline the key objectives, eligibility criteria, and funding provisions for project proposals under the PRASAD scheme.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 193: Evaluation of Scheme Formulation and Program Management Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules &	Streamlining processes, establishing clear roles and responsibilities, and implementing effective monitoring mechanisms. This includes developing standardized	Enhancing coordination and collaboration among different departments and stakeholders. This involves establishing cross-functional teams, promoting information sharing and
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations					
			Individual	Organizational	Institutional			
	<ul style="list-style-type: none"> <li>▪ Covers all aspects of scheme/program?</li> <li>▪ Is there SOP/manual/guide/FAQs for process?</li> <li>▪ Are all concerned staff well versed with process?</li> </ul>	<p>Yes</p> <p>Yes</p> <p>No</p>	<p>General Administration Matters of Government Departments, Communication Skills)</p>	<p>workflows, defining performance indicators, and conducting regular performance reviews.</p>	<p>knowledge transfer, and fostering a culture of transparency and accountability. Additionally, leveraging technology for data management and reporting can further improve workflow and accountability at the institutional level</p>			
Documentation	<ul style="list-style-type: none"> <li>▪ Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No				<p>Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)</p>	<p>Establishing a standardized documentation process, ensuring clear guidelines for document preparation and storage. This will help streamline the documentation process, improve accuracy and accessibility, and facilitate efficient scheme formulation and program management.</p>	<p>Developing a central repository for all program-related documents, implementing a document management system to ensure proper version control and access control, and conducting regular audits to ensure compliance with documentation standards.</p>
Data Analysis	<ul style="list-style-type: none"> <li>▪ Is performance data collected and analyzed throughout project/scheme period?</li> <li>▪ Is the analysis "owned"?</li> <li>▪ Is such data used to inform/support</li> </ul>	<p>Yes</p> <p>No</p> <p>Yes</p>				<p>Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders-</p>	<p>Investing in data analysis tools and software and establishing a</p>	<p>Establishing standardized data analysis protocols and guidelines, promoting data sharing and</p>



KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	decision-making of ongoing and future projects/schemes? ▪ Are staff well versed with data analysis tools? ▪ Are senior staff well versed with using such analysis/evidence to make decisions?	No No	refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	dedicated team of data analysts. This will ensure efficient data collection, analysis, and interpretation, leading to informed decision-making and effective program management.	collaboration among different departments and stakeholders, and creating a centralized data repository. This will enable better coordination, consistency, and accuracy in data analysis, facilitating evidence-based decision-making and program evaluation.
Risk Management	▪ Are risks associated with the process identified and managed appropriately? ▪ Does the SOP/manual/guide/FAQs cover risk? ▪ Are staff well versed with risk management procedures?	Yes Yes No	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Implement a robust risk management framework, including risk identification, assessment, and mitigation strategies. Develop a risk register and ensure regular monitoring and reporting of risks.	Establish a centralized risk management unit responsible for coordinating risk management activities across programs. Develop standardized risk assessment tools and guidelines. Promote knowledge sharing and collaboration on risk management practices among departments.
Compliance	▪ Are there compliance/reporting requirements in place? ▪ Is accountability for each step defined?	Yes Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to	Developing robust compliance policies, conducting regular training programs,	Strengthening coordination between departments, encouraging cross-

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> <li>Are staff well versed with compliance requirements?</li> </ul>	Yes  No	relevant stakeholders-refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	establishing a dedicated compliance team, and implementing effective internal control mechanisms.	functional collaboration, establishing a centralized compliance monitoring system, and actively engaging external stakeholders to ensure compliance.
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes Yes Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders-refer to Training Calendar (e.g., Stakeholder Management)	Develop a stakeholder engagement strategy that outlines clear objectives, methods, and channels for effective communication and collaboration. Establish a dedicated stakeholder engagement team responsible for building relationships, conducting consultations, and gathering feedback from stakeholders.	Fostering collaboration among different departments and stakeholders, establishing a centralized monitoring system to track stakeholder engagement activities, and actively engaging external stakeholders such as civil society organizations and community leaders in the decision-making process.

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Developing a robust performance management framework that aligns with the goals and objectives of the scheme. This includes setting clear performance targets, implementing regular performance assessments, providing feedback and coaching to employees, and fostering a culture of continuous improvement.	Integrating performance management practices into the overall governance structure, ensuring that performance indicators are aligned with the strategic objectives of the institution, and implementing mechanisms for monitoring and evaluating performance at various levels.
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No			

The evaluation of the Scheme Formulation and Program Management Process in the Ministry of Tourism has identified areas of strength and improvement. The capacity-building recommendations proposed at the Individual, Organizational, and Institutional levels aim to enhance financial governance, decision-making, operational effectiveness, and stakeholder engagement. By implementing these measures, the ministry can achieve better financial outcomes, improved transparency, and successful strategic objectives.

## 5.14 Service Delivery and Citizen Centricity Process

This organizational process of service delivery and citizen centricity primarily focuses on enhancing the overall customer experience and meeting the needs of citizens. Service delivery centers aim to ensure high levels of customer satisfaction by providing efficient and effective services. It prioritizes meeting customers' expectations and satisfaction. Citizen centricity emphasizes making services easily accessible to citizens.

**The Ministry of Tourism ensures service delivery and citizen-centricity through various initiatives and processes aimed at enhancing the overall tourist experience and addressing the needs of both domestic and international travelers.**

1. **Tourist Facilitation Centers:** The ministry operates Tourist Facilitation Centers at various tourist destinations and airports to provide information and assistance to tourists. These centers serve as a one-stop solution for tourists, offering guidance on travel, accommodation, local attractions, and safety measures.
2. **Helpline and Grievance Redressal Mechanism:** The ministry operates a 24x7 helpline to address tourists' queries and concerns. It also has a grievance redressal mechanism to promptly handle complaints and issues faced by tourists during their travels.
3. **Online Platforms and Apps:** The ministry has developed user-friendly websites and mobile apps such as incredible India to disseminate information about tourist destinations, accommodations, activities, and other essential services. These platforms offer real-time updates and help travelers plan their trips conveniently.
4. **Quality Assurance and Standards:** The ministry sets guidelines and standards for hotels, guest houses, restaurants, and other tourism-related establishments to ensure quality service delivery and safety for tourists.
5. **Skill Development and Training:** The ministry focuses on skill development and training programs for tourism industry professionals to enhance their service capabilities and create a more hospitable environment for tourists.
6. **Promoting Responsible Tourism:** The ministry promotes responsible tourism practices, encouraging tourists to respect local cultures, traditions, and natural resources. This approach ensures that tourism benefits local communities and preserves the ecological balance.
7. **Market Research and Feedback:** The ministry conducts market research and gathers feedback from tourists to understand their preferences and expectations. This information helps in improving service delivery and tailoring tourism offerings to meet visitor demands.
8. **Collaborative Efforts:** The ministry collaborates with state governments, private sector stakeholders, and tourism boards to ensure a unified and coordinated approach to tourism development and service delivery.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 194: Evaluation of Service Delivery and Citizen Centricity Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's	Establish clear workflow processes and guidelines to ensure smooth and efficient service delivery. Implement	Foster a culture of transparency and accountability by promoting open communication and information sharing.
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	management tools? <ul style="list-style-type: none"> <li>Are the PM tools integrated with other processes and systems of the MDO?</li> <li>Clear well-defined processes?</li> <li>Covers all aspects of scheme/program?</li> <li>Is there SOP/manual/guide/FAQs for process?</li> <li>Are all concerned staff well versed with process?</li> </ul>	Hybrid Yes Yes Yes No	targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules & General Administration Matters of Government Departments, Communication Skills)	technology solutions such as workflow automation tools to streamline processes and enhance accountability. Regularly monitor and evaluate workflow performance to identify bottlenecks and areas for improvement.	Establish mechanisms for regular review and evaluation of institutional performance to identify gaps and implement corrective actions. Develop a robust accountability framework that clearly defines roles, responsibilities, and performance expectations.
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)	Establishing standardized documentation processes, implementing digital solutions for efficient record-keeping, and ensuring regular audits for compliance. Implementing digital solutions, and fostering knowledge sharing and collaboration among departments	Developing a comprehensive framework, establishing information management protocols to enhance documentation practices and promote efficient service delivery and citizen-centricity.
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> <li>Is the analysis "owned"?</li> </ul>	Yes No	Training on various courses for effective Data Analysis in Division level ACBP's	Implement a robust data management system, and establish clear guidelines for	Foster a data-driven culture by promoting collaboration and knowledge sharing,

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> </ul>	Yes	targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative & Analytical Skills, Analytical thinking)	data collection, storage, and analysis.	invest in advanced data analytics tools, and establish a dedicated data analysis team to ensure accurate and timely analysis of citizen feedback and service delivery metrics.
	<ul style="list-style-type: none"> <li>Are staff well versed with data analysis tools?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Are senior staff well versed with using such analysis/evidence to make decisions?</li> </ul>	No			
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Establish a standardized risk assessment process, implement a comprehensive risk management framework. This will ensure that potential risks are identified and addressed effectively, leading to improved service delivery and citizen-centricity.	Develop a culture of risk awareness and accountability. Establishing clear risk management protocols, conducting regular risk assessments, and integrating risk management into strategic planning processes. Additionally, investing in advanced risk management tools and technologies, and fostering collaboration and knowledge sharing among departments
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective	Establish a comprehensive	Collaborate with relevant government

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<ul style="list-style-type: none"> <li>▪ Is accountability for each step defined?</li> </ul>	Yes	Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR), HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	compliance framework that outlines policies, procedures, and guidelines for service delivery and citizen-centricity. Implement technology solutions to automate compliance monitoring and reporting processes.	agencies and regulatory bodies to align service delivery and citizen-centricity with legal and regulatory requirements. Develop a robust system for monitoring and evaluating compliance at the institutional level. Promote transparency and accountability through regular reporting and disclosure of compliance activities
	<ul style="list-style-type: none"> <li>▪ Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are staff well versed with compliance requirements?</li> </ul>	No			
Stakeholder Engagement	<ul style="list-style-type: none"> <li>▪ Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Establishing effective communication channels, conducting regular feedback sessions, and involving stakeholders in decision-making processes	Developing a comprehensive stakeholder engagement strategy, implementing technology solutions for stakeholder interaction, and establishing
	<ul style="list-style-type: none"> <li>▪ Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>▪ Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					mechanisms for continuous stakeholder participation and collaboration
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules, Establishment Rules & General Administration Matters of Government Departments)	Implement a comprehensive performance management system that includes setting clear performance goals, conducting regular performance evaluations, providing constructive feedback and coaching, and recognizing and rewarding high performers. This will help align individual and team performance with organizational objectives, improve service delivery, and enhance citizen-centricity.	Establish performance benchmarks and indicators to measure the efficiency and effectiveness of service delivery and citizen-centricity across different organizational units. This will enable institutional monitoring and evaluation, identify areas for improvement, and facilitate benchmarking and best practice sharing among different institutions.
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is accountability for completing the step/task assigned?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there time/labour redundancies in the process?</li> </ul>	No			
	<ul style="list-style-type: none"> <li>Is there a functional performance monitoring system for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff aware of performance indicators for the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Do staff participate in the evaluation and provide feedback?</li> </ul>	No			



The evaluation of the Service Delivery and Citizen Centricity process, guided by its key performance indicators, has highlighted both strengths and areas for improvement within the Ministry of Tourism. The capacity-building recommendations put forth at the Individual, Organizational, and Institutional levels are designed to strengthen financial governance, decision-making processes, operational effectiveness, and stakeholder engagement. By implementing these measures into practice, the ministry can accomplish better results, elevated transparency, and the successful accomplishment of strategic goals.

### 5.15 Vigilance and Grievance Handling Process

This organizational process of Vigilance and Grievance Handling focuses on ensuring transparency, accountability, and ethical conduct within the ministry's operations. Vigilance and grievance handling are essential components of maintaining a transparent and responsible working environment, which fosters public trust and confidence in the ministry's activities.

The Central Vigilance Commission has issued Vigilance Manual which serves as a comprehensive guidebook that outlines the principles, procedures, and guidelines for vigilance administration and anti-corruption measures in government organizations. It provides detailed instructions on various aspects, including preventive vigilance, detection of corruption cases, investigation procedures, disciplinary proceedings, and enforcement of vigilance measures.

The assessment of the organizational process was conducted in accordance with the relevant guidelines, processes, rules, and systems established by the concerned MDO and applicable to the Ministry of Tourism. The evaluation considered Key Performance Indicators (KPIs) and process evaluation to derive capacity-building recommendations at the Individual, Organizational, and Institutional levels. These recommendations aim to enhance the ministry's performance, efficiency, and effectiveness in alignment with the evaluated KPIs and overall process evaluation.

*Table 195: Evaluation of Vigilance and Grievance Handling Process*

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & accountability	▪ End-to-end management systems in place?	Yes	Training on various courses for effective workflow and enhancing accountability in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Project management, Establishment Rules	Implementing standardized procedures and leveraging technology to automate repetitive tasks as well as establishing clear performance metrics and evaluation systems. Develop mechanisms and implement	Fostering a culture of ethics and integrity within the institution. This can be achieved through training programs, code of conduct implementation. Develop and implement comprehensive policies and
	▪ Project-specific system or generic?	Yes Project Specific			
	▪ Online/offline/hybrid management tools?	Yes Hybrid			
	▪ Are the PM tools integrated with other processes and systems of the MDO?	Yes			
	▪ Clear well-defined processes?	Yes			
	▪ Covers all aspects of	Yes			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	<p>scheme/program?</p> <ul style="list-style-type: none"> <li>Is there SOP/manual/guide/FAQs for process?</li> <li>Are all concerned staff well versed with process?</li> </ul>	<p>Yes</p> <p>No</p>	<p>&amp; General Administration Matters of Government Departments, Communication Skills)</p>	<p>confidential and accessible grievance handling processes.</p>	<p>procedures that outline expectations for workflow and accountability. Identifying potential risks and develop strategies to mitigate them.</p>
Documentation	<ul style="list-style-type: none"> <li>Are process documentation up-to-date and easily accessible to all concerned staff?</li> </ul>	No	<p>Training on various courses for effective documentation in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., e-office, MS office, Cabinet note, EFC or office order, noting and drafting, NIC applications)</p>	<p>Creating standardized templates and guidelines, ensuring proper record keeping, facilitating easy access and retrieval of information, and conducting regular audits to ensure compliance and accuracy.</p>	<p>Develop a robust process to capture and address complaints effectively. Evaluate the effectiveness of the documentation process at regular intervals. Periodically review and audit the documentation process to identify any gaps or areas of improvement.</p>
Data Analysis	<ul style="list-style-type: none"> <li>Is performance data collected and analyzed throughout project/scheme period?</li> <li>Is the analysis "owned"?</li> <li>Is such data used to inform/support decision-making of ongoing and future projects/schemes?</li> <li>Are staff well versed with data analysis tools?</li> <li>Are senior staff well versed with</li> </ul>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Training on various courses for effective Data Analysis in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Quantitative &amp; Analytical Skills, Analytical thinking)</p>	<p>Ensuring access to relevant tools and resources, promoting data-driven decision making, and establishing a dedicated team for data analysis tasks.</p>	<p>Engage all relevant stakeholders in the data analysis process to gather diverse perspectives and ensure comprehensive analysis. Regularly assess the effectiveness of data analysis techniques</p>

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	using such analysis/evidence to make decisions?				and processes
Risk Management	<ul style="list-style-type: none"> <li>Are risks associated with the process identified and managed appropriately?</li> </ul>	Yes	Training on various courses for effective Risk Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Program Management)	Developing comprehensive risk management policies and procedures, conducting regular risk assessments, providing training on risk identification and mitigation, establishing effective communication channels, and fostering a culture of accountability and transparency	Formulate comprehensive risk management policies and procedures that outline the organization's approach to risk identification, assessment, mitigation, and reporting. Periodically assess the effectiveness of the risk management policies and procedures in place
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs cover risk?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with risk management procedures?</li> </ul>	No			
Compliance	<ul style="list-style-type: none"> <li>Are there compliance/reporting requirements in place?</li> </ul>	Yes	Training on various courses for effective Compliance in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Public Financial Management System (PFMS), Right to information Act, 2005 (RTI), Government e-Marketplace (GeM), General Financial Rules, 2017 (GFR),	Developing clear policies and procedures, providing training on compliance regulations, establishing effective monitoring, and reporting mechanisms, ensuring accountability and transparency, and fostering a culture of ethical conduct and	Implementing systems to monitor compliance, investigate reported grievances, and take appropriate actions against non-compliant behavior. Regular reporting of compliance activities and outcomes to relevant stakeholders. Creating channels for employees to report grievances or
	<ul style="list-style-type: none"> <li>Is accountability for each step defined?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are staff well versed with compliance requirements?</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			HRMS Rules, Procurement and Tender Writing, Establishment Rules & General Administration Matters of Government Departments, Vigilance)	integrity.	compliance-related issues.
Stakeholder Engagement	<ul style="list-style-type: none"> <li>Does the project management system cover all stakeholders?</li> </ul>	Yes	Training on various courses for effective Stakeholder Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., Stakeholder Management)	Establishing clear communication channels, conducting regular stakeholder assessments, providing training on effective engagement, promoting transparency and accountability, and fostering a culture of open dialogue and collaboration.	Identify and map all relevant stakeholders involved in the vigilance and grievance handling process. Set up robust monitoring and reporting mechanisms to track stakeholder engagement and develop clear and comprehensive policies and procedures
	<ul style="list-style-type: none"> <li>Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are stakeholders involved and consulted throughout the process as per requirement?</li> </ul>	Yes			
Performance Management	<ul style="list-style-type: none"> <li>Are there clear performance indicators to define success, effectiveness and efficiency of the process?</li> </ul>	Yes	Training on various courses for effective Performance Management in Division level ACBP's targeted to relevant stakeholders- refer to Training Calendar (e.g., HRMS rules,	Establishing clear performance goals, conducting regular reviews, ensuring fairness and transparency in the process, and addressing grievances	Encourage a culture of continuous improvement by promoting learning, innovation, and sharing best practices. Implement mechanisms to ensure accountability
	<ul style="list-style-type: none"> <li>Is there a timeline for completing each step of the process?</li> </ul>	Yes			
	<ul style="list-style-type: none"> <li>Are there bottleneck steps/tasks in the process that pose high</li> </ul>	No			

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	risk in terms of timeline for completion?		Establishment Rules & General Administration Matters of Government Departments)	effectively. These measures will help enhance the overall performance management system and ensure that grievances are handled in a timely and satisfactory manner.	and transparency in performance management. This can include regular monitoring and evaluation of performance, providing constructive feedback, and recognition.
	▪ Is accountability for completing the step/task assigned?	Yes			
	▪ Are there time/labour redundancies in the process?	No			
	▪ Is there a functional performance monitoring system for the process?	Yes			
	▪ Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Yes			
	▪ Are staff aware of performance indicators for the process?	Yes			
	▪ Do staff participate in the evaluation and provide feedback?	No			

The evaluation of the Vigilance and Grievance Handling Process, guided by its key performance indicators, has revealed strengths and potential enhancements within the Ministry of Tourism. The capacity-building suggestions presented at the Individual, Organizational, and Institutional levels target reinforcing governance, administrative decision-making, and stakeholder engagement. By enacting these steps, the ministry can realize enhanced results, increased transparency, and the successful attainment of strategic goals.

# IV. Capacity Building Action Plan

## 6. Proposed Training Interventions

The future resilience of MDOs' workforce is a key underlying principle of the Karmayogi program. The competency assessment has provided a clear perspective for future capacity requirements of staff which can be addressed through suitable training interventions. Based on the capacity needs analysis and inputs from the Ministry and CBC, a comprehensive set of **training interventions** for strengthening the individual, organizational, and institutional pillars are proposed in this chapter. The training interventions for the defined target audience cover applicable behavior and functional competencies utilizing various courses being offered in online, offline, and hybrid modes. For Domain training, it has been proposed that the Indian Institute of Tourism and Travel Management (IITTM) under the Ministry of Tourism should prepare the content module on the basics of the Travel and Tourism Industry for ministerial staff. The content then shall be implemented with support from ISTM/iGOT.

### 6.1. Training Calendar

A Training Calendar has been prepared after a thorough assessment of the identified gaps and competency requirements, based on inputs and recommendations received from focused group discussions with the ministry officials. As a result, the comprehensive training calendar addresses the identified training requirements across various functional and behavioral categories.

To meet the training requirements, suitable courses from various institutions and platforms have been identified, which are offered in a hybrid format, combining online and offline modes of delivery. Additionally, courses are categorized as per the competency requirements of the respective target audience, and course details are shared for easy access. It is believed that this approach will help ensure that the training is tailored to meet the specific needs of individuals and teams, while also providing them with the flexibility to choose the mode of delivery that best suits their schedule and learning style.

**Note:** For ease of understanding of the calendar, the fields used across the calendar have been defined below–

*Table 196: A summary of the fields incorporated in the training calendar*

Fields	Description
<b>Competency</b>	<p><b>Type of competency</b></p> <p><i>Behavioural: Underlying characteristics –motives, traits, skills, and aspects of one's social image, social role or body of knowledge – that can result in effective and superior performance in a job or role. Examples: Empathy, Problem-solving, Organizational awareness</i></p> <p><i>Functional: Knowledge elements, skills and abilities applicable across many organizations, functions and positions. Examples: Data collection and analysis, Project administration, Budgeting</i></p> <p><i>Domain: Knowledge elements, skills and abilities required for an effective and/or superior performance in an activity or a role. Domain competencies are usually specialized in nature and apply to a narrow set of organizations, functions and positions. Examples: Climate change and energy, Gender Sensitivity</i></p>

<b>Competency Addressed</b>	Area of the Competency identified as per CNA findings in ACBP
<b>Name of the Course</b>	Name or the title of the course, training, module, or intervention that is being recommended
<b>Duration (Hours)</b>	The duration of the intervention in Hours
<b>Mode of delivery/ Type of intervention</b>	Mode of training delivery: Online, Classroom, Online/Classroom
<b>Training Institute/ Partner Organization/ Course Provider</b>	Name of the training institute or partner organization recommended as the training provider
<b>Platform/ Location</b>	Platform\ Institute where the training intervention will be undertaken.
<b>Designation</b>	Designation of the participants suggested for the training P1: Director / Joint Director General / Deputy Director General / Deputy Secretary or Equivalent P2: Assistant Director General / Under Secretary / Deputy Director or Equivalent P3: Assistant Director / Section Officer or Equivalent P4: Assistant Section Officer / Tourist Information Officer or Equivalent P5: Upper Division Clerk / Lower Division Clerk or Equivalent
<b>Division</b>	The divisions for which the training is applicable.
<b>Level of Course</b>	Defined based on Course Duration L1- Less than 2 hrs L2- 2 - 7 hrs L3- More than 7 hrs
<b>Tentative Timeline</b>	Quarter for which the training is planned for. Quarter 1, Quarter 2, Quarter 3, Quarter 4 (of the year)
<b>Abbreviations</b>	<ul style="list-style-type: none"> <li>• DoPT- Department of Personnel and Training</li> <li>• ISTM- Institute of Secretariat Training and Management</li> <li>• LBSNAA- Lal Bahadur Shastri National Academy of Administration</li> <li>• ISB- Indian School of Business</li> <li>• CBC- Capacity Building Commission</li> <li>• BSNL- Bharat Sanchar Nigam Limited</li> <li>• NICF- National Institute of Communication Finance</li> <li>• IIPA-Indian Institute of Public Administration</li> <li>• C-DAC Centre for Development of Advanced Computing</li> <li>• IITTM- Indian Institute of Tourism and Travel Management</li> </ul>



Table 197 Training Calendar for the Ministry of Tourism

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Behavioural Core	Service Orientation	Gender Equality and Development – Overview	1 hr 7 mins	Online	World Bank/ iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Behavioural Core	Personal Effectiveness	Stress Management	1 hr 9 mins	Online	iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Behavioural Core	Communication	Level-III CSSS Course to Develop Behavior Competencies	2 hrs 3 mins	Online	iGoT	iGoT	P5 & above	All	L2	Q4 - 2024
Behavioural Core	Outcome Orientation	Motivation	1 hr 08 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q4 - 2024
Behavioural Core	Solution Orientation	Development of Attitude, Knowledge, Skill for Holistic Transformation in Administration	16 hrs 9 mins	Online	ISTM/iGoT	iGoT	P1	All	L3	Q1 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Behavioural Core	Personal Effectiveness	Stress Management	1 hr 25 mins	Online	DoPT/iGoT	iGoT	P5 & above	All	L1	Q1 - 2025
Behavioural Core	Personal Effectiveness	Increasing your Emotional Quotient	1 hr 11 mins	Online	Art of Living/iGoT	iGoT	P5 & above	All	L1	Q1 - 2025
Behavioural Core	Service Orientation	Gender Sensitivity	1 hr	Online	Ministry of Power/ iGoT	iGoT	P5 & above	All	L1	Q1 - 2025
Behavioural Core	Self Awareness	Emotional Intelligence	1 hr 08 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q1 - 2025
Behavioural Core	Solution Orientation	Problem solving & Decision making	2 hrs 15 mins	Online	DoPT/iGoT	iGoT	P5 & above	All	L1	Q2 - 2025
Behavioural Core	Personal Effectiveness	Understanding Motivation	1 hr 58 mins	Online	LBSNAA/iGoT	iGoT	P5 & above	All	L1	Q2 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Behavioural Core	Outcome Orientation	Goal Setting	1 hr 7 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q2 - 2025
Behavioural Core	Service Orientation	Introduction to Gender and Disaster Risk Management	1 hr 7 mins	Online	World Bank/ iGoT	iGoT	P5 & above	All	L1	Q3 - 2025
Behavioural Core	Service Orientation	Prevention of Sexual Harassment of Women at Workplace	2 hrs 25 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q3 - 2025
Behavioural Core	Service Orientation	Gender Equality and Energy	1 hr 45 mins	Online	World Bank/ iGoT	iGoT	P5 & above	All	L1	Q3 - 2025
Behavioural Core	Operational Excellence	Time Management	1 hr 25 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q3 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Behavioural Core	Collaboration	Gender Equality and Development – Overview	2 hrs 36 mins	Online	World Bank	iGoT	P1 & P2	All	L1	Q3 - 2025
Behavioural Leadership	Team Leadership	Leadership Skills for Top Management at ISB Hyderabad	5 Days	Online/Classroom	ISB Hyderabad	ISB Website	P1	All	L3	Q4 - 2024
Behavioural Leadership	Team Leadership	Leadership	1 hr 45 mins	Online	DoPT	iGoT	P1	All	L1	Q4 - 2024
Behavioural Leadership	Collaborative Leadership	Negotiation	4 hrs 15 mins	Online	CBC	iGoT	P1 & P2	All	L3	Q1 - 2025
Behavioural Leadership	Decision Making	Critical Thinking	2 hrs 25 mins	Online	CBC	iGoT	P1 & P2	All	L1	Q1 - 2025
Behavioural Leadership	Strategic Leadership	Exploring Development: The Idea and Its	2 hrs 15 mins	Online	CBC	iGoT	P1 & P2	All	L1	Q2 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
		Aspects								
Behavioural Leadership	Creativity and Innovation	BSNL Mission Karmyogi	9 hrs 08 mins	Online	BSNL	iGoT	P5 & above	All	L3	Q2 - 2025
Behavioural Leadership	Collaborative Leadership	Conflict Resolution and Negotiation	1 hr 58 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q3 - 2025
Functional	Project Management	Certificate Programme in Project Management	5 Months	Online	IIT Delhi	IIT Delhi Website	P1, P2 & P3	All	L3	Q4 - 2024
Functional	Financial Management	Budgetary System in Government	1 hr 15 mins	Online	iGoT	iGoT	P1 & P2	All	L1	Q4 - 2024

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Handling RTI Matters	Right to Information Act 2005	0 hr 48 mins	Online	ISTM/iGoT	iGoT	P5 & above	Administration & IT	L1	Q4 - 2024
Functional	Establishment and HR	Office Procedure	2 hrs 28 mins	Online	ISTM/iGoT	iGoT	P5	All	L2	Q4 - 2024
Functional	Establishment and HR	Ethics and values	1 hr 23 mins	Online	Border Roads Organisation/ iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Functional	Project Management	Project Management	1 hr 8 mins	Online	Ministry of Railways/ iGoT	iGoT	P1, P2 & P3	All	L1	Q4 - 2024
Functional	Office Management	eOffice (Functional & Technical)	1 hr	Online	NIC	NIC website	P5 & above	All	L1	Q4 - 2024
Functional	Office Management	Introduction to E-Office	0 hr 18 mins	Online	BSNL	iGoT	P5 & above	All	L1	Q4 - 2024
Functional	Digital Fluency	Microsoft Excel for Beginners	7 hrs 3 mins	Online	Microsoft	iGoT	P5 & above	All	L3	Q4 - 2024

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Digital Fluency	Ways of Enhancing Presentation Skills	1 hr 42 mins	Online	Ministry of Mines/ iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Functional	Handling RTI Matters	Right to Information Act 2005 - Part 2	1 hr 36 mins	Online	ISTM/iGoT	iGoT	P5 & above	Administration & IT	L1	Q4 - 2024
Functional	Financial Management	A course on TDS under GST Act	0 hr 54 mins	Online	NICF/iGoT	iGoT	P5 & above	Administration & IT, Integrated Finance, and Skilling & Capacity Building	L1	Q4 - 2024
Functional	Project Management	Project Management	2 hrs	Online	iGoT	iGoT	P1, P2 & P3	All	L2	Q4 - 2024
Functional	Financial Management	Finance and Accounts	1 hr 35 mins	Online	DoPT	iGoT	P1 & P2	All	L1	Q4 - 2024

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Public Procurement GFR	MDP on Public Procurement (Basic)	6 Days	Classroom	Arun Jaitley National Institute of Financial Management	Institute Campus	P5	All	L3	Q4 - 2024
Functional	Handling RTI Matters	Landmark Judgements- RTI Act,2005	1 hr 17 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Functional	Establishment and HR	Public Administration	1 hr 25 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q4 - 2024
Functional	Data Analytics	Data Analysis and Visualization	3 hrs 19 mins	Online	UpGrad	iGoT	P5 & above	All	L2	Q4 - 2024
Functional	Public Procurement GFR	Public Procurement Framework of GOI	2 hrs	Online	Department of Expenditure/ iGoT	iGoT	P5	All	L2	Q4 - 2024
Functional	Administration Matters	Pay Fixation	1 hr 43 mins	Online	ISTM/iGoT	iGoT	P5 & above	Administration & IT	L1	Q4 - 2024
Functional	Financial Management	Fundamental Rules (FR) and Supplementary Rules (SR)	3 hrs 9 mins	Online	Department of Expenditure/ iGoT	iGoT	P5 & above	All	L2	Q4 - 2024



Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Digital Fluency	Cyber Security and Strategy	1 hr 3 mins	Online	iGoT	iGoT	P5 & above	Administration & IT and Marketing & Promotion	L1	Q4 - 2024
Functional	Digital Fluency	Cyber Security Basics	2 hrs 22 mins	Online	Microsoft/ iGoT	iGoT	P5 & above	Administration & IT and Marketing & Promotion	L2	Q4 - 2024
Functional	Policy Architecture	Evidence-based Policy Making	2 hrs 3 mins	Online	CBC	iGoT	P3, P4 & P5	All	L1	Q4 - 2024
Functional	Citizen Centricity	Gender Equality and Energy	1 hr 26 mins	Online	World Bank	iGoT	P3, P4 & P5	All	L1	Q4 - 2024
Functional	Project Management	Project Management	1 hr 59 mins	Online	IIPA	iGoT	P1 & P2	All	L1	Q1 - 2025
Functional	Vigilance Administration	Preventive Vigilance	1 hr 5 mins	Online	Ministry of Steel/ iGoT	iGoT	P1 & P2	All	L1	Q1 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Digital Fluency	Microsoft PowerPoint Beginners	3 hrs 17 mins	Online	Microsoft	iGoT	P5 & above	All	L2	Q1 - 2025
Functional	Public Procurement GFR	Government e-Marketplace (GeM)	1 hr 17 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q1 - 2025
Functional	Financial Management	Budget	2 hrs 7 mins	Online	ISTM/iGoT	iGoT	P1 & P2	All	L1	Q1 - 2025
Functional	Cabinet note preparation	Noting & Drafting	2 hrs	Online	ISTM/iGoT	iGoT	P5	All	L2	Q1 - 2025
Functional	Digital Fluency	Programme on IT Skills	21 hrs 42 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L3	Q1 - 2025
Functional	Project Management	Become a Program Manager	20 hrs	Online	Linkedin Learning	Linkedin	P1, P2 & P3	All	L3	Q1 - 2025
Functional	Financial Management	GST Applicability on Government Related Activities	1 hr 3 mins	Online	NICF/iGoT	iGoT	P5 & above	All	L1	Q1 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Financial Management	Understanding Financial Position of an organization	1 hr 11 mins	Online	LBSNAA/iGoT	iGoT	P5 & above	All	L1	Q1 - 2025
Functional	Digital Fluency	Foundation Course on Cyber Security	24 hrs	Online	C-DAC/iGoT	iGoT	P5 & above	Administration & IT and Marketing & Promotion	L3	Q1 - 2025
Functional	Monitoring and Evaluation	Filing of APAR and AIPR through SPARROW	0 hr 50 mins	Online	NICF/iGoT	iGoT	P3, P4 & P5	All	L1	Q1 - 2025
Functional	Financial Management	Govt Accounting System	0 hr 54 mins	Online	iGoT	iGoT	P1 & P2	All	L1	Q2 - 2025
Functional	Office Management	Basics of e-Governance & Digital India	1 hr 58 mins	Online	IIPAIGoT	iGoT	P5 & above	All	L1	Q2 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Digital Fluency	Work Smarter with Microsoft PowerPoint	19 hrs	Online	Microsoft - through Coursera	Coursera	P5 & above	All	L3	Q2 - 2025
Functional	Establishment and HR	Stakeholders in Governance	2 hrs 13 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q2 - 2025
Functional	Government Program Formulation	Monitoring and evaluation of govt schemes	2 Days	Online	ISTM/iGoT	ISTM Website	P5 & above	All	L3	Q2 - 2025
Functional	Digital Fluency	GIS Curriculum for PMGSY	8 hrs 2 mins	Online	Ministry of Rural Development/ iGoT	iGoT	P5 & above	All	L3	Q2 - 2025
Functional	Office Management	Self-paced Learning for Section Officers	9 hrs 81 mins	Online	ISTM/iGoT	iGoT	P3 & P4	All	L3	Q2 - 2025
Functional	Public Procurement GFR	MDP on Public Procurement (Advanced)	5 Days	Classroom	Arun Jaitley National Institute of Financial Management	Institute Campus	P5	All	L3	Q2 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Administration Matters	Leave Rules	1 hr 31 mins	Online	ISTM/iGoT	iGoT	P5 & above	All	L1	Q2 - 2025
Functional	Project Management	Project Management	0 hr 25 mins	Online	ISTM/iGoT	iGoT	P1, P2 & P3	All	L1	Q2 - 2025
Functional	Administration Matters	Pensionary Benefits	1 hr 31 mins	Online	ISTM/iGoT	iGoT	P5 & above	Administration & IT	L1	Q2 - 2025
Functional	Financial Management	Training Programme on Analysis of Financial Statements	Unsure/Undefined	Online/Classroom	INGAF	INGAF website	P5 & above	All	Unsure/Undefined	Q2 - 2025
Functional	Change Management	Proficiency in technical and scientific writing	1 hr 58 mins	Online	CBC	iGoT	P3, P4 & P5	All	L1	Q2 - 2025
Functional	Digital Fluency	MS Office	5 Days	Online/Classroom	ISTM	ISTM Website	P5 & above	All	L3	Q3 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Functional	Financial Management	Training on PFMS	Unsure/Undefined	Online/Classroom	INGAF	INGAF Website	P5 & above	All	Unsure/Undefined	Q3 - 2025
Functional	Digital Fluency	Work Smarter with Microsoft Excel	20 hrs	Online	Microsoft - through Coursera	Coursera	P5 & above	All	L3	Q3 - 2025
Functional	Litigation Management	Special Acts	7 hrs 28 mins	Online	iGoT	iGoT	P5 & above	All	L3	Q3 - 2025
Functional	Digital Fluency	Work Smarter with Microsoft Word	31 hrs	Online	Microsoft - through Coursera	Coursera	P5 & above	All	L1	Q3 - 2025
Functional	Data Analytics	Big Data Analytics	1 hr	Online	NIC	NIC website	P5 & above	Research & Analytics	L1	Q3 - 2025
Functional	Digital Fluency	Basic Course on Cyber Security Awareness	17 hrs	Online	C-DAC/iGoT	iGoT	P5 & above	Administration and IT and Marketing & Promotion	L3	Q3 - 2025
Functional	Digital Fluency	Artificial Intelligence Powered Grievance	0 hr 27 mins	Online	NADFM/iGoT	iGoT	P3, P4 & P5	All	L1	Q3 - 2025

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
		Handling Application								
Functional	Project Management	Preparation of Detailed Project Report	8 hrs 5 mins	Online	Ministry of Rural Development/ iGoT	iGoT	P5 & above	All	L3	Q3 - 2025
Functional	Information and Communication Management	Science communication	2 hrs 10 mins	Online	CBC	iGoT	P3, P4 & P5	All	L2	Q3 - 2025
Functional	Grievance Redressal	Public Grievance Handling and CPGRAM 7.0	2 hrs	Online	ISTM	iGoT	P3, P4 & P5	All	L2	Q3 - 2025
Domain	Orientation Training for Tourism	Orientation Program for Employees Ministry of Tourism, Government of India	5 Days	Online	IITTM	IITTM Online	P5 & above	All	L3	Q4 - 2024
Domain	Tourism Infrastructure & Know	Infrastructure Development, PPPs	30 hrs	Online	IIM Bangalore	EdX	P5 & above	All	L3	Q4 - 2024

Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
	How	and Regulation								
Domain	Basic Training Program for Ministry of Tourism and it's role in Tourism Industry	Basic Training Program Ministry of Tourism, Government of India	10 Days	Classroom	IITTM	IITTM Noida Campus	P2, P3, P4, P5	All	L3	Q1 - 2025
Domain	Carrying Capacity in Tourism	Sustainable Infrastructure: An Integrated Vision for Development	20 hrs	Online	BID	Coursera	P5 & above	All	L3	Q1 - 2025
Domain	Sustainable Tourism	Sustainable Tourism – promoting environmental public health	14 hrs	Online	Coursera	Coursera	P5 & above	All	L3	Q2 - 2025
Domain	Tourism Economy	Impact Measurement & Management	9 hrs	Online	Duke University	Coursera	P5 & above	All	L3	Q2 - 2025



Competency	Competency Addressed	Name of the Course	Duration (Hours)	Mode of delivery/ Type of intervention	Training Institute/ Partner Organization/ Course Provider	Platform/Location	Designation	Division	Level of Course	Tentative Timeline
Domain	Types of Tourism Products	Event Management	70 hrs	Online	University of Cape Town	EdX	P5 & above	All	L3	Q2 - 2025
Domain	Travel & Tourism Management	Customer Relationship Management	30 hrs	Online	IIM Bangalore	EdX	P5 & above	All	L3	Q3 - 2025
Domain	Emerging Trends in Tourism	AI for Digital Transformation: Computer Vision	1 hr 15 mins	Online	CBC	iGoT Karmayogi	P5 & above	All	L1	Q3 - 2025

**Note: Certain training programs have time constraints and may expire, with availability restricted to a limited period**

## 6.2. Domain Training Module

Further to the competency mapping and capacity needs analysis, tourism domain training requirements were identified and consolidated under the below competency categories.

1. Knowledge of Tourism supply chain (Travel agents, transport, accommodation, excursions, etc.)
2. Tourism Economy
3. Destination planning and product development
4. Emerging Trends in Tourism
5. Tourism Infrastructure know-how
6. Types of Tourism Products, Tourism sectoral strategies and roadmaps
7. Sustainability in Tourism
8. Carrying Capacity in Tourism
9. Understanding of Indian Geography and Brief History

Based on the above, the IITTM prepared the below program outlines for the Ministry of Tourism

### Orientation Program for Employees Ministry of Tourism, Government of India

Particulars	Description
<b>Duration</b>	5 Days   Online   30 minutes Training per day
<b>Objective</b>	To facilitate employees with a foundational understanding of structure of Ministry of Tourism and its role in promoting tourism.
<b>Module Outline</b>	<p>Day 1- Introduction (25 minutes)</p> <ul style="list-style-type: none"> <li>• Welcome and Opening remarks</li> <li>• Brief about the orientation program</li> <li>• Fundamentals of Tourism</li> <li>- What is Tourism and its types?</li> <li>- What is Tourist and its types?</li> <li>- What is a destination?</li> <li>- What is a hotel and types of accommodation?</li> <li>- Types of Tourism terminologies</li> </ul> <p>Interactive Discussion (05 minutes)</p> <p>Day 2- Overview of Ministry of Tourism (25 minutes)</p> <ul style="list-style-type: none"> <li>• Vision and Mission</li> <li>• Introduction of Ministry of Tourism (who's- who)</li> </ul> <p>Interactive Discussion (05 minutes)</p> <p>Day 3- Indian Tourism (25 minutes)</p> <ul style="list-style-type: none"> <li>• Tourism Offices- India and Overseas</li> <li>• Understanding Indian Tourism (current trends and statistics in tourism)</li> </ul> <p>Interactive Discussion (05 minutes)</p> <p>Day 4- Institutes of Ministry of Tourism, GOI (25minutes)</p> <ul style="list-style-type: none"> <li>• IITTM</li> <li>• IHM</li> <li>• IISM</li> <li>• ITDC</li> </ul> <p>Interactive Discussion (05minutes)</p> <p>Day 5- Major Tourism Stakeholders (25minutes)</p> <ul style="list-style-type: none"> <li>• UNWTO</li> <li>• UNESCO</li> <li>• ATOAI</li> </ul>

	<ul style="list-style-type: none"> <li>• ADTOI</li> <li>• TAAI</li> </ul> <p>Interactive Discussion (05 minutes) Closing remarks</p>
<b>Material and Resources</b>	<ul style="list-style-type: none"> <li>• Online mode</li> <li>• PowerPoint presentation with visuals</li> <li>• Video demonstration</li> </ul>

### Basic Training Program Ministry of Tourism, Government of India

Particulars	Description
<b>Duration</b>	10 Days   4hrs per day   Monday to Friday (2 Weeks)
<b>Objective</b>	Provide employees in-depth familiarization with Ministry of Tourism structure, schemes, guidelines, and its various divisions.
<b>Module Outline</b>	<p>Day 1- Introduction to the Ministry of Tourism and its Departments\</p> <ul style="list-style-type: none"> <li>• Welcome, opening remarks and Ice Breaking session</li> <li>• Ministry's Mission and Vision</li> <li>• History of Tourism in India</li> <li>• Organizational structure and other divisions of MoT</li> <li>• Roles and Functions of Ministry</li> </ul> <p>Day 2- Different Schemes of MoT, Initiatives and Guidelines</p> <ul style="list-style-type: none"> <li>• Overview of Schemes and its objective (PRASAD, Swadesh Darshan, Adopt a Monument, NIDHI etc.)</li> <li>• Draft of National Tourism Policy</li> </ul> <p>Day 3- Central Nodal Agencies and their roles</p> <ul style="list-style-type: none"> <li>• Types of Tourism in India and Special Interest Tourism</li> <li>• CNA- Adventure Tourism</li> <li>• CNA- Rural Tourism</li> <li>• CNA- Sustainable Tourism</li> <li>• CNA- Eco Tourism</li> </ul> <p>Day 4- Tourism and Tourist Guides</p> <ul style="list-style-type: none"> <li>• Tourism Terminologies</li> <li>• Tourist Guides and their structure in India</li> <li>• Incredible India Tourist Facilitator Certification Program (IITFC)</li> </ul> <p>Day 5- Practical Site Visit</p> <ul style="list-style-type: none"> <li>• Full day visit to Heritage sites</li> </ul> <p>Day 6- Indian Diaspora</p> <ul style="list-style-type: none"> <li>• UNESCO Sites in India</li> <li>• Famous Tourism products and destinations</li> <li>• Cross culture management</li> <li>• 17- SDGs</li> </ul> <p>Day 7- Effective communication and Team Management</p> <ul style="list-style-type: none"> <li>• Types of communication</li> <li>• Active listening</li> <li>• Effective office communication</li> <li>• Communication barriers</li> <li>• Prioritizing Tasks and Handling multiple tasks</li> </ul>

	<p>Day 8- Time Management and Productivity</p> <ul style="list-style-type: none"> <li>• Effective time management</li> <li>• Use of tools and techniques for time management</li> <li>• Goal setting and Prioritization</li> <li>• Self-assessment</li> <li>• Setting priorities – urgent and important tasks</li> </ul> <p>Day 9- Practical Site Visit</p> <ul style="list-style-type: none"> <li>• Field visit to Rural / Adventure site</li> </ul> <p>Day 10- Site Visit and Certification</p> <ul style="list-style-type: none"> <li>• Half day site visit to religious sites</li> <li>• Program feedback form filling</li> <li>• Valedictory Session and Certificate Distribution</li> </ul>
<p><b>Material and Resources</b></p>	<ul style="list-style-type: none"> <li>• Offline mode (Venue may be finalized after mutual discussion)</li> <li>• PowerPoint presentation with visuals</li> <li>• Video demonstration</li> </ul>

Subsequently it was deliberated with the ministry and concluded that the IITTM may prepare the tourism domain training modules. However, the modules may be delivered by the subject matter’s experts from within the ministry or external experts based on the requirements and discretion of the Ministry of Tourism.

# 7. Capacity Building Roadmap and Action Plan

The action plan outlines how the Ministry of Tourism will bring about change through capacity-building efforts. It provides a clear roadmap for putting the plan into action and sets up a system to track and report progress. A significant emphasis is placed on the CBP's distinctive approach, which prioritizes the integration of these interventions into the organization's fabric for long-term effectiveness and sustainability

## 7.1 Capacity Building Goals and Objectives of the Ministry

These capacity-building goals and objectives under Mission Karmayogi align with the G20 Tourism Ministerial Meeting outcomes and the Goa Roadmap for Tourism, focusing on sustainability, digitalization, and citizen-centricity to drive tourism development in India.

*Table 198: Capacity Building Goals and Objectives of the Ministry*

Immediate & Short Term (1–2 years)	Goals	Objectives
<b>Competency Lens 1: National Priorities</b>	Align the Ministry's strategies and policies with national priorities, focusing on sustainable tourism development.	Objective 1: Review existing policies to ensure they contribute to national priorities, such as economic growth and Ease of Living.  Objective 2: Identify and address capacity gaps in policy formulation and implementation.
<b>Competency Lens 2: Emerging Technologies</b>	Enhance the Ministry's capacity to leverage emerging technologies for tourism promotion and management.	Objective 1: Assess the Ministry's readiness to regulate and utilize digital technologies in the tourism sector.  Objective 2: Develop digital training programs for officials to promote competitiveness and sustainability in tourism.
<b>Competency Lens 3: Citizen-Centricity</b>	Improve citizen-centric governance and public service delivery within the tourism sector.	Objective 1: Enhance transparency and efficiency in public service delivery for tourists and stakeholders.  Objective 2: Establish effective grievance redressal mechanisms and gather citizen inputs for policy formulation

Medium Term (3–4 years)	Goals	Objectives
<b>Competency Lens 1: National Priorities</b>	Strengthen the Ministry's role in supporting national priorities, including sustainable development and SDG achievement.	<p>Objective 1: Develop a comprehensive roadmap for aligning tourism policies with SDGs.</p> <p>Objective 2: Enhance the Ministry's capacity to contribute to the \$5 trillion economy goal.</p>
<b>Competency Lens 2: Emerging Technologies</b>	Establish the Ministry as a leader in harnessing digitalization for tourism competitiveness.	<p>Objective 1: Implement digital transformation initiatives, particularly for MSMEs and vulnerable groups.</p> <p>Objective 2: Monitor and regulate digital technologies effectively to promote sustainable tourism practices.</p>
<b>Competency Lens 3: Citizen-Centricity</b>	Achieve higher levels of citizen satisfaction and participation in the tourism sector.	<p>Objective 1: Continuously improve public service quality through citizen feedback and engagement.</p> <p>Objective 2: Expand the Ministry's customer-focused approach to include all stakeholders and partners.</p>
Long Term (4–7 years and above)	Goals	Objectives
<b>Competency Lens 1: National Priorities</b>	Solidify the Ministry's position as a driver of sustainable and inclusive economic growth.	<p>Objective 1: Evaluate and adjust policies and initiatives to ensure long-term alignment with national priorities.</p> <p>Objective 2: Foster international collaboration to promote tourism as a catalyst for SDG achievement</p>

<b>Competency Lens 2: Emerging Technologies</b>	Ensure the Ministry remains at the forefront of digital innovation in the tourism sector.	Objective 1: Establish a center of excellence for tourism-related digital technologies.  Objective 2: Continuously adapt to new digital trends and regulatory challenges.
<b>Competency Lens 3: Citizen-Centricity</b>	Achieve a high level of citizen-centricity and stakeholder satisfaction within the tourism sector.	Objective 1: Implement advanced data analytics and citizen engagement platforms to enhance services.  Objective 2: Develop and promote best practices in participatory governance and sustainable tourism.

It is essential to recognize that these goals and objectives are not static but dynamic in nature. As the tourism landscape evolves, they shall be subject to periodic review and adaptation to remain in sync with the larger vision for tourism development in the country.

## 7.2 Capacity Building Roadmap for Ministry of Tourism

Through these planned activities and inputs, along with dedicated resources, the Ministry of Tourism will progressively enhance individual, organizational, and institutional performance, ultimately becoming a leading force in sustainable and inclusive tourism development, both nationally and internationally.

*Table 199: Capacity Building Roadmap for the Ministry of Tourism*

<b>Pillars of Capacity Building</b>	<b>End Goals for Capacity Building</b>	<b>Immediate-term (1–2 years)</b>	<b>Medium-Term (3–4 years)</b>	<b>Long-Term (4–7 years and beyond)</b>
<b>Individual Performance</b>	Competent and skilled officials capable of aligning tourism policies with national priorities and effectively managing emerging technologies while delivering citizen-centric services.	<ul style="list-style-type: none"> <li>• Officials receive targeted training in policy alignment and digital technologies.</li> <li>• Enhanced competencies in policy formulation, regulation, and digital literacy.</li> <li>• Improved ability to</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced training in policy analysis, sustainability, and digital leadership.</li> <li>• Proficiency in regulating and harnessing emerging</li> </ul>	<ul style="list-style-type: none"> <li>• Officials are experts in tourism policy, digitalization, and citizen engagement.</li> <li>• Continuous professional development and knowledge sharing.</li> <li>• Active participation in global tourism initiatives.</li> </ul>

Pillars of Capacity Building	End Goals for Capacity Building	Immediate-term (1–2 years)	Medium-Term (3–4 years)	Long-Term (4–7 years and beyond)
		<p>engage with citizens and stakeholders.</p>	<p>technologies.</p> <ul style="list-style-type: none"> <li>• Continuous feedback mechanisms with citizens and stakeholders.</li> <li>• Participation in international forums</li> </ul>	
<p><b>Organizational Performance</b></p>	<p>A dynamic and adaptive tourism ministry with streamlined processes, embracing digitalization, promoting sustainability, and providing excellent services to citizens and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Streamlined processes and improved interdepartmental coordination.</li> <li>• Initiation of digital transformation projects.</li> <li>• Launch of a citizen engagement platform</li> <li>• Budget allocation for training and organizational interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Digitization initiatives yield efficiency gains and better visitor experiences.</li> <li>• Comprehensive data analytics for informed decision-making.</li> <li>• Expanded capacity for supporting tourism MSMEs.</li> <li>• Enhanced regulations for digital technologies.</li> <li>• Dedicated center of excellence for digital tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable tourism practices are deeply integrated.</li> <li>• Cutting-edge digital tools and technologies are applied.</li> <li>• Robust regulatory frameworks for emerging technologies.</li> <li>• Strong public-private partnerships for inclusive tourism growth.</li> <li>• Best practices adopted and shared with other ministries.</li> </ul>



Pillars of Capacity Building	End Goals for Capacity Building	Immediate-term (1–2 years)	Medium-Term (3–4 years)	Long-Term (4–7 years and beyond)
<b>Institutional Performance</b>	An internationally recognized and influential tourism authority contributing significantly to national development and the achievement of Sustainable Development Goals (SDGs).	<ul style="list-style-type: none"> <li>• Policies are reviewed and adjusted for SDG alignment.</li> <li>• Ministry actively contributes to national priorities.</li> <li>• Initial steps toward international collaborations.</li> <li>• Evidence of increased public satisfaction with tourism services.</li> </ul>	<ul style="list-style-type: none"> <li>• Well-established international partnerships.</li> <li>• Ministry recognized as a leader in sustainable tourism. Impact assessments show tourism's significant contribution to national priorities. SDG-aligned policies receive international acclaim.</li> <li>• Higher levels of citizen participation in tourism policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry is a key driver of sustainable and inclusive economic growth.</li> <li>• Tourism's role in achieving SDGs is globally acknowledged.</li> <li>• International collaborations lead to joint projects and funding.</li> <li>• Ongoing improvement in citizen-centric services.</li> <li>• India's tourism policies serve as a model for other nations</li> </ul>
<b>Inputs</b>		Training programs, digital tools, budget allocation	Advanced training, expanded digital initiatives, and regulatory frameworks.	Ongoing professional development, international collaborations, and best practice dissemination.
<b>Activities</b>		Officials attend training, initiate digital projects, and set up a citizen engagement platform.	Officials undergo advanced training, implement comprehensive digitalization, and strengthen	Officials continue to develop, engage in global initiatives, share best practices.

Pillars of Capacity Building	End Goals for Capacity Building	Immediate-term (1–2 years)	Medium-Term (3–4 years)	Long-Term (4–7 years and beyond)
			regulations.	
<b>Outputs</b>		Improved individual competencies, streamlined processes, basic digitalization.	Proficient officials, enhanced digital capabilities, improved regulatory environment	Highly skilled experts, international partnerships, and widespread adoption of best practices.
<b>Outcomes</b>		Better policy alignment, initial citizen engagement	Sustainable practices integrated, data-driven decision-making, active citizen participation.	Sustainable and inclusive economic growth, global recognition of tourism's role in SDG achievement.
<b>Impact</b>		Initial contributions to national priorities	Ministry recognized as a leader in sustainable tourism.	India's tourism policies serve as a global model.

The roadmap for capacity building within the Ministry of Tourism reflects a well-structured and visionary approach to transform the tourism sector in India. Over the immediate, medium-term, and long-term horizons, the Ministry aims to develop highly competent officials, foster organizational adaptability, and establish itself as an influential international authority in sustainable and inclusive tourism.

### 7.3 Prioritized Capacity Building Interventions

The table below identifies and prioritizes the competencies targeted for strengthening under each of the three competency lenses and proposes competency-building interventions under the three pillars to strengthen the prioritized competencies within the organization.

*Table 200: Prioritized Capacity Building Interventions for Behavioral Competencies*

S. No.	Behavioral Competencies	CB Intervention	Rationale	KPI
1	<b>Leadership and Teamwork</b>	Conduct a leadership development program focusing on teamwork and collaborative skills. For details refer to training calendar	Strengthening leadership and teamwork competencies will improve organizational cohesion and effectiveness.	Percentage increase in self-assessed leadership and teamwork skills among participants, the number of cross-functional initiatives launched.
2	<b>Communication Skills</b>	Offer communication skills training to enhance the effectiveness of internal and external communication. For details refer to training calendar	Improved communication skills contribute to better stakeholder engagement and service delivery.	Improvement in participants, communication effectiveness, increased positive feedback from stakeholders.
3	<b>Empathy to Colleagues</b>	Conduct workshops on empathy and interpersonal relationships among colleagues. For details refer to training calendar	Enhancing empathy contributes to a healthier work environment and effective collaboration.	Self-reported improvements in empathy levels, reduction in interpersonal conflicts.
4	<b>Analytical Thinking</b>	Implement training in analytical thinking to enhance problem-solving skills. For details refer to training calendar	Analytical thinking fosters data-driven decision-making and efficient problem-solving.	Increased application of analytical thinking in problem-solving, successful resolution of complex issues
5	<b>Time Management</b>	Provide time management workshops to improve productivity. For details refer to training calendar	Effective time management leads to better task prioritization and reduced work-related stress.	Reduction in self-reported time-related stress, completion of tasks within deadlines.

*Table 201: Prioritized Capacity Building Interventions for Functional Competencies*

S.No	Functional Competencies	CB Intervention	Rationale	KPI
1	<b>e-Office</b>	Conduct training on e-Office tools and practices to improve digital office management	Proficiency in e-Office tools enhance efficiency and reduces paper-based processes.	Percentage increase in e-Office tool utilization, reduction in paper-based workflows.
2	<b>Program Management</b>	Provide program management training with a focus on achieving desired outcomes.	Effective program management ensures the successful execution of initiatives.	Achievement of program outcomes, improved program documentation.
3	<b>Project Management (focuses on outputs)</b>	Implement project management training with an emphasis on delivering outputs.	Proficiency in project management leads to the timely completion of projects.	On-time project delivery, successful project closure.
4	<b>MS Office (Excel, PPT, Word)</b>	Offer training on advanced MS Office applications to enhance office productivity.	Proficiency in MS Office applications streamline document creation and data analysis.	Improved proficiency in MS Office applications, reduced errors in documents and presentations.
5	<b>Public Financial Management System (PFMS)</b>	Conduct training on PFMS to improve financial management practices.	Competence in PFMS ensures efficient public financial management.	Increased utilization of PFMS, fewer financial management discrepancies.

*Table 202: Capacity Building Pillars for Behavioral and Functional Competencies*

S.No	Capacity Building Pillars for Behavioral and Functional Competencies:	Activities	KPI
1	<b>Training and Development</b>	Conduct the identified capacity-building interventions for both behavioral and functional competencies	Percentage of participants who completed the training, post-training assessment scores.
2	<b>Knowledge Sharing and Collaboration</b>	Create knowledge-sharing platforms and encourage cross-functional collaboration for both behavioral and functional competencies.	Number of knowledge-sharing sessions conducted, percentage increase in cross-functional collaborations.
3	<b>Performance Management</b>	Establish performance targets related to both sets of competencies.	Regular performance evaluations based on the targeted competencies.

The table below outlines the information roadmap for the implementation of the Capacity Building Plan within the three pillars: organization, individual, and institutional.

*Table 203: Information Roadmap for the Implementation of the Capacity Building Plan*

<b>INDIVIDUAL PILLAR</b>	
<b>Trainings</b>	➤ Refer to the training calendar, which has been developed subsequent to a comprehensive evaluation of the identified gaps and competency requirements.
<b>Training Delivery</b>	➤ The training calendar includes details about partner institutions, delivery methods, durations, and name of training/course
<b>ORGANIZATIONAL PILLAR</b>	
<b>Business process efficiencies</b>	<ul style="list-style-type: none"> <li>➤ <b>Organization:</b> Refer to the section on organizational processes, which outlines capacity-building recommendations across individual, organizational, and institutional levels. These suggestions are formulated based on a range of KPIs and evaluation criteria.</li> <li>➤ <b>Resources:</b> Refer to the organizational processes section for a comprehensive overview of suggested manuals, procedures, and SOPs.</li> <li>➤ <b>Dependencies:</b> Refer to the organizational overview section for insights into the internal and external dependencies that play a pivotal role in enabling the successful rollout of capacity-building interventions under both the individual and institutional pillars.</li> </ul>
<b>INSTITUTIONAL PILLAR</b>	
<b>Competency lenses</b>	➤ Refer to the organizational process chapter for policy interventions and institutional measures to support the development and institutionalization of identified competency gaps
<b>Sustainability and policy support</b>	➤ Refer to the organizational process chapter for measures to support and institutionalize planned interventions under the individual and organizational pillars.
<b>Outcome Monitoring Mechanism</b>	➤ Refer to the monitoring and reporting framework and the organizational process chapter

## 7.4 Monitoring and Evaluation of Capacity Building Interventions

The Monitoring and Evaluation framework for Capacity Building Interventions will assist the ministry by providing a structured approach to assess the impact and efficiency of the suggested interventions. It enables data-driven decision-making, ensuring resources are utilized effectively and in alignment with the ministry's objectives. This framework contributes to the ministry's overall effectiveness and accountability.

Table 204: Monitoring and Evaluation Framework

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
1	Gender Equality and Development – Overview	Service Orientation	Behavioral Core	Online	World Bank/iGoT	Q4 - 2024	1 hr 7 mins	Target						
								Achievement						
2	Stress Management	Personal Effectiveness	Behavioral Core	Online	iGoT	Q4 - 2024	1 hr 9 mins	Target						
								Achievement						
3	Level-III CSSS Course to Develop Behavior Competencies	Communication	Behavioral Core	Online	iGoT	Q4 - 2024	2 hrs 3 mins	Target						
								Achievement						
4	Motivation	Outcome Orientation	Behavioral Core	Online	DoPT	Q4 - 2024	1 hr 08 mins	Target						
								Achievement						
5	Development of Attitude,	Solution Orientation	Behavioral Core	Online	ISTM/iGoT	Q1 - 2025	16 hrs 9 mins	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	Knowledge, Skill for Holistic Transformation in Administration													
6	Stress Management	Personal Effectiveness	Behavioral Core	Online	DoPT/iGoT	Q1 - 2025	1 hr 25 mins	Target						
								Achievement						
7	Increasing your Emotional Quotient	Personal Effectiveness	Behavioral Core	Online	Art of Living/iGoT	Q1 - 2025	1 hr 11 mins	Target						
								Achievement						
8	Gender Sensitivity	Service Orientation	Behavioral Core	Online	Ministry of Power/ iGoT	Q1 - 2025	1 hr	Target						
								Achievement						
9	Emotional Intelligence	Self Awareness	Behavioral Core	Online	DoPT	Q1 - 2025	1 hr 08 mins	Target						
								Achievement						
10	Problem solving & Decision making	Solution Orientation	Behavioral Core	Online	DoPT/iGoT	Q2 - 2025	2 hrs 15 mins	Target						
								Achievement						
11	Understanding Motivation	Personal Effectiveness	Behavioral Core	Online	LBSNAA/iGoT	Q2 - 2025	1 hr 58 mins	Target						
								Achievement						
12	Goal Setting	Outcome Orientation	Behavioral Core	Online	DoPT	Q2 - 2025	1 hr 7 mins	Target						
								Achievement						



S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
		n												
13	Introduction to Gender and Disaster Risk Management	Service Orientation	Behavioral Core	Online	World Bank/iGoT	Q3 - 2025	1 hr 7 mins	Target						
								Achievement						
14	Prevention of Sexual Harassment of Women at Workplace	Service Orientation	Behavioral Core	Online	ISTM/iGoT	Q3 - 2025	2 hrs 25 mins	Target						
								Achievement						
15	Gender Equality and Energy	Service Orientation	Behavioral Core	Online	World Bank/iGoT	Q3 - 2025	1 hr 45 mins	Target						
								Achievement						
16	Time Management	Operational Excellence	Behavioral Core	Online	DoPT	Q3 - 2025	1 hr 25 mins	Target						
								Achievement						
17	Gender Equality and Development – Overview	Collaboration	Behavioral Core	Online	World Bank	Q3 - 2025	2 hrs 36 mins	Target						
								Achievement						
18	Leadership Skills for	Team Leadership	Behavioral	Online/Class	ISB Hyderabad	Q4 - 2024	5 Days	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	Top Management at ISB Hyderabad		Leadership	ssroom										
19	Leadership	Team Leadership	Behavioral Leadership	Online	DoPT	Q4 - 2024	1 hr 45 mins	Target						
								Achievement						
20	Negotiation	Collaborative Leadership	Behavioral Leadership	Online	CBC	Q1 - 2025	4 hrs 15 mins	Target						
								Achievement						
21	Critical Thinking	Decision Making	Behavioral Leadership	Online	CBC	Q1 - 2025	2 hrs 25 mins	Target						
								Achievement						
22	Exploring Development: The Idea and Its Aspects	Strategic Leadership	Behavioral Leadership	Online	CBC	Q2 - 2025	2 hrs 15 mins	Target						
								Achievement						
23	BSNL Mission Karmyogi	Creativity and Innovation	Behavioral Leadership	Online	BSNL	Q2 - 2025	9 hrs 08 mins	Target						
								Achievement						
24	Conflict Resolution and Negotiation	Collaborative Leadership	Behavioral Leadership	Online	DoPT	Q3 - 2025	1 hr 58 mins	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
25	Certificate Programme in Project Management	Project Management	Functional	Online	IIT Delhi	Q4 - 2024	5 Months	Target						
								Achievement						
26	Budgetary System in Government	Financial Management	Functional	Online	iGoT	Q4 - 2024	1 hr 15 mins	Target						
								Achievement						
27	Right to Information Act 2005	Handling RTI Matters	Functional	Online	ISTM/iGoT	Q4 - 2024	0 hr 48 mins	Target						
								Achievement						
28	Office Procedure	Establishment and HR	Functional	Online	ISTM/iGoT	Q4 - 2024	2 hrs 28 mins	Target						
								Achievement						
29	Ethics and values	Establishment and HR	Functional	Online	Border Roads Organisation/ iGoT	Q4 - 2024	1 hr 23 mins	Target						
								Achievement						
30	Project Management	Project Management	Functional	Online	Ministry of Railways/ iGoT	Q4 - 2024	1 hr 8 mins	Target						
								Achievement						
31	eOffice (Functional & Technical)	Office Management	Functional	Online	NIC	Q4 - 2024	1 hr	Target						
								Achievement						
32	Introduction to E-Office	Office Management	Functional	Online	BSNL	Q4 - 2024	0 hr 18 mins	Target						
								Achievement						
33	Microsoft	Digital	Function	Onlin	Microsoft	Q4 -	7 hrs 3	Target						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	Excel for Beginners	Fluency	al	e		2024	mins	Achievement						
34	Ways of Enhancing Presentation Skills	Digital Fluency	Functional	Online	Ministry of Mines/ iGoT	Q4 - 2024	1 hr 42 mins	Target						
								Achievement						
35	Right to Information Act 2005 - Part 2	Handling RTI Matters	Functional	Online	ISTM/iGoT	Q4 - 2024	1 hr 36 mins	Target						
								Achievement						
36	A course on TDS under GST Act	Financial Management	Functional	Online	NICF/iGoT	Q4 - 2024	0 hr 54 mins	Target						
								Achievement						
37	Project Management	Project Management	Functional	Online	iGoT	Q4 - 2024	2 hrs	Target						
								Achievement						
38	Finance and Accounts	Financial Management	Functional	Online	DoPT	Q4 - 2024	1 hr 35 mins	Target						
								Achievement						
39	MDP on Public Procurement (Basic)	Public Procurement GFR	Functional	Class room	Arun Jaitley National Institute of Financial Management	Q4 - 2024	6 Days	Target						
								Achievement						
40	Landmark Judgements- RTI Act,2005	Handling RTI Matters	Functional	Online	ISTM/iGoT	Q4 - 2024	1 hr 17 mins	Target						
								Achievement						
41	Public	Establish	Function	Onlin	ISTM/iGoT	Q4 -	1 hr 25	Target						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	Administration	ment and HR	al	e		2024	mins	Achievement						
42	Data Analysis and Visualization	Data Analytics	Functional	Online	UpGrad	Q4 - 2024	3 hrs 19 mins	Target						
								Achievement						
43	Public Procurement Framework of GOI	Public Procurement GFR	Functional	Online	Department of Expenditure/ iGoT	Q4 - 2024	2 hrs	Target						
								Achievement						
44	Pay Fixation	Administration Matters	Functional	Online	ISTM/iGoT	Q4 - 2024	1 hr 43 mins	Target						
								Achievement						
45	Fundamental Rules (FR) and Supplementary Rules (SR)	Financial Management	Functional	Online	Department of Expenditure/ iGoT	Q4 - 2024	3 hrs 9 mins	Target						
								Achievement						
46	Cyber Security and Strategy	Digital Fluency	Functional	Online	iGoT	Q4 - 2024	1 hr 3 mins	Target						
								Achievement						
47	Cyber Security Basics	Digital Fluency	Functional	Online	Microsoft/ iGoT	Q4 - 2024	2 hrs 22 mins	Target						
								Achievement						
48	Evidence-	Policy	Function	Onlin	CBC	Q4 -	2 hrs 3	Target						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	based Policy Making	Architecture	al	e		2024	mins	Achievement						
49	Gender Equality and Energy	Citizen Centricity	Functional	Online	World Bank	Q4 - 2024	1 hr 26 mins	Target						
								Achievement						
50	Project Management	Project Management	Functional	Online	IIPA	Q1 - 2025	1 hr 59 mins	Target						
								Achievement						
51	Preventive Vigilance	Vigilance Administration	Functional	Online	Ministry of Steel/ iGoT	Q1 - 2025	1 hr 5 mins	Target						
								Achievement						
52	Microsoft PowerPoint Beginners	Digital Fluency	Functional	Online	Microsoft	Q1 - 2025	3 hrs 17 mins	Target						
								Achievement						
53	Government e-Marketplace (GeM)	Public Procurement GFR	Functional	Online	ISTM/iGoT	Q1 - 2025	1 hr 17 mins	Target						
								Achievement						
54	Budget	Financial Management	Functional	Online	ISTM/iGoT	Q1 - 2025	2 hrs 7 mins	Target						
								Achievement						
55	Noting & Drafting	Cabinet note preparation	Functional	Online	ISTM/iGoT	Q1 - 2025	2 hrs	Target						
								Achievement						
56	Programme on IT Skills	Digital Fluency	Functional	Online	ISTM/iGoT	Q1 - 2025	21 hrs 42 mins	Target						
								Achievement						
57	Become a	Project	Function	Online	Linkedin	Q1 -	20 hrs	Target						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	Program Manager	Management	al	e	Learning	2025		Achievement						
58	GST Applicabilty on Governmen t Related Activities	Financial Management	Function al	Onlin e	NICF/iGoT	Q1 - 2025	1 hr 3 mins	Target						
								Achievement						
59	Understanding Financial Position of an organizatio n	Financial Management	Function al	Onlin e	LBSNAA/iGoT	Q1 - 2025	1 hr 11 mins	Target						
								Achievement						
60	Foundation Course on Cyber Security	Digital Fluency	Function al	Onlin e	C-DAC/iGoT	Q1 - 2025	24 hrs	Target						
								Achievement						
61	Filing of APAR and AIPR through SPARROW	Monitoring and Evaluation	Function al	Onlin e	NICF/iGoT	Q1 - 2025	0 hr 50 mins	Target						
								Achievement						
62	Govt Accounting System	Financial Management	Function al	Onlin e	iGoT	Q2 - 2025	0 hr 54 mins	Target						
								Achievement						
63	Basics of e-Governanc	Office Managem	Function al	Onlin e	IIPAiGoT	Q2 - 2025	1 hr 58 mins	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	e & Digital India	ent												
64	Work Smarter with Microsoft PowerPoint	Digital Fluency	Functional	Online	Microsoft - through Coursera	Q2 - 2025	19 hrs	Target						
								Achievement						
65	Stakeholders in Governance	Establishment and HR	Functional	Online	ISTM/iGoT	Q2 - 2025	2 hrs 13 mins	Target						
								Achievement						
66	Monitoring and evaluation of govt schemes	Government Program Formulation	Functional	Online	ISTM/iGoT	Q2 - 2025	2 Days	Target						
								Achievement						
67	GIS Curriculum for PMGSY	Digital Fluency	Functional	Online	Ministry of Rural Development / iGoT	Q2 - 2025	8 hrs 2 mins	Target						
								Achievement						
68	Self-paced Learning for Section Officers	Office Management	Functional	Online	ISTM/iGoT	Q2 - 2025	9 hrs 81 mins	Target						
								Achievement						
69	MDP on Public Procurement (Advanced)	Public Procurement GFR	Functional	Class room	Arun Jaitley National Institute of Financial Management	Q2 - 2025	5 Days	Target						
								Achievement						



S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
70	Leave Rules	Administration Matters	Functional	Online	ISTM/iGoT	Q2 - 2025	1 hr 31 mins	Target						
								Achievement						
71	Project Management	Project Management	Functional	Online	ISTM/iGoT	Q2 - 2025	0 hr 25 mins	Target						
								Achievement						
72	Pensionary Benefits	Administration Matters	Functional	Online	ISTM/iGoT	Q2 - 2025	1 hr 31 mins	Target						
								Achievement						
73	Training Programme on Analysis of Financial Statements	Financial Management	Functional	Online/Classroom	INGAF	Q2 - 2025	Unsure/Undefined	Target						
								Achievement						
74	Proficiency in technical and scientific writing	Change Management	Functional	Online	CBC	Q2 - 2025	1 hr 58 mins	Target						
								Achievement						
75	MS Office	Digital Fluency	Functional	Online/Classroom	ISTM	Q3 - 2025	5 Days	Target						
								Achievement						
76	Training on PFMS	Financial Management	Functional	Online/Classroom	INGAF	Q3 - 2025	Unsure/Undefined	Target						
								Achievement						
77	Work Smarter	Digital Fluency	Functional	Online	Microsoft - through	Q3 - 2025	20 hrs	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	with Microsoft Excel				Coursera									
78	Special Acts	Litigation Management	Functional	Online	iGoT	Q3 - 2025	7 hrs 28 mins	Target						
								Achievement						
79	Work Smarter with Microsoft Word	Digital Fluency	Functional	Online	Microsoft - through Coursera	Q3 - 2025	31 hrs	Target						
								Achievement						
80	Big Data Analytics	Data Analytics	Functional	Online	NIC	Q3 - 2025	1 hr	Target						
								Achievement						
81	Basic Course on Cyber Security Awareness	Digital Fluency	Functional	Online	C-DAC/iGoT	Q3 - 2025	17 hrs	Target						
								Achievement						
82	Artificial Intelligence Powered Grievance Handling Application	Digital Fluency	Functional	Online	NADFM/iGoT	Q3 - 2025	0 hr 27 mins	Target						
								Achievement						
83	Preparation of Detailed Project Report	Project Management	Functional	Online	Ministry of Rural Development / iGoT	Q3 - 2025	8 hrs 5 mins	Target						
								Achievement						
84	Science	Information	Functional	Online	CBC	Q3 -	2 hrs 10	Target						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	communication	n and Communication Management	al	e		2025	mins	Achievement						
85	Public Grievance Handling and CPGRAM 7.0	Grievance Redressal	Functional	Online	ISTM	Q3 - 2025	2 hrs	Target						
								Achievement						
86	Orientation Program for Employees Ministry of Tourism, Government of India	Orientation Training for Tourism	Domain	Online	IITM	Q4 - 2024	5 Days	Target						
								Achievement						
87	Infrastructure Development, PPPs and Regulation	Tourism Infrastructure & Know How	Domain	Online	IIM Bangalore	Q4 - 2024	30 hrs	Target						
								Achievement						
88	Basic Training Program Ministry of Tourism, Government	Basic Training Program for Ministry of Tourism	Domain	Class room	IITM	Q1 - 2025	10 Days	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	t of India	and it's role in Tourism Industry												
89	Sustainable Infrastructure: An Integrated Vision for Development	Carrying Capacity in Tourism	Domain	Online	BID	Q1 - 2025	20 hrs	Target						
								Achievement						
90	Sustainable Tourism – promoting environmental public health	Sustainable Tourism	Domain	Online	Coursera	Q2 - 2025	14 hrs	Target						
								Achievement						
91	Impact Measurement & Management	Tourism Economy	Domain	Online	Duke University	Q2 - 2025	9 hrs	Target						
								Achievement						
92	Event Management	Types of Tourism Products	Domain	Online	University of Cape Town	Q2 - 2025	70 hrs	Target						
								Achievement						
93	Customer Relationship Management	Travel & Tourism Management	Domain	Online	IIM Bangalore	Q3 - 2025	30 hrs	Target						
								Achievement						

S.No	Name of the Training Course	Objective of the Training Program	Competency	Delivery	Training Partner Institution	Quarter for which the training is planned for	Duration	Participants	JDG/D/ DDG/D S or Equivalent	ADG/US/DD or Equivalent	AD/SO or Equivalent	ASO/TIO or Equivalent	UDC/LDC or Equivalent	Total
	nt													
94	AI for Digital Transformation: Computer Vision	Emerging Trends in Tourism	Domain	Online	CBC	Q3 - 2025	1 hr 15 mins	Target						
								Achievement						

# Annexures

## Annexure 1: National Programme for Civil Services Capacity Building – Six Pillars

### 1.1. Policy Framework

A competency-based HR policy requires assignment of right person to the right role at the right time. NPCSCB aims to create a robust policy framework towards implementation of such an HR policy in the Government. The policy framework will also enable adoption of modern technological tools such as a digital platform, artificial Intelligence, machine learning and data analytics for monitoring and evaluation of the entire Programme especially quality of the learning content, assessment of user feedback and competency assessment.

Key principles of the proposed policy framework are:

- To complement Physical Capacity Building with an Online Training framework
- Focus on 'On-Site learning' to complement 'Off-Site learning' whereby the civil servant learns in her job environment and only higher order learning is delivered through training institutions
- To create an ecosystem of shared training infrastructure including teaching material and personnel
- To harmonize the functioning of all civil services training institutions (such as Central Training Institutions etc.) and enable them to partner with domestic and global institutions
- To calibrate all civil service tasks to a Framework of Roles, Activities and Competencies including skills (hereinafter referred to as FRACs)
- To partner with all content creators including in-house sources, as well as the private sector to build a content marketplace on iGOT-Karmayogi
- To make available to all civil servants, agnostic to their geographical location and their position in the hierarchy, an opportunity to access training content in Hindi, English and other Indian languages.
- To enable the individual learners to follow self-decided as well as mandated learning paths
- To make Mid-Career Training Programme (MCTP) mandatory for all services including horizontal and combined programs amongst services

### 1.2. Institutional Framework

The NPCSCB will have the following institutional framework

- I. **Prime Minister's Public Human Resource Council (PMHRC)** - A Council comprising of eminent public HR practitioners, thinkers, global thought leaders and representatives of the Indian political leadership under the Chair of the Prime Minister of India, is conceived to be the apex body for driving and providing strategic direction to civil services reforms and capacity building. It will identify areas for policy intervention and approve the National Capacity Building Plan.
- II. **Cabinet Secretariat Coordination Unit** - A coordination unit under the Chairmanship of the Cabinet Secretary will monitor the implementation of the NPCSCB. It will align all stakeholders and provide mechanism for overseeing capacity building plans.
- III. **Civil Service Capacity Building Commission** - The Civil Service Capacity Building Commission is at the heart of the NPCSCB. It will coordinate the preparation of annual capacity building plans, monitor, and evaluate their implementation and functionally supervise the training institutions (CIA's etc.) for the purpose of creation of shared resources ecosystem. The Secretariat of the Commission will be headed by an officer in the grade of Joint Secretary (Designated as Secretary to the Commission) to Government of India. The functions of Capacity Building Commission

The mandate of the Capacity Building Commission (CBC) is to:

- Facilitate preparation of Annual Capacity Building Plans of divisions, ministries and agencies
  - Prepare and present Annual State of Civil Service Report to the Prime Minister's HR Council
  - Make Policy recommendations to Department of Personnel & Training on personnel/ HR and Capacity Building
  - Evolve a harmonious de-siloed approach to improve civil service capacity
  - Analyze learning/ competency related data from iGOT-Karmayogi, online training platform
  - Drive standardization, harmonization, and shared understanding of Capacity Building activities
  - Create shared learning resources, including internal and external faculty and resource centers
  - Functional supervision over all Central Training Institutions
  - Audit of Human Resources in Government and outcomes of the Capacity Building efforts
  - Approve Knowledge Partners and Content Validation mechanism for training of civil servants
- IV. **Special Purpose Vehicle (SPV)**- A not-for-profit company, under the administrative control of DoPT will be incorporated as a 100% government owned entity for owning, managing, maintaining, and improving the digital assets, i.e., iGOT-Karmayogi- the digital/ e-learning platform, including the IPR of all software, content, process etc. on behalf of Government. The SPV will have the responsibility to create and operationalize the content marketplace and continuously evaluate its utilization. The functions of the SPV are given in para 8.3.
- V. **A Programme Management Unit (PMU)** is being set up in DoP&T to interface with support agencies. It will provide program management and support services to the division for rolling out and managing different aspects of NPCSCB.

### 1.3. Competency Framework

The exercise for defining the Framework for Roles, Activities, and Competencies including skills (FRACs) will be carried out by each Ministry/Department/Organization of Union Government and integrated with the iGOT-Karmayogi Platform. FRACs exercise will define the roles, activities and competencies required at each position in the government Thereafter, work-allocation, notifications of vacancies etc. will be done through the iGOT- Karmayogi platform following the FRACs model. Further, content appropriate to the FRACs model will be provided by participating organizations on the 70:20:10 rule (an indicative 70% training online, 20% on-the-job and 10% physical).

### 1.4. Digital Learning Framework iGOT-Karmayogi (Integrated Government Online Training Platform)

NPCSCB Digital learning framework consists of

- An online learning platform, iGOT-Karmayogi, will be developed as an integral part of the Digital India stack for capacity building of all government employees. It will provide anytime-anywhere-any device learning to train about 2.0 crores users which was hitherto not achievable through traditional measures.
- Content Curation: The platform is envisioned to evolve into a vibrant and world class marketplace for content modelled on FRACs, supported by a robust e-learning content industry. The content can be curated by individual government ministries or organizations in-house or through knowledge partners. Carefully crafted and vetted content from best-in-class institutions, universities, private content providers and individual resources will be made available as training modules.
- A Special Purpose Vehicle (SPV) in the form of a not-for-profit company will be incorporated as a 100% government owned entity for owning, managing, maintaining, and improving the digital / e-learning platform, including the IPR of all software, content, process etc. on behalf of Government A

mandatory subscription-based revenue model from all stakeholders has been designed to partly fund the program. DoP&T will fix and convey the annual subscription fee to all the Ministries and Organizations. For the year 2020-21, it is proposed to be a sum of Rs.431 per employee, which will be paid by the concerned ministry or department

### **1.5. The electronic Human Resource Management System (eHRMS)**

To facilitate digital working environment in Central Government, an electronic Human Resources Management System (e-HRMS) has been introduced in all the Departments. This will help Government to digitally manage the service matters of officials leading to reduction in transaction time and cost, availability of digital records, dashboards for MIS, real time monitoring of manpower deployment as well as serving as a productivity enhancement tool amongst others. The e-HRMS will be integrated with the iGOT-Karmayogi platform.

### **1.6. The Monitoring and Evaluation Framework**

The performance of all users of the iGOT-Karmayogi platform will be monitored and evaluated on Key Performance Indicators (KPIs). This will include the individual learner, the supervisor, the organization, the peer group, the content provider, the content creator, and the technology service providers etc. A Dashboard and an Annual State of the Civil Services Report will capture the KPIs for all divisions, organizations and agencies of the government and document the outcomes of current initiatives, the targets against goals (including key KPIs from the iGOT-Karmayogi dashboard) along with the roadmap for future Public HR management and capacity building.



## Annexure 2: ACBP Blueprint

ACBP Blueprint		
Vision for Capacity Building <Department's vision is distinct from vision for capacity building>		
Three Lenses of Capacity Building		
National Priorities emerging technology citizen/customer-centric MDO deliver on? goals	Emerging Technologies Citizen trends What are the priorities does of the MDO?	Centricity What National What the require regulation by the MDO?
Identifying Capacity Gaps		
Vision, Mission, and Goals of the MDO		Mandate and Work Allocation, Vision Documents of the MDO, Objectives and Goals of each Wing/Division/Unit, Key Result Areas, Key Performance Indicators
Three Pillars of Capacity Building		
Individual Capacity Building <i>The process of building The process of bridging the aspects of for all enabling norms, policies and the Systems and Processes organizations; Competencies - Functional - Personnel Competencies - Behavioral Monitoring Competencies - Culture</i>	Organizational Capacity Building  <i>assessing capacity of collective and the MDO such as: institutional environment like personnel working MDO in terms of: - Technology and functioning of individuals and - examples: Partnerships and Relationships Management - Policy Formulation Outcome &amp; Impact  and Values</i>	Institutional Capacity  <i>shared The process of creating and structures - the competency gaps at - Knowledge Management Data regulations - that guide the Domain - Resources and Assets</i>
<b>Capacity Building Interventions [Illustrative]</b>		

<p>Training Interventions</p> <p>These are aimed at building capacity at the <i>individual level</i></p> <p>Examples: - Induction and refresher training - On-the-job training GFR, GeM Evidence-based Policy Formulation</p>	<p>Organizational Interventions</p> <p>These are aimed at building capacity at the <i>organizational and institutional level</i></p> <p>Organizational level examples: Gamification, development of knowledge management systems, outcome monitoring mechanisms for capacity building, and data-driven decision support systems, partnerships with CTIs for trainings</p> <p>Institutional level examples: Creation of a capacity building unit; with support from the CBC, MDO is encouraged to initiate pilots that have the potential to be scaled pan-government</p>
<p>SMART goals for each intervention [Specific, Measurable, Attainable, Relevant, Time-based]</p>	<p>[Concisely state your goal]</p>
<p>List the specific tasks and timelines to achieve each goal in Year 1, Year 2, Year 3 State when each intervention will begin and end, include intermediary outcomes and important milestones</p>	<p>[Include the personnel, finances, tools, and other resources the intervention requires]</p>

## Annexure 3: Proceedings of the monthly progress meetings with MoT

The following provides the proceedings of the various meetings held with senior ministry officials:

### 1. Proceedings of the meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Secretary (Tourism), Government of India on 17<sup>th</sup> October 2022 at 12:30 PM

- A meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) was held under the chairmanship of Sh. Arvind Singh, Secretary (Tourism) on 17<sup>th</sup> October 2022 at 12:30 PM.
- All the participants were welcomed and briefed on the agenda of the meeting that focused on initiating the preparation of the annual capacity-building plan for the Ministry of Tourism
- The Secretary appointed the Additional Secretary as the Nodal Officer for the preparation of ACBP.
- The CBC gave a short presentation on the mandate and approach to capacity building highlighting the need to focus on priority action areas in the short term. They introduced the project consultant appointed for assistance in the preparation of the capacity-building plan.
- The Ministry requested the CBC to:
  - a) Prepare ACBP in coordination with the capacity building unit (CBU) set up within the ministry
  - b) Appoint a single point of contact (SPOC) for coordination with the ministry
  - c) Identify competency gaps for long-term solutions
  - d) Consider preparing a capacity-building plan for attached institutions such as ITDC, etc.
- The Ministry emphasized the need to restructure some of the divisions and areas of responsibility in order to streamline processes and drive organizational efficiency. The Ministry further advised that the ACBP should recommend both e-learning and in-person training programs.
- CBC gave certain suggestions for the overall capacity building at the Central and State level. These included:
  - a) Seeking capacity-building support from private sector enterprises as well. For e.g., Air BnB for homestays, etc.
  - b) Invite premium foreign tour operators (FTOs) and facilitate them to promote promising destinations and tourism experiences.
  - c) Capacity building for data analytics to capture accurate data for market development assistance by developing technological infrastructure in the tourism sector.
  - d) Capacity building of state tourism departments to ensure funds and resources are utilized in a proper manner.
- Consultant recommended developing a State Tourism Performance rating to encourage best practices and improve the overall competitiveness of tourism performance at the state level.
- The Ministry requested CBC to expedite consultations with the ministerial divisions on a priority basis.
- CBC proposed scheduling a monthly review meeting which could be chaired by the Additional Secretary.
- The meeting ended with a vote of thanks to the chair.

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### 2. Proceedings of the second meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Additional Secretary (Tourism), Government of India on 28<sup>th</sup> October 2022 at 02:00 PM

- A meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) was held under the chairmanship of Sh. Rakesh Kumar Verma, Additional Secretary (Tourism) on 28<sup>th</sup> October 2022 at 02:00 PM.
- All the participants were welcomed and briefed on the agenda of the meeting which focused on planning the next steps for the preparation of ACBP for the Ministry of Tourism

- The consultant gave a short presentation highlighting the need for benchmarking the organizational framework, and approach to the capacity need analysis along with the proposed agenda and schedule for consultations.
- The Ministry requested the CBC to:
  - a) Prioritise benchmarking the organizational structure of tourism ministries in countries such as South Africa, the Philippines, and other ASEAN countries.
  - b) Accordingly recommend an organizational blueprint including clearly detailed functions and streamlined processes under the organizational pillar of ACBP.
  - c) Propose supporting role of sister agencies of MoT such as ITDC, IITTM, and NCHMCT wherever applicable across ministerial functions.
  - d) Categorise the various functions across horizontal, vertical, and cross-cutting themes.
  - e) Undertake a gap assessment of existing manpower and recommend suitable interventions for enhancing efficiency and staff strength.
  - f) Propose periodic review of various programs and departments.
- CBC requested the ministry to support for:
  - a) Sharing a copy of the OM for setting up a capacity Building Unit (CBU) at the Ministry of Tourism
  - b) Issuing an OM for initiating departmental interactions to address the individual pillar as per the defined framework for the development of ACBP
  - c) For commencement of capacity needs analysis of ministry officials to identify competency gaps and recommend suitable interventions
  - d) Providing requested information
- The Ministry assured necessary support for the preparation of ACBP
- The meeting ended with a vote of thanks to the chair.

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**3. Proceedings of the third meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Secretary (Tourism), Government of India on 29th November 2022 at 04:00 PM**

- A meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) was held under the chairmanship of Sh. Arvind Singh, Secretary (Tourism) on 29<sup>th</sup> November 2022 at 04:00 PM.
- All the participants were welcomed and briefed on the agenda of the meeting which focused on reviewing the monthly progress for the preparation of ACBP for the Ministry of Tourism
- The consultant gave a short presentation highlighting the progress achieved, the envisaged way forward, and the support requested from the Ministry.
- CBC requested the ministry CBU to support for:
  - a) Completion of self-assessment evaluation form submission by 10<sup>th</sup> Dec
  - b) Expediting consultations with pending 15 divisions to ensure completion by 15<sup>th</sup> Dec
  - c) Appointing a young professional to internally support the CBU
- The Ministry requested the CBC to:
  - a) For benchmark, the organizational structure of tourism ministries in countries such as Japan and Switzerland as well.
  - b) Ensure Competency mapping is done for all divisional roles
- The Ministry further assured CBC that CBU shall schedule another meeting with various HoDs to expedite the capacity needs analysis exercise

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**4. Proceedings of the fourth meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Additional Secretary (Tourism), Government of India on 23<sup>rd</sup> December 2022 at 12:30 PM**

- All the participants were welcomed and briefed on the agenda of the meeting which focused on reviewing the monthly progress for the preparation of ACBP for the Ministry of Tourism

- The consultant gave a detailed presentation highlighting the benchmarking, the envisaged functional areas, competency mapping and the support requested from the Ministry.
- The Ministry suggested that
  - a) Functional areas of the ministry need to be further discussed basis the benchmarking
  - b) Work allocation of various divisions needs to be clearly defined basis inputs from CBU
  - c) Capacity building of the various divisions should be based on their respective work allocation

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**5. Proceedings of the fifth meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Additional Secretary (Tourism), Government of India on 21<sup>st</sup> Feb 2023 at 03.00 PM**

- All the participants were welcomed and briefed on the agenda of the meeting which focused on initiatives to be taken for the finalization and implementation of the ACBP for the Ministry of Tourism
- The CBC gave a brief presentation regarding the updated progress of the formation of the ACBP, along with benchmarking of the capacity needs analysis, functional skills, etc., on basis of the feedback received from various divisions/officers of the Ministry of Tourism
- The CBC also introduced the white house representative, who participated in hybrid mode
- The CBC put forth the following issues in respect of the ACBP:
  - a) Immediate commencement of functional skills training of SO/ASOs, and TIOs on iGOT through the module called DAKSHATA.
  - b) Domain training modules need to be curated for MoT for which the Indian Institute of Tourism & Travel Management (IITTM) and other similar institutes can be leveraged.
  - c) The CBC is to share RFPs with MoT to enable it to draft its own RFP for onboarding an expert agency that is to curate training modules.
  - d) The CBC has emphasized the need for MoT to devise a specified document with defined parameters along with a defined training plan.
  - e) Further specified that the induction model training would be an interactive, online/offline model to assess the understanding and participation of every participant.
  - f) The training model would also cover various other aspects such as gender sensitivity, and stress management in addition to domain knowledge and functional skills
  - g) National-level agencies to be involved in training interventions through active participation of MoT staff at respective organizations
  - h) Ministry of Tourism is to review the storyboard content for the induction module prepared by the e-learning agency
- The Ministry of Tourism made the following observations and submissions to the CBC
  - a) Identification of all competency aspects for which trainings can be started immediately for capacity building
  - b) Newly appointed officers to be involved in capacity building as per the model of DAKSHATA
  - c) The ministry emphasized that the trainings conducted for G-20 activities shall be fed into the program design
  - d) Specific trainings such as tourism etiquette, shall be incorporated for all stakeholders and private players but would currently be limited to 50 new tourist destinations as announced during the budget speech
- The agency engaged for the preparation of e-learning modules stated that the final modules would be ready by the 3<sup>rd</sup> week of March 2023 for review and consideration of the ministry which would be further checked and scrutinized by the ministry before finalization

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**6. Proceedings of the sixth meeting for the preparation of the Annual Capacity Building Plan (ACBP) for the Ministry of Tourism with the Capacity Building Commission (CBC) held under the chairmanship of Joint Secretary (Tourism), Government of India on 16th March 2023 at 03.00 PM**

- All the participants were welcomed and briefed on the agenda of the meeting which was on the progress of the preparation of the Annual Capacity Building Plan and way forward action points of the previous meeting held.
- The consultant to CBC gave a presentation regarding the updated progress of the preparation of ACBP and had informed that the data review and competency analysis has been prepared on the basis of discussions with ministry officials and questionnaire response inputs. The way forward activities specified are:
  - a) Division wise primary gaps and its required interventions have been prepared and the same are to be conceptualised and formulated for capacity building interventions
  - b) The identification and registration of the staff for iGoT training ass per DAKSHATA model to be done on priority
  - c) A single point contact person (nodal officer) to be nominated by the MoT for co-ordination regarding the preparation of training models and materials
  - d) For the finalization of the ACBP activities, a meeting with all the divisional heads of the Ministry is to be held, to have relevant feedback for the identified capacity building requirement assessment.
- The White House (agency appointed for e-learning model preparation) attended the meeting through hybrid mode and presented the draft storyboard prepared for the ACBP
- After the presentations, the Joint Secretary (Tourism) made the following observations and submissions to CBC:
  - a) The CBC shall make a copy of the presentations conducted by CBC in hybrid mode on 10.02.2023, since several officers of the MoT were not able to attend the meeting.
  - b) The e-learning modules prepared by the e-learning agency shall have subtitles, headings, and narration in both English and Hindi. The English narration shall be in an Indian accent.
  - c) All the modules prepared by the e-learning agency is to be shared with the MoT for checking the content, definitions, and authentication of language before finalization.
  - d) The CBC is to provide all the relevant details regarding the registration methodology of iGOT for DAKSHATA for circulation in the ministry.
  - e) Director, IITTM Gwalior (Sh. Alok Sharma) will be the nodal officer for the preparation of training models for the large-scale behaviour trainings

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**7. Proceedings of the meeting held under the Chairmanship of Prashant Ranjan Director, Administration on 29.08.2023, regarding the preparation and finalization of the E-learning training modules (Storyboards), prepared by the White-House Business- solutions pvt. Ltd. (WHBS) for Annual Capacity Building Plan of the Ministry of Tourism.**

1. A meeting regarding the finalization of the contents of the E-learning Modules-(Storyboards), being prepared for Annual Capacity building plan of the Ministry of Tourism, by the White House Business solution pvt. Ltd. (WHBS), an outsourced agency by Capacity Building Commission, was held under the Chairmanship of Sh. Prashant Ranjan Director (Admin.) on 29/08/2023 at 11 am. The list of participants is annexed as Annexure 'A.'
2. The WHBS representatives made a presentation of the three modules prepared by the outsourcing agency, for eLearning Training purposes of the Ministry, i.e.
  - (i) **Module 1**, Ministry's Vision, Mission, Priorities, Goals, and targets.
  - (ii) **Module 2**, the organisational Structure and its roles and responsibilities.
  - (iii) **Module 3**, Describe the policy and trends in tourism.
3. The WHBS representative informed that the modules have been prepared, based on the data available on web site of the Ministry, details collected from various Divisions of the Ministry, as well the data Collected through the questioner circulated for Capacity Need analysis.
4. During the course of discussion on the various modules, the following observations, modifications and suggestions were made by the Ministry.
  - (a)The E-training modules prepared by the agency need to be re-structured and align with tourism aspects, along with quality standards.

(b) All the slides and contents of modules, should be self-explanatory and easy to understand by the training participants through hyperlinks wherever required.

(c) All the definitions, Headings, and contents should be defined clearly and elaborated for easy understanding.

(d) The contents of modules shall also have the benchmarking made of work done at international levels by leading countries in tourism sector to plan for tourism strategy by the Ministry on a futuristic level.

(e) The objective and thrust of training modules shall be management, promote, precise, procure, skilling along with sustainable goals.

(f) The contents of modules shall also be aligned to U.N 2030 SDGs goals pertaining to Tourism sector.

(g) The grouping of the various activities & divisions of the Ministry, shall be done on homogeneous activities instead of the numerical and alphabet grouping done in present modules.

(h) The data and activities shown in modules have undergone a change, Therefore, may be updated.

(i) Each module shall have basic summary introduction regarding the objective and contents.

(j) The Training modules shall be improved professionally to make them more presentable and related to Tourist destinations.

(k) The present slides related to various divisions and function of the Ministry, shall be further bifurcated in order to include the sub-heads, for Niche, Adventure, Destination Tourism etc.

(l) The number of questions at the end of each module for quick assessment of the participant shall be increased after interaction with the various divisions regarding pattern & contents of question formation.

(m) The detailed introduction regarding Tourism and its various aspects of operation shall be made part of the introduction part.

5. For updating of data & contents of modules relating to various divisions of the ministry, the WHBS agency shall depute one official for about 5 to 6 working days along with consultant CBC to interact with each Division of Ministry.

6. The Direction (Adm) directed to provide the following updated material to the agency for inclusion and updating of the modules.

(i) Reference material of the Ministry as provided to for Parliament Sessions as well as material prepared by MR Division on regular basis

(ii) The copy of the Goa declaration of G-20 Tourism Working Group as well as G-20 Summit declaration pertaining to Tourism sector such as Para 24 (iii) related to Goa Road Map and para36(iii) related to Travel for Life.

(iii) UN 2030 SDGs goals pertaining to Tourism Sector.

(iv) Guideline and other modules of various schemes of the Ministry & others, as well as the.

(v) Sample videos of various schemes of Ministry for ready references.

7. The representatives from WHBS, assumed that modules will be revised and updated as per requirement of the Ministry. The agency will submit the modified modules of E-learning training for M/o Tourism after incorporating the feedback of the division wise consultation for content checking and other relevant material provided by the ministry.

Meeting ended with vote of thanks to Chair.

**8. Proceedings of the meeting held under the Chairmanship of Prashant Ranjan Director, Administration on 12.01.2024, regarding the ACBP, Induction Module, and Training Calendar of the Ministry of Tourism.**

A meeting was held under the Chairmanship of the **Director Tourism**, Sh. Prashant Ranjan, at **Transport Bhawan on 12th January 2024, at 03:00 PM**, to discuss the Annual Capacity Building Plan (ACBP), the induction module, and the training calendar. The meeting focused on the ongoing work related to ACBP and the induction module and set the tone for the next steps regarding the deliverables.

**Key Discussion Points:**

**1. Appreciation for ACBP Detailing:**

- The Director Tourism acknowledged the detailed work done on the ACBP and directed the Capacity Building Unit (CBU) to circulate the report internally for further feedback from all relevant stakeholders.

**2. Induction Module:**

- The discussion on the preparation and finalization of the induction module highlighted the progress made by the external agency, **White House Business Solutions Pvt. Ltd. (WHBS)**, hired to develop the module.
- The Ministry has provided feedback to WHBS to revise the content approach. The agency is in the process of updating the induction module's trailer and will submit the revised version for further review.
- The consultant's role in coordinating, facilitating meetings, and gathering inputs was recognized. However, it was agreed that further revisions to the induction module will be managed by CBC/CBMU directly. CBC/CBMU to take over further communication regarding the tourism workshop and RFP finalization

**3. Next Steps on ACBP:**

- A request has been made to the Ministry to schedule a **CBU workshop for the ACBP Implementation** with DG Tourism. The date for this workshop is yet to be confirmed.
- As the **contract with ADB is due to expire on 31st January 2024**, the consultant informed that no further extension beyond this date would be granted by ADB. Consequently, the consultant will not be able to offer further support on this mandate after the expiration of the contract.

Meeting ended with vote of thanks to Chair.

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## Annexure 4: Copy of OM for setting up CBU

**Government of India  
Ministry of Tourism**

Transport Bhavan,  
Parliament Street,  
New Delhi-110 001.  
Dated 30.09.2022

No.33025/2/2022-Admn.I

### OFFICE MEMORANDUM

**Sub: Creation of Capacity Building Unit (CBU) in Ministry of Tourism – reg.**

The undersigned is directed to refer to meeting dated 13.07.2022, held by the Hon'ble Minister of Tourism with the Secretary (T) and other senior officers of the Ministry with regard to the action taken and vision of the Ministry of Tourism for Capacity Building of the Human Resource.

2. In light of the discussions and mandate of the Capacity Building Commission (CBC), it is appropriate to create a Capacity Building Unit within the Ministry to work with the CBC on enhancing the relevant capacities.

3. With the approval of the Competent Authority, the Capacity Building Unit in the Ministry of Tourism shall have the following composition:

Sr. No.	Name & Designation	Roll in CBU
1.	Additional Secretary/Joint Secretary (Admn.)	Chairperson
2.	Director (Admn.)	Member
3.	OS (HRD)	Member
4.	DDG (PSU)	Member
5.	Asstt. Director (Admn.I)	Member

4. Director (Admn.) will be the single person of contact for the Capacity Building Unit to interact with the CBC.

5. The capacity building unit can be strengthen by inclusion of additional members for specific theme or subject area as and when required.



**(Surendra Kumar)  
Under Secretary to the Govt. of India**

To,  
All the members of the Capacity Building Unit

Copy to:

1. PS/PA to Secretary (T), M/o Tourism
2. PS/PA to DG(T) M/O Tourism
3. PS/PA to AS (T), M/o Tourism
4. Capacity Building Commission, 20<sup>th</sup> Floor, Jawahar Vyapar Bhavan, Tolstoy Marg, New Delhi.
5. PS/PA to All Directors/DS/DDG, M/o Tourism.
6. office order file.

## Annexure 5: Self-assessment Questionnaire

Capacity Needs Analysis for the Ministry of Tourism: <https://forms.gle/6yuiqDtLSrX4fuw39>

## Annexure 6: Framework for Competency Assessment

A comprehensive list of behavioral, functional, and domain competencies tabulated below has been prepared after receiving inputs from staff, self-assessment exercises, consultations with senior officials, and guidance from CBC. The defined competencies are then categorized into basic (awareness), intermediate (working and practitioner), and advanced levels for various staff positions. This structure serves as the basis for designing a competency assessment framework for all divisions of the ministry.

Designation	Position 1 : HOD Joint Director General / Director / Deputy Director General / Deputy Secretary	Position 2 : Assistant Director General / Under Secretary / Deputy Director	Position 3: Assistant Director / Section Officer	Position 4: Assistant Section Officer / Tourist Information Officer
Competency category	Examples			
Functional skills	<ol style="list-style-type: none"> <li>1. Knowledge Management Tools: (e-office, NIC apps, MS Office, PFMS, GeM)</li> <li>2. Program and Project Management Skills (Stakeholder management, quantitative and qualitative skills)</li> <li>3. Understanding of Gov rules and guidelines: (CVC guidelines, Establishment rules &amp; Gen. administrative matters of govt. departments, GFR, HRMS rules, RTI, applicable scheme rules and guidelines)</li> <li>4. Technical Writing (Procurement and Tender; cabinet note, note for expenditure finance committee, office order, noting, drafting)</li> <li>5. Financial management (Budgeting, Book-keeping, accounting)</li> </ol>			
Behavioral attributes	Leadership and Teamwork, Communication Skills, Empathy for colleagues, Analytical thinking, Time Management, Negotiation skills, Stress Management, Conflict Resolution, Attention to customer needs, Gender Sensitivity			
Domain Knowledge	<ol style="list-style-type: none"> <li>1. Basics of Travel and Tourism Management (Indian geography, Tourism Supply Chain, Tourism Economy, types of tourism products)</li> <li>2. Emerging Technology and Trends in Tourism</li> <li>3. Tourism sectoral strategies and roadmaps (Destination Planning, product development, Tourism infra know-how)</li> <li>4. Sustainability in Tourism (Carrying Capacity in tourism)</li> </ol>			
Degree of Knowledge	Level 4: Expert (E)	Level 3: Practitioner (P)	Level 2: Working Knowledge (W)	Level 1: Awareness (A)

