CAPACITY BUILDING COMMISSION

Ministry of Culture

Annual Capacity Building Plan

As-is assessment of Ministry of Culture to develop a Capacity Building Agenda

About the Programme

Mission Karmayogi was launched by Government of India in September 2020 as a **National Programme for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. A key component of NPCSCB is **Capacity Building Commission (CBC).**

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

As part of its mandate, CBC facilitates the preparation of the **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document that entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department

About the Ministry

Ministry of Culture revolves around the functions like preservation and conservation of our cultural heritage and the promotion of all forms of art and culture, both tangible and intangible. The Ministry's task is to develop and sustain ways and means through which the creative and aesthetic sensibilities of the people remain active and dynamic. The functional spectrum of this Ministry is wide, ranging from generating cultural awareness at the grassroots level to promoting cultural exchanges at the international level. To achieve these objectives, the Ministry undertakes various activities that flow from subjects allocated under the Govt. of India's Allocation of Business Rules.

The Ministry of Culture has two attached offices, namely: -

- Archaeological Survey of India (ASI)
- National Archives of India (NAI)

The ministry also governs a network of 7 subordinate offices, namely: -

- National Library
- Central Reference Library
- National Museum
- National Gallery of Modern Art

- National Research Lab for Conservation of Cultural Property

- Anthropological Survey of India (AnSI)

- National Monument Authority

The ministry also imbibes thirty-four autonomous organizations: -

1. Museums: 8

2. Libraries: 5

3. Cultural Centres: 7

4. Akademis: 5 (Lalit Kala, Sahitya, Sangeet Natak + NSD + Kalashektra)

5. Buddhist Institutes: 4

6. Other Bodies: 5
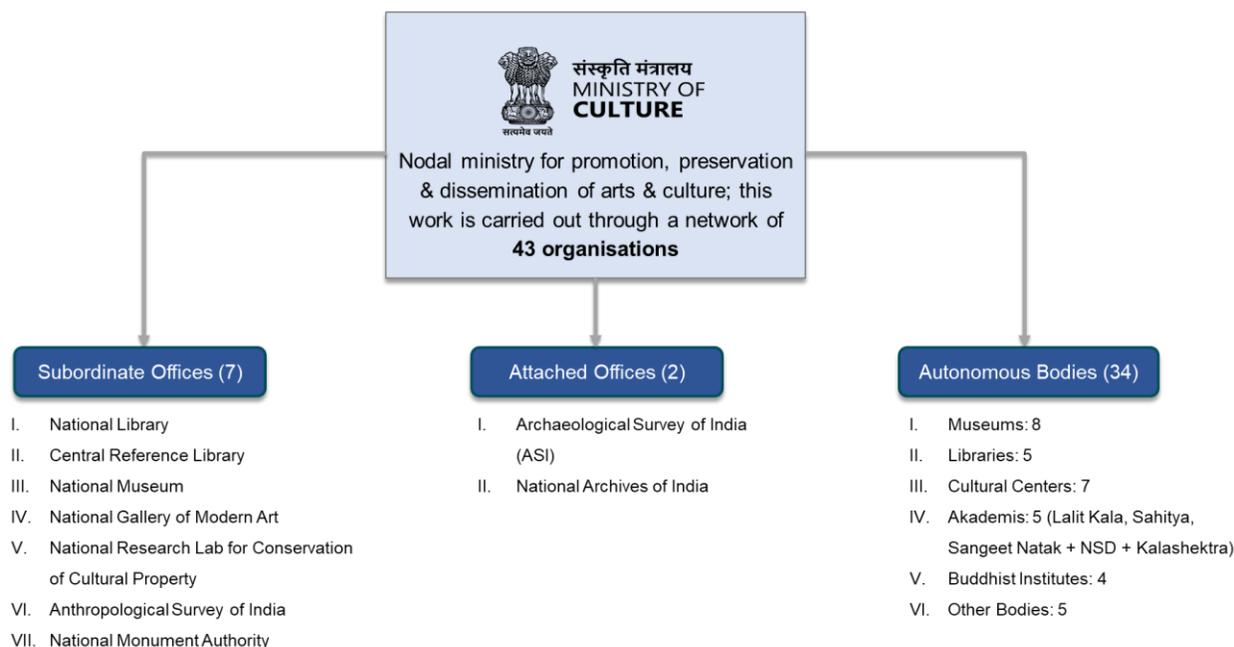
About Report

This document details out the department's vision, mission and goals along with baselining department's capacity-building needs and gaps.

1   Table of Contents

Abbreviations

ACBP	Annual Capacity Building Plan
AI/ML	Artificial Intelligence and machine Learning
AnSI	Anthropological Survey of India
ASI	Archaeological Survey of India
C&AG	Comptroller and Auditor General of India
CBC	Capacity Building Commission
CBDT	Central Bord of Direct Taxes
CBIC	Central Board of Indirect Taxes and Customs
CBU	Capacity Building Unit
CNA	Capacity Need Analysis
CPSEs	Central Public Sector Enterprises
CSOLS	Central Secretariat Official Language Service
CSS	Central Secretariat Service
DDG	Detailed Demands for Grants
DIPAM	Department of Investment and Public Asset Management
DoPT	Department of Personnel and Training
ETF	Exchange Traded Fund
FRAC	Framework for Roles Activities & Competencies
IFS	Indian Forest Service
iGOT	Integrated Government Online Training
IPO	Initial Public Offer
IPV6	Internet Protocol version 6
MDOs	Ministries / Departments / Organizations
MoC	Ministry of Culture
NAI	National Archives of India
NIC	National Informatics Centre
NMA	National Monument Authority
NPCSCB	National Programme for Civil Services Capacity Building
OFS	Offer for Sale
PAC	Public Accounts Committee
PMHRC	Prime Minister's Public Human Resource Council
PRAGATI	Pro-Active Governance and Timely Implementation
R&I	Receipts & issuance

SMEs	Subject Matter Experts
SPV	Special Purpose Vehicle
SUUTI	Specified Undertaking of the Unit Trust of India
UTI	Unit Trust of India
VDR	Virtual Data Room

Table of Figures

1   Project Background

1.1   Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively.

The Government of India in September 2020 launched the **National Programme for Civil Services Capacity Building** ('NPCSCB') referred to as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology oriented.

Its primary objective is governance improvement through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills, and knowledge, aligned to the national vision.

'Mission Karmayogi' envisages a paradigm shift towards the recognition that a 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme, meant to transition officials from a rule-based to a role-based approach.

The framework for implementation and monitoring of the program would involve the following:

- Prime Minister's Public Human Resource Council (PMHRC): Apex body for the program

- Cabinet Secretariat Coordination Unit: Under the apex body to monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans

- Capacity Building Commission: Set up for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)

- Karmayogi SPV (Special Purpose Vehicle): Set up for operating the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.

- iGOT (Integrated Government Online Training): It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

Governance	Performance	Accountability

Prime Minister's HR Council (Apex Body)

Cabinet Secretariat Coordination Unit (Monitoring and Oversight)

Capacity Building Commission (Training standards, share resources & supervise central training institutions)	**Special Purpose Vehicle** (100% Govt owned online learning platform – iGOT Karmayogi)

Mission Karmayogi – National Programme for Civil Services Capacity Building

FRAC stands for Framework for Roles Activities & Competencies. For each unique position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.

1.2   Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT).

The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants.

The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key

functions. To facilitate the preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments and participating Organizations (MDOs) and submitting the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

1.3　Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance capability, skill, competence, efficiency, and efficacy of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

Annual Capacity Building Plan (ACBP) is a document that entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity-building exercise would be goal-driven and performance-oriented.

CBC suggests three overarching lenses to help identify the goals of a Capacity Building Plan:

Citizen Centricity:

Understand the department's key citizen centric governance objectives such as

- Transparent and efficient public service delivery,
- Stability and continuity of various citizen centric schemes,
- Smooth and effective grievance redressal mechanisms,
- Participatory governance, etc

Three Lenses of Capacity Building
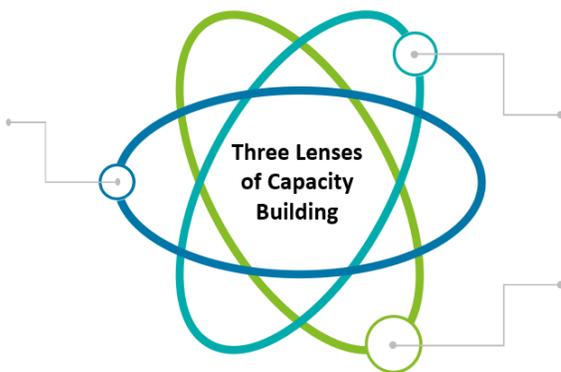
National Priorities:

- Examine department's 'Vision, Mission, and Goals' alignment with National Priorities with a 3-year, 5-year, and 10-year focus
- Identify key capacity gaps
- Overcoming specific constraints

Emerging Technologies:

- Key technology trends that impact the sector that relates to the functioning of the department
- Identify the challenges and opportunities

Figure 1 Three lenses to be focused for Capacity Building Plan

The Annual Capacity Building Plan shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

01 Individual Capacity Building

- **Domain Knowledge** - Knowledge an individual has of the domain in which they function
- **Functional Skills -** Skills such as organization management, research, information management, communication, etc.
- **Behavioral attitude** - such as empathy, leadership, crisis management, etc.

02 Organizational Capacity Building

- **Knowledge management** for institutional memory
- **Data-driven policy** for decision making
- **Resource planning** for meeting requirements
- **Process improvement** to streamline activities
- **Incentives** for capacity building

03 Institutional Capacity Building

Institutionalized capacity building within the department both
- **formally** (rules, policies, orders) and
- **informally** (traditions, attitudes, code of conduct) to ensure that capacities are developed continuously over the years

Figure 2 Capacity Building Interventions

As per Figure 2, the capacity is developed at three pillars: individual, organizational, and institutional. These are referred to as the three pillars of capacity building.

- **Pillar 1 – At the Individual Level**: Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles

- **Pillar 2 – At the Organizational Level**: This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

- **Pillar 3 – At the Institutional Level**: Institutional capacity building refers to change made in the norm, policies and regulations that guide the functioning of individuals and organizations. (Note – Since institutional capacity building interventions affect all ministries/department of the government, the scope of ACBP exercise for a specific MDO is not expected to cover institutional measures).

1.3.1   Individual Capacity Building

Capacity of an individual is developed at three levels namely behavioural, functional and domain level competencies. There are the three pillars of capacity building. A competency is generally defined as

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the combination of attitude, knowledge and skills that enable an individual to perform the task or job efficiently. Capacity building at individual level refers to the process of equipping the individual government officials with the competencies required to effectively perform their assigned roles.

1

Behavioural Competencies

These are a set of benchmark behaviours displayed (or observed or felt) by individuals across a range of roles within the ministry.

2

Functional Competencies

These competencies help cater to the operational requirements such as administration, procurement, financial management and so on

3

Domain Competencies

These competencies enable individuals to effectively perform roles within a specialized discipline or field
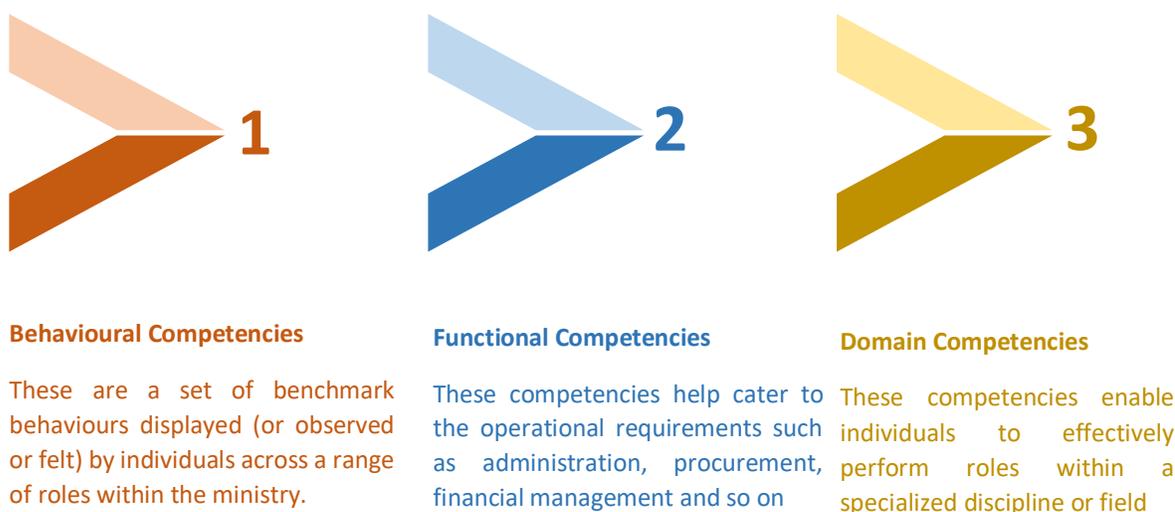
Figure 3 Types of Competencies

1.4   Capacity building at Organization level

Capacity building at organization level refers to the process of equipping every employee across organization with common competencies such as the vision, mission, mandates, and emerging technologies.

1.5   Context of this document

This document focuses on suggesting appropriate training interventions to address the competency requirements identified at individual and organizational level from the CNA exercise for effective capacity building within the Ministry.

1. **Identification and Prioritization of training and non-training interventions:** This step will involve enlisting of priority interventions and identification of any internal resources available to the Ministry that can be leveraged for effective capacity building.
2. **Drafting capacity needs and interventions into a training plan**: Post the identification of various training and non-training interventions, the same will be documented in the form of a training plan. In case of training interventions, this exercise will involve the finalization of a list of courses, level of training, duration, and method of training, etc. and in case of non-training interventions,

activities such as finalizing year-wise initiatives to be undertaken, mode and duration of such interventions, etc will be performed.

3. **Drafting Annual Capacity Building Plan (ACBP):** In this step, the final Annual capacity building plan will be drafted by CBU, and this will be shared with the leaderships of MDOs for their approval. After addressing the feedback from leadership, the inputs/comments will be incorporated in the plan.

2   Overview of the Ministry

2.1   About Ministry of Culture

Ministry of Culture revolves around the functions of preservation and conservation of our cultural heritage and promotion of all forms of art and culture, both tangible and intangible. The ministry's task is to develop and sustain ways and means through which the creative and aesthetic sensibilities of the people remain active and dynamic. The functional spectrum of this ministry is wide, ranging from generating cultural awareness at grassroots level to promoting cultural exchanges at international level. To achieve these objectives, the ministry undertakes various activities that flow from subjects allocated under the Government of India's Allocation of Business Rules.

2.2   Vision and Mission

The vision of the ministry is "to preserve, promote and disseminate Indian cultural heritage with special focus on art forms, regions, sections of society and historical periods that have hitherto been either not focused or sustained by existing institutional mechanisms." The Ministry aims to work to inculcate a sense of pride in its citizens of glorious history of the nation. The Ministry wants to dedicate efforts to reform and strengthen the existing infrastructure and governance capacities of its organizations and institutions. The Ministry also wants to leverage the latest technology in ensuring preservation and access to culture and heritage.

The mission of the ministry primarily revolves around**:**

- Maintenance and conservation of heritage, historic sites and ancient monuments

- Promotion of literary, visual, and performing arts

- Observation of centenaries and anniversaries of important national personalities and events

- Promotion of institutions and organizations of Buddhist and Tibetan studies

- Promotion of institutional and individual non-official initiatives in the fields of art and culture

- Entering into cultural agreements with foreign countries.

- Creating cultural awareness from the grass root level to the international cultural exchange level
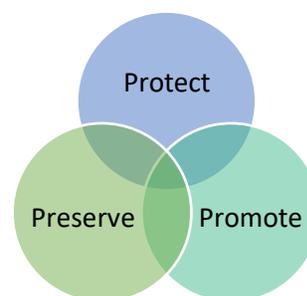
2.3   Mandate

The primary mandate of Ministry of Culture is preservation and conservation of ancient cultural heritage and promotion of tangible and intangible art and culture. Headed by Secretary, the administrative set up

consists of 5 bureaus and divisions. The Ministry has two attached offices, seven subordinate offices and thirty-four autonomous organizations, which are fully funded by the Government which include seven Zonal Cultural Centers.

The Ministry has closely integrated the three 'Ps' into its approach of work being: Protection, Preservation and Promotion; Protection of the tangible monuments, scriptures, etc., Preservation of the intangible art forms like Indian Classical Music, Indian Classical Dance etc., and the promotion of both tangible and intangible heritage of India.

Broadly, this Ministry is working on the protection, development and promotion of the country's tangible, intangible and knowledge heritage.

2.4   Functions

The functions of Ministry of Culture include preservation and conservation of our cultural heritage and promotion of all forms of art and culture, both tangible and intangible.

2.5   Cadres / Services

1. Indian Administrative Service (IAS)
2. Indian Forest Service (IFS)
3. Indian Telecommunication Service (ITS)
4. Central Secretariat Service (CSS)
5. Central Secretariat Official Language Service (CSOLS)

2.6   Divisions

The Ministry of Culture has 28 divisions to help it execute its agenda. These divisions are: -

Sr.No.	Divisions	No. of Designations
1	(AR&IT) Administrative Reforms and Information Technology	4
2	Akademi	7
3	AKAM (Azadi ka Amrit Mahotsav)	6
4	Anthropology & Archives (A&A)	5
5	Archaeological Survey of India (ASI)	5
6	Buddhist & Tibetan Institutions (BTI)	2
7	Budget & Expenditure Monitoring (IFD)	5

Sr.No.	Divisions	No. of Designations
8	C&M Special Cell	2
9	Cash & DDO	5
10	CDN (Coordination)	5
11	Commemoration & Memorials	1
12	Establishment	8
13	G20	2
14	Gandhi Heritage Sites Mission (GHSM)	1
15	General Administration	5
16	International Cultural Relations (ICR)	4
17	Library	3
18	Museum Division	4
19	National Culture Fund (NCF)	1
20	National Monument Authority (NMA)	1
21	O/o Hon'ble Culture Minister	1
22	Official Language Division	6
23	Parliament	4
24	Performing Arts	10
25	S & F Section	1
26	UNESCO Cell	2
27	Vigilance	2
28	Zonal Cultural Centre (ZCC)	4

Table 1 List of all the Divisions in MoC

The Ministry consists of **139** core employees and other supporting staff. MoC is headed by the Secretary, Joint Secretary, and report directly to the Secretary. The remaining employees including Deputy Secretary, Director and below report to their respective Joint Secretary.

2.7 Organizational structure

Shri Govind Mohan, IAS
Secretary

Ms Ranjana Chopra, IAS
AS&FA

Budget & Expenditure Monitoring work of QCI, OOMPH, Data Governance & Quality Index as Nodal Officer

Ms. Sanjukta Mudgal Joint Secretary	Ms. Lily Pandeya Joint Secretary	Ms. Mugdha Sinha Joint Secretary	Ms. Amita Prasad Sarbhai Joint Secretary	Ms. Uma Nanduri Joint Secretary	Shri. Gurmeet Singh Chawla Joint Secretary
• Establishment • General Administration • Archaeological Survey of India • National Culture Fund (NCF) • National Monument Authority (NMA) • Official Language Division • Vigilance • Coordination / Parliament	• UNESCO Matters • Intangible Cultural Heritage (ICH) matters including IPR • International Cultural Relations (ICR) • G-20 matters	• Museums • Library • A&A	• Zonal Cultural Centres (ZCC) • Buddhist Tibetan Institutions (BTI) • All Schemes of Performing Arts, S&F and BTI • GHSM/Gandhi & Tagore related matters	• Akademies (including IGNCA) • Commemoration & Memorials • Work related to "Azadi Ka Amrit Mahotsav (AKAM)" • Media & Publicity • National Mission on Cultural Mapping(NMCM)	• Administrative Reforms & Information Technology (AR&IT)

Shri Harish Kumar, Director	Shri Arvind Kumar Director	Shri Dalpat Singh Director	Shri NP Shukla Deputy Secretary	Shri Aneish P. Rajan Director	Shri Arun Kumar Deputy Secretary
• Integrated Finance Division	• Archaeological Survey of India • National Monument Authority (NMA) • National Culture Funds (NCF) • Establishment • General Administration / Cash	• Parliament	• Coordination	• Akademis (Including IGNCA) • UNESCO • Intangible Culture Heritage (ICH)	• Anthropologies & Archives (A&A) • Administrative Reforms & Information Technology (AR&IT)

Shri Rajeev Kumar Director	Shri R. Ramesh Director	Shri Niraj Kumar Director	Shri Jivan k. Bachhav Deputy Secretary	Shri Sarvjit Singh Deputy Secretary	Shri Satish Charder Deputy Secretary
• Azadi ka Amrit Mahotsav • C&M	• Official Language	• Buddhist & Tibetan Institutes(BTI)	• Museums including National Mission on Libraries	• Director (Admn.), ASI HQ	• AKAM

Shri Vivek Gupta Deputy Secretary	Shri Rajender Singh Khichi Deputy Secretary	Shri Shah Faisal Deputy Secretary	Shri Renu Singh Deputy Secretary	Shri Sanjay Gupta Deputy Secretary	Shri Yashveer Singh Director
• G-20 Secretariat	• Zonal Cultural Centres	• Central Registry (Administrative Bureau)	• Libraries including National Mission on Libraries	• All Schemes under P Arts • Gandhi Heritage Site Mission (GHSM)	• Vigilance • International Cultural Relations(ICR)

Shri Praveen Sharma Under Secretary S&F	Shri Maneesh Ranjan Under Secretary ZCC &BTI	Ms. Anjana Under Secretary IFD	Sh Arnab Aich Under Secretary ASI Matter	Shri Suman Bara Under Secretary Akademies	Smt. Anil Sikka Under Secretary UNESCO/NCF/NMA
Shri Anil Sikka Under Secretary GA/Record Cell/CR	Shri Manish Kumar Chourasiya Under Secretary Establishment, Cash	Smt. Anuradha Sood Under Secretary ICR	Shri Ritesh Kumar Under Secretary IFD	Shri Rajesh Saha Under Secretary O/o HCM	Shri S K Singh Under Secretary AKAM
Smt. B Asha Nair Under Secretary P Arts	Shri Sanjay Gupta Under Secretary Vigilance, AR&IT	Shri Rakesh Kumar Under Secretary G20	Shri Prem Pal Singh Under Secretary CDN & Parliament	Shri Dongal Ching Under Secretary IFD	Shri Pappunjay Kumar Under Secretary C&M/Special Cell
		Shri Praveen Kumar Tripathi Under Secretary ASI HQ	Shri V.S Bara Under Secretary G 20 Secretariat		

Figure 4 Organizational Structure of MoC

2.8   Sub-ordinate/ Attached offices

Ministry of Culture has 7 subordinate offices under it. These are: -

- **National Library** – The National Library, foremost among the libraries in India, is one of the four designated libraries entitled to receive under the Delivery of Books and Newspapers (Public Libraries) Act, 1954 a copy of every publication published anywhere in the country

- **Central Reference Library** – Objective is to compile and publish the Indian National Bibliography, an authoritative record of books published in 14 different languages of India including English

- **National Museum** – Objective is to collect art objects of Historical, Cultural and Artistic significance for the purpose of display, protection, preservation, and interpretation (research). Disseminates knowledge about the significance of the objects in respect of history, culture and artistic excellence and achievements. Also serves as cultural centre for enjoyment and interaction of the people in artistic and cultural activity and to serve as epitome of national identity.

- **National Gallery of Modern Art** – The National Gallery of Modern Art is India's premier art institution for modern and contemporary Indian art. The museum was established in 1954 with the singular aim of promoting and preserving modern Indian art.

- **National Research Lab for Conservation of Cultural Property** – Organization for research in the conservation of cultural property including monuments and sites, as well as museums, library and archive collections

- **Anthropological Survey of India (AnSI)** – Anthropological Survey of India is the only research organisation to pursue anthropological research in a Governmental setup. Its objective is to study the tribes and other communities that form the population of India both from the biological and cultural point of view. It aims to study and preserve the human skeletal remains, both from ancient and contemporary period. It also functions as a training centre for students in anthropology. It collects, preserves, maintains, and documents the bio-cultural heritage and the traditional art and craft of the people of India through Anthropological Museums and also publishes the results of the research.

- **National Monument Authority (NMA)** – It works for the protection and preservation of monuments and sites through management of the prohibited and regulated area around the centrally protected monuments. One amongst these responsibilities of NMA is also to consider grant of permissions to applicants for construction related activity in the prohibited and regulated area.

The ministry also has 2 attached offices under it. These are: -

- **Archaeological Survey of India (ASI)** – It conducts archaeological research and protection of the cultural heritage of India

- **National Archives of India (NAI)** – It is the custodian of the records of enduring value of the Government of India
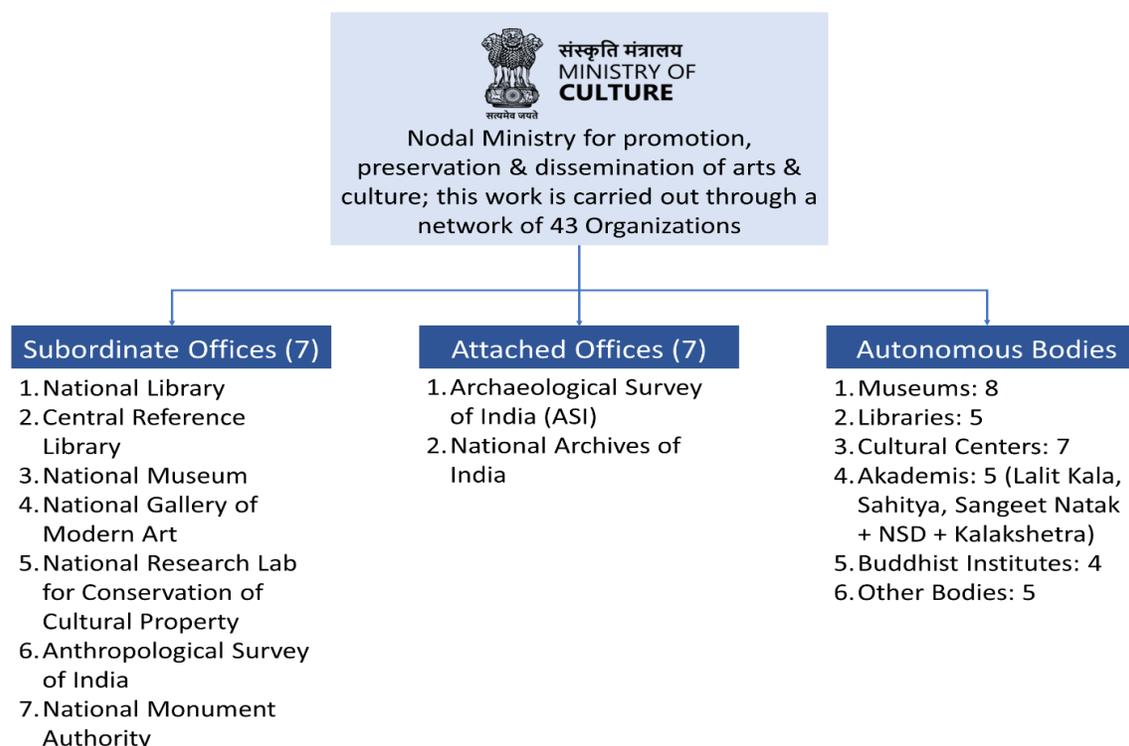
Figure 5 Subordinate and Attached Offices of MoC

2.9 Mapping the Roles of the Department

The roles within the department have been segregated among divisions. The following table provides an overview of the various activities performed by the department and the corresponding designations responsible:

S.NO	Name of the Division	Designation	Activities Performed
1.	Budget & Expenditure	1. Additional Secretary &Financial	• Release of grant-in-aid in respect of Autonomous Organizations

S.NO	Name of the Division	Designation	Activities Performed
	Monitoring (IFD)	Advisor-Ms. Ranjana Chopra 2. Director- Shri Harish Kumar 3. Under Secretary- Ms. Donngaihching 4. Under Secretary- Ms. Anjana 5. Under Secretary- Shri Ritesh Kumar	• Scrutinize / approve the fixation of pay / grant of reimbursement etc. in individual cases involving relaxation of Rules • Scrutiny and concurrence of Plan schemes/projects to be approved by SFC & EFC, arranging meetings of Expenditure Finance Committee under Secretary (Expenditure) for consideration and approval of projects / schemes after processing and examination the EFC memoranda • Scrutiny and examination of schemes of SFC • Scrutinizing proposal of Administrative Sections for release of Grant-in-aid to Organizations (Govt./ NG) under various schemes being administered by Ministry of Culture • Vetting of audit Paras forwarded by the administrative Sections in respect of the Organizations under their control • Court cases related to pay scales for the employees requiring the concurrence of Ministry of Finance and having financial implications • Scrutiny and financial concurrence of the following cases: • Creation of posts • Continuation of all temporary posts • Conversion of temporary posts into permanent ones. • Scrutiny of proposal & granting concurrence in respect of al proposals

S.NO	Name of the Division	Designation	Activities Performed
			for deputation abroad including cases to be referred to screening committee. • Scrutinize all proposals for delegation of financial powers • All cases which are required to be referred to the Ministry of Finance for advice/ approval/ concurrence.
2.	Planning & Budget (P&B)	1. Additional Secretary &Financial Advisor –Ms. Ranjana Chopra 2. Director- Shri Harish Kumar 3. Deputy Director- Ms. Richy Rachel Mathew	• Preparation of Budget Estimates & Revised Estimates • Co-ordination and compilation of SBEs • Notes on Demands for Grants 2014 /Highlights of Central Plan • Compilation of Annual Plan Proposals / Five Year Plan • Mid-term Appraisal of Five-year Plan • Co-ordination of implementation of Budget announcements • Matters relating to Parliamentary Standing Committee on Demands for Grants • Preparation of Outcome Budget and printing of and the same • Preparation of Detailed Demands for Grants along with Annexures and printing of and the same • Authentication of Detailed Demands for Grants (DDG) and Outcome Budget • Appropriation Accounts • Savings/Excess Notes in connection with Stage-II of Appropriation Accounts

S.NO	Name of the Division	Designation	Activities Performed
			• Preparation of Savings Notes where saving is more than Rs.100 crore for PAC
			• Re-appropriation proposals
			• Proposals for Supplementary Demands for Grants
			• Opening of New Heads of Accounts
			• Final Requirement of Funds
			• Issue of Saving and Surrenders of Funds
			• Draft para/C&AG para/PAC para/Inspection Reports (*in respect of the Division*)
			• Furnishing of information to M/o finance on Fiscal Responsibility & Budgetary Management (FRBM) – Assets Register
			• Furnishing of Quarterly Report / IEBR / Government of India Guarantees etc.
			• Gender Base Budgeting, SCSP & TSP
			• Matters relating to Finance Commission - (13th Finance Commission)
			• Monitoring of Expenditure
			• Finance Minister's Budget Speech
			• Vote on Accounts
			• Unspent Balances
			• Furnishing of materials for inclusion in the Annual Report of the Ministry
			• Zero Based Budgeting
			• Material for Economic Survey

S.NO	Name of the Division	Designation	Activities Performed
			• Loans and Advances to Government Servants, etc. • All Reports and returns • Guard Files on allocated subjects • Coordination work in respect of matters relating to Northeast region • Coordination of all Audit matters in respect of the Ministry– Inspection Report, CAG/ PAC paras • Processing of matter relating to Parliamentary Standing Committee on demands for grant • VIP/ PMO references, RTI, Public Grievance, Audit Paras, Parliament Question, Court cases etc. pertaining to the Section
3.	Archaeological Survey of India (ASI)	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Arnab Aich	• Administrative matters of ASI (Attached Office) viz. RRs, Appointment to the post of Director & above, Vigilance matters etc. • Matters related to NMMA • Representations/Petition/Letters received form public and through PMO, President Secretariat, Cabinet Secretariat etc. • Matters relating to Foreign Deputation of Officers of ASI/ MoC • World Heritage Matters • Policy matters of ASI • Cabinet Notes

S.NO	Name of the Division	Designation	Activities Performed
			• VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
4.	General Administration	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Anil Sikka	• Procurement and distribution of stationery and consumable items in the Ministry. • Procurement of computes printers, UPS, Photocopies etc. and its maintenance. • Procurement of various makes & models of toner cartridges and its distribution. • Printing of letter heads, visiting cards etc. • Providing hospitality during the official meeting in the Ministry. • Reimbursement of contingency expenditure such as hospitality. allowance to SOs and above officers, purchase of briefcase/ladies' purse, newspaper etc. • Preparation of rubber stamps & name plates. • Procurement of furniture items and its maintenance • Procurement of electrical items and its maintenance • Issue of Identity Cards/ Car parking passes etc.

S.NO	Name of the Division	Designation	Activities Performed
			• Hiring of DEOs, Semi-skilled/Unskilled workers in the Ministry through outsourcing. • Dusting and cleaning of office rooms. • Budget matters relating to GA Section • Audit matters relating to GA Section. • Renovation of office rooms. • Work related to official telephone matters • Deployment, repair & maintenance of staff cars • Housekeeping functions • Swachh Bharat Campaign Coordination with other Ministries/ Cabinet Secretariat and organizations under MoC. • Conclusions of contracts for various Services and Goods as noted above • Blacklisting of firms.
5.	Establishment	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Manish Kumar Chourasiya	• Reporting of vacancies under Central Staffing Schemes and CSS/CSSS/CSCS vacancies to DoP&T and MTS to SSC • Matters relating to Appointment/ Recruitment to all posts in MoC (Sectt.) including appointments in Minister's Office. • Taking up the matters with DoP&T for appointments of posts under Central Staffing Scheme. • Appointment of Consultants.

S.NO	Name of the Division	Designation	Activities Performed
			• Recruitment of Contractual Staff in respect of the Ministry (Secretariat proper)
			• Processing of matters relating to DPCs/ promotion in various grades.
			• Matters relating to MACP in various grades
			• Matters relating to Pay fixation / Stepping up of pay.
			• Maintenance of leave record and Service Books in respect of all grades.
			• All the matters relating to Pay Commission in respect of this Ministry
			• Confirmation cases.
			• Matters relating to transfer/posting of Officers and staff.
			• Release of Annual Increment in respect of all the cadres/grades
			• Pension cases in respect of all Officers/Officials in the Ministry
			• Maintenance of ACRs/APARs (except the employees of Library Cadre)
			• Work relating to management of cadre of Official Language and Statistical Services in this Ministry
			• Matters relating to Festival/ House Building / Motor Car/ Scooter / Computer Advances
			• Withdrawal/ Advance from GPF
			• Reimbursement of Tuition fee and Medical Expenses
			• Appointment of AMA in non-CGHS area for medical treatment

S.NO	Name of the Division	Designation	Activities Performed
			• Matters relating to implementation of Official Language in respect of Establishment Section • Matters regarding Training of Officials of MoC. • Framing / amendment of RRs of posts of Drivers/ MTS etc. • Monitoring of Biometric Attendance • Passes for Independence Day/ Republic Day • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, RFD, Outcome Budget etc. concerning the Section.
6.	National Culture Fund (NFC)	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Anil Sikka	NCF's primary mandate is to establish and nurture partnership in the field of heritage between private and public sectors, government, non-government agencies, private institutions and foundations and mobilize resources for the restoration, conservation, protection, and development of India's rich, natural, tangible and intangible heritage.
7.	Official Language Division	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Dr.R. Ramesh Arya	• Conducting Hindi Pakhawara / Prize distribution • Issuance of Annual Programme • Implementation of instruction/order of D/o OL • Quarterly/ Half yearly progress report

S.NO	Name of the Division	Designation	Activities Performed
		3. Deputy Director- Shri Shishir Sharma	• Parliamentary Committee on OL • Hindi Advisory Committee • Central Hindi Committee / Central OL Implementation Committee • Publication of Cultural Magazine • Monitoring of Hindi progressive status • Hindi Training • Hindi Workshop • Translation of various reports/ Notification and other work of Ministry of Culture • Participation in conferences • Review of Hindi Progress Report • Annual Evaluation report etc. Parliament Question / RTI etc. pertaining to the Section
8.	National Monument Authority (NMA)	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Anil Sikka	• Implementation of the statutory provisions of prohibited and regulated areas of Centrally Protected Monuments for the purpose of construction/reconstruction. • Repair/ renovation of buildings and public projects. • Approve monuments specific heritage byelaws to regulate construction activities around the centrally protected monuments and areas. • The heritage byelaws shall inter alia include matters relating to heritage controls such as elevations, facades, drainage systems, roads, and service infrastructure.

S.NO	Name of the Division	Designation	Activities Performed
			• Categorization and classification of ancient monuments or archaeological sites.
9.	Parliament	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Dalpat Singh 3. Under Secretary- Shri Prem Pal Singh	• Delivery of question notices • Timely deliverance of replies to admitted Parliament questions • Preparation and timely submission of pads from the Minister to JSs during session • Monitoring of Pending assurances • Laying of papers/ annual report/ audited reports of all organization • Legislative proposals during Session • Important issues during Session • Matter raised under Rule 377 in the LS • Special Mention in RS • Private members Bill in LS & RS • Consultative Committee Meetings • Arrangement of all official gallery and General Passes in LS & RS during session and al meetings of parliamentary committees • Circulation of Circulars received from LS & RS.
10.	CDN (Coordination)	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri N. P. Shukla 3. Under Secretary- Shri Prem Pal Singh	• Coordination work for the Ministry of Culture • Monthly D.O for Cabinet Secretary (except e-Samiksha) • Cabinet matters (except e-Samiksha) • Training of Officers/Officials of organizations of MoC (other than Secretariat proper)

S.NO	Name of the Division	Designation	Activities Performed
			• Padma Awards/ Other Awards • Annual Reports/ Samarthan • Coordination work of Memorandum of Understanding • Optimization of Direct recruitment to civilian posts • Central Advisory Board on Culture • National Culture Policy • Allocation of Business Rules • PM's 15-point programme on recruitment of Minorities • Representation of SC/ST/OBC • Coordination work of RRs and vacancy position of organizations / Monitoring of vacancies of Head of Organizations under MoC (except through AVMS) • Compilation of data on all matters for Ministry of Culture (including attached/ subordinate/ autonomous Organizations) and for various Ministries/Departments • Coordination of SFC/EFC/Cabinet Notes received from other Ministries • Parliamentary Standing Committee Reports pertaining to more than two divisions • Implementation/monitoring of Cabinet Decisions • Maintenance of List of Organizations under MoC and publication of diary of addresses of various organizations under MoC

S.NO	Name of the Division	Designation	Activities Performed
			• Coordination of Court Cases of MoC and its organizations except monitoring through LIMBS • MyGov matters • VIP Reference Monitoring System • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to CDN Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
11.	Central Registry (CR)	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Deputy Secretary- Shri Shah Faesal 3. Under Secretary- Shri Anil Sikka	• Receipts and dispatch of Dak for the Ministry • All work relating to Speed post / Ordinary post such as Section-wise Scrutiny, entry in register, payment of Bills etc. • Distribution of dak amongst various Departments / Buildings Stamping of all Daks
12.	Cash & DDO	1. Joint Secretary- Ms. Sanjukta Mudgal 2. Director- Shri Arvind Kumar 3. Under Secretary- Shri Manish Kumar Chourasiya	• Preparation of Pay Bills, Children's Education Allowance Bills, LTC Bills, HBA, GPF, OTA, various other advances, retirement benefits bills, etc., of gazetted, non-gazetted including Group 'D' Staff. • Preparation of TA/DA Bills of officials of the Ministry and disbursement of TA/DA

S.NO	Name of the Division	Designation	Activities Performed
			• Preparation of Contingency Bills under Office Expenditure and Grants-in-Aids Bills and release of payment through E.C.S. Issue of TDS Certificates to concerned Firms. • Income Tax Calculations and Return of officers and staff. Issue of TDS Certificates to officials. • Maintenance of General provident Fund Accounts of all officers and staff, calculation of interest thereof and distribution of Annual GPF Statements. • Maintenance of Expenditure Control Register • Reconciliation of expenditure figures with the assistance of PAO (C) • ECS of Salary and related bills • Conductance of Audit inspection, both by internal Audit party & by DGACR. Taking relevant steps to reply paras related to cash/accounts and other related Sections. • Maintenance o Budget in r/o secretariat as well as CSL • Salary / contingency bills in r/o CSL and release of payment through E.C.S. • E-Filing of Income tax return, online recovery of license fee in

S.NO	Name of the Division	Designation	Activities Performed
			r/o Govt. accommodation of staff and officers.
			• VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section
			• Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
			CASHIER: -
			• Handling of Cash and Maintenance of Cash book, pay Bill Register, Acquaintance Rolls, Contingent Register, Bill Registers, TA/DA registers, LTC register, Broad sheet (GPF), Expenditure Control Register etc.
			• Drawl of money from Government and Disbursement of all types of payments like Salary, T.A./D.A./OTA/ various advances, and retirement benefits to officials.
13.	Museum Division	1. Joint Secretary-Ms. Mugdha Sinha 2. Deputy Secretary- Shri Jivan K. Bachhav 3. Under Secretary- Shri Rakesh Kumar	**Museum I**: • All Administrative and Financial matters of the following Subordinate Organizations: ▪ National Museum ▪ NGMA (Delhi, Bengaluru & Mumbai) • All Administrative, policies and other issues like formulation of Five-Year Plan,

S.NO	Name of the Division	Designation	Activities Performed
		4. Under Secretary- Smt. Amita Chauhan	BE & RE, release of Plan/ Non-Plan grants-in-aid in respect of the following autonomous Organizations: ▪ Salarjung Museum ▪ Allahabad Museum ▪ National Museum Institute • Matters related to International Exhibitions/Inter-Ministerial Exhibition Committee • Deputation/Delegation abroad in connection with International Exhibition • Museum Grant Scheme • Scheme for Digitization of Museum Collection • Scheme for Capacity Building and Training for Museum Professional • Implementation and monitoring of Museum reforms in various Museums and operation of various MoUs signed with internationals institutions. • Issue of certificates for Customs Duty-free import of Artifacts for display in museum • Setting up of new museums in the country • Matters related to Buddhist relics • Training for Museum Professionals • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases,

S.NO	Name of the Division	Designation	Activities Performed
			Annual Reports, RFD, Outcome Budget etc. concerning the Section.
			Museum II:
			• All administrative and financial matters pertaining to following organizations:
			▪ NCSM (Autonomous)
			▪ Indian Museum (Autonomous)
			▪ Victoria Memorial Hall (Autonomous)
			▪ NRLC (Subordinate)
			▪ Vrindavan Research Institute (Voluntary)
			• Establishment of Science Cities/ Centres under the scheme of setting up Science Cities
			• Annual reports of above-mentioned organizations
			• Material for inclusion in programmes of PM/FM
			• Framing/amendment/reviews of RRs in respect of employees of the above-mentioned organizations
			• Reports of Deptt. related Parliamentary Standing Committee / SFC/EFC Meeting
			• Foreign Tour of Officers (for both Ministry and Organizations)
			• Appointments of Heads of the above-mentioned organizations
			• Collection of information regarding Budget/other matters
			• Publication of Advertisement/ Notification / Quarterly report on Hindi

S.NO	Name of the Division	Designation	Activities Performed
			• Amendments of by-laws of the Organization • Matters relating to ICOM-CC and ICCROM • Conservation Policy pertaining to Museums / HRD Policy for various organizations • Conservation of Fellowship Programme in collaboration with metropolitan Museum of Art, New York • Requests from organizations for sponsorship / Monthly reports from aforesaid Organizations • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section
14.	Libraries including National Mission on Libraries	1. Joint Secretary -Ms. Mugdha Sinha 2. Deputy Secretary - Smt. Renu Singh 3. Under Secretary- Shri Satya Narayan Rana	• Acquisition and conservation of all significant printed materials produced in the country to the exclusion of ephemera. • Collection of printed materials concerning the country wherever published and acquisition of photographic record of such materials that are not available within the country • Acquisition and conservation of manuscripts having national importance

S.NO	Name of the Division	Designation	Activities Performed
			• Planned acquisition of foreign materials required by the country • Rendering of bibliographical and documentation service of retrospective materials, both general and specialized • Acting as referral centre purveying full and accurate knowledge of all sources of bibliographical activities • Provision of photocopying and reprographic services; and • Acting as the centre for international book exchange and international loan.
15.	Anthropology & Archive	1. Joint Secretary -Ms. Mugdha Sinha 2. Deputy Secretary - Shri Arun kumar 3. Under Secretary- Prem Pal Singh	• All Ministry level administrative and financial matters of the following organizations: ▪ NAI (Attached Office) ▪ AnSI (Subordinate Office) ▪ IGRMS (Autonomous Organizations) ▪ The Asiatic Society, Kolkata (Autonomous Organizations) ▪ The Asiatic Society of Mumbai (Autonomous Organizations) ▪ NMML ▪ MAKAIAS • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.

S.NO	Name of the Division	Designation	Activities Performed
16.	UNESCO	1. Joint Secretary - Ms. Lily Pandeya 2. Director- Shri Aneish P. Rajan 3. Under Secretary- Shri Anil Sikka	• Work related to UNESCO convention for the Safeguarding of Intangible Cultural Heritage and Convention for the Protection and Promotion of Diversity of Cultural Expressions • Work related to International Fund for Cultural Diversity • Coordination Committee on the Living and Diverse Cultural Tradition of India • Memory of the World programme - preparation and submission of the nomination dossier for inclusion in the UNESCO's Memory of the World Register etc. • Work relating to Sub-Commission on Culture under the Indian National Commission for cooperation with UNESCO • Coordination work with M/o HRD relating to INCCU • Administration of Scheme for Safeguarding of Intangible Cultural Heritage and Diverse Cultural Tradition of India • Inter-Government Committee on Intellectual Property and Generic Resources, Traditional Knowledge of Folklore schedule • ICH matters • NCF matters • NMA matters

S.NO	Name of the Division	Designation	Activities Performed
			• VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
17.	G-20	1. Joint Secretary - Ms. Lily Pandeya 2. Director- Shri Yash Veer Singh 3. Director- Vivek Gupta 4. Under Secretary- Smt. Anuradha Sood	• Matters related to G-20 for Ministry of Culture • This division is temporary and is set to cease in September 2023
18.	ICR	1. Joint Secretary - Ms. Lily Pandeya 2. Director- Shri Yash Veer Singh 3. Director- Vivek Gupta 4. Under Secretary- Smt. Anuradha Sood	• Cultural agreement • Cultural exchange programs • Memorandum of Understanding • Joint working group to review bilateral cultural events performed during the previous year and signing of protocol/ MOU • Bilateral Meetings: ▪ Formulation of Talking Points for bilateral meetings in consultation with MEA ▪ Make necessary arrangement/preparation for holding bilateral meeting

S.NO	Name of the Division	Designation	Activities Performed
			▪ Providing briefs of cultural issues to various Ministries/ Department
			• Foreign visit by Ministers/ officers under Festival of India & Cultural Agreements/ Exchange Programme
			• Conducting Festival of India abroad
			• Schemes:
			▪ Grant-in-Aid to Indo-Friendship/Cultural Societies
			▪ International Cultural Relations
			o Financial Assistance to foreign artists to study Indian Culture
			o Financial Assistance to artist going abroad for seminars, festivals, exhibition etc.
			▪ Multilateral International Cultural Relations issues relating to:
			▪ ACD
			▪ SAARC
			▪ ASEM
			▪ BIMSTFC
			▪ IBSA
			▪ BRICS
			▪ IAFS
			▪ ASEAN
			▪ INDIA-EU-cooperation issues
			• VIP/PMO references, RTI, Public Grievance, Audit Paras pertaining to the section
			• Matters relating to Parliament Question/ Assurance, court cases,

S.NO	Name of the Division	Designation	Activities Performed
			annual reports, RFD, Outcome Budget etc., concerning the section.
19.	Vigilance	1. Joint Secretary - Amita Prasad Sarbhai 2. Director- Yash Veer Singh 3. Under Secretary- Sanjay Gupta	• CCS (CCA) Rules - Classification & Interpretation • AIS (Discipline & Appeal) Rules, 1965 • Vigilance Complaints • Disciplinary Proceedings • Prosecution • Appeals • Review of Petitions • CCS (Conduct) Rules, 1964 - Classification & Interpretation • AIS (Conduct) Rules, 1965 • Vigilance clearance • Reports & Return • Corruption Mitigation Action Plan • CVC / CBI matters • Coordination with all Sections / Organizations of Ministry of Culture regarding disciplinary / vigilance matters RTI/ Parliament Questions/ Court cases etc.
20.	ZCC	1. Joint Secretary - Ms. Amita Prasad Sarbhai 2. Deputy Secretary - Shri Rajender Singh Khichi 3. Under Secretary-	▪ Formulation of Five-Year Plan, Annual Plan, BE & RE in respect of 7 ZCCs ▪ Release of Plan and Non-Plan grants in aid all the 7 ZCCs ▪ Administrative, policies and other issues relating to all ZCCs ▪ Revision of Memorandum of Association of all the ZCCs

S.NO	Name of the Division	Designation	Activities Performed
		Maneesh Rajan	▪ Implementation of recommendation of Aiyar Committee ▪ Nomination of members in Governing Body of all ZCCs ▪ Matters relating to requests received from various quarters for participation in programmes, festivals etc. organized by various agencies ▪ Laying of Annual Reports and Accounts of ZCCs ▪ VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section. ▪ Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget / Official Language Policy etc. concerning the Section
21.	BTI	1. Joint Secretary - Amita Prasad Sarbhai 2. Director- Shri Niraj Kumar 3. Under Secretary- Maneesh Rajan	• Formulation of Five-Year Plan, Annual Plan, BE & RE, Release of Plan and Non-Plan grants in aid in respect of following autonomous organization. ▪ NNM ▪ CIBS ▪ CIHCS ▪ CUTS • BE & RE, Release of Plan and Non-Plan grants in aid in respect of following regular grantees: ▪ Library of Tibetan work and Archives, Dharamshala ▪ Tibet House, New Delhi

S.NO	Name of the Division	Designation	Activities Performed
			▪ Centre for Buddhist Cultural Studies, Tawang Monastery, Arunachal Pradesh ▪ Namgyal Institute of Technology, Sikkim ▪ GRL Monastic School, Bomdila ▪ International Buddhist Confederation. • Formulation of Five-Year Plan, Annual Plan, BE & RE and implementation in respect of the following schemes: ▪ Buddhist Scheme ▪ Himalayan Scheme • Administrative, policies and other issues relating to above mentioned autonomous bodies • Establishment of new Buddhist Institution at Tabo in H.P • Revision of Memorandum of Association of all the four autonomous bodies • Laying of Annual Reports and Accounts of above-mentioned autonomous bodies • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget / Official Language Policy etc. concerning the Section.

S.NO	Name of the Division	Designation	Activities Performed
22.	S&F	1. Joint Secretary - Ms. Amita Prasad Sarbhai 2. Deputy Secretary - Shri Sanjay Kumar 3. Under Secretary- Shri Praveen Sharma	• Cultural Functions Grant Scheme • Award of Scholarship to young Artistes in different cultural fields • Award of Fellowship to outstanding Persons in different Cultural fields. • Tagore fellowship for Cultural Research. • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
23.	GHSM	1. Joint Secretary - Amita Prasad Sarbhai 2. Deputy Secretary- Shri Sanjay Kumar 3. Under Secretary- Praveen Sharma	• Mission related work • Dandi related projects • Gandhi Peace Prize • Tagore Award • Gandhi Smriti & Darshan Samiti • Gandhiji Memorabilia • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
24.	Performing Arts	1. Joint Secretary - Ms. Amita Prasd Sarbhai 2. Deputy Secretary - Shri Sanjay Kuamar	• Performing Arts Grant Scheme ▪ Scheme for Financial Assistance to Cultural Organization with national presence ▪ Scheme for Building Grants, including Studio Theatres

S.NO	Name of the Division	Designation	Activities Performed
		3. Under Secretary- B. Asha Nair	▪ Scheme of Tagore Cultural Complexes ▪ Scheme of Artists Pension & Welfare Fund • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
25.	AR&IT	1. Joint Secretary - Gurmeet Singh Chawla 2. Director Shri Arun Kumar 3. Under Secretary- Shri Naveen Kumar Rajan	• IT & e- Governance • All matters relating to Administrative Reforms • E-Office Matters • Sevottam Matters • E-Samiksha • AVMS / FVMS • LIMBS (i.e., Court Case Monitoring System) • NIC Cloud • Public Grievances – Monitoring of offline and online grievances, forwarding of grievances to the Divisions concerned, monitoring of disposals etc. • RTI- Monitoring of applications (including online applications, timely submission of replies on the RTI Portals), Monitoring of disposals of RTI Applications / Appeals etc. • Citizens' Charter • Any other IT & AR related work

S.NO	Name of the Division	Designation	Activities Performed
26.	Akademi	1. Joint Secretary Uma Nanduri 2. Director Shri Aneish P. Rajan 3. Under Secretary- Suman Bara 4. Under Secretary- V.S. Bara	• Formulation of Five-Year Plan, Annual Plan, BE & RE, Release of Plan and Non-Plan grants in aid, Laying of Annual Report etc. in respect of the following Autonomous Organizations: ▪ *Sangeet Natak Akademi* ▪ *Sahitya Akademi* ▪ *Lalit Kala Akademi* ▪ National School of Drama ▪ Indira Gandhi National Centre for the Arts ▪ Cultural Centre of Resources & Training ▪ Kalakshetra Foundation • NMM • Allotment of Government Residential Accommodation to eminent Artists. • High Powered Committee. • Granting of classical status to languages. • Arts Management • National Centre for Performing Arts • E-Governance & IT matters • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section.
27.	AKAM	1. Joint Secretary - Uma Nanduri 2. Director- Rajeev Kumar	• A total of 25000 events were held all over India under Azadi ka Amrit

S.NO	Name of the Division	Designation	Activities Performed
		3. Director- Priyanka Chandra 4. DS- Satish Chander 5. Under Secretary- Satyendra Kumar Singh	Mahotsav Celebrations as on 13th April 2022. • Each Iconic events were organized under Azadi ka Amrit Mahotsav Celebrations for months of October, November & December 2021, which includes: Birsa Munda Jayanti, Kashi Utsav, Children: Ideas, Rights & Nutrition, Constitution Day, North • East Festival, Commemoration: 1st War of Independence, Commemorating Babasaheb Ambedkar: Mahaparinirvan Diwas, Good Governance Week, Victory Week + Maitree Diwas, Celebrating Rivers of India Birth Anniversary: Netaji, Republic Day: Azadi Ka Amrit Mahotsav, Postcard to Prime Minister, Celebrating Innovation Ecosystem, National Girl Child Day, Moving towards Smart Urbanization etc. • During the celebrations special focus has been given to commemorate unsung heroes of freedom struggle. • Various sports and other extra-curricular activities/ events in association with the name of freedom fighters, for example, Bhagat Singh Kabaddi Competition, Khudiram Bose Essay Competition etc. were conducted. • In association with Ministry of Youth Affairs a big iconic event was organized on 12th January 2022, Birth Anniversary of Swami Vivekanand ji. UDAAN: Kite

S.NO	Name of the Division	Designation	Activities Performed
			Festival on Makar Sankranti was celebrated on 14th January 2022.
			• The following other programmes were organized during February & March 2022: JHAROKHA: Celebrating Crafts of India; Thanjavur Utsav; All India Conference on Temple Architecture; Ek Bharat Shresth Bharat; New Frontiers: Programme on Renewable Energy; Amrit Mahotsav Science Showcase: Roadmap to 2047
			• Weeklong events culminating on 28th February (National Science Day); Heritage Quiz; Freedom Rider: Bike Rallies; Enterprise India: Entrepreneurship; Atmanirbhar Bharat; Bharat Bhagya Vidhata; International conference on Museums, Milan, Rashtryia Sanskriti Mahotsav, Dhara, Swacchagraha, Swami Bharat ki Ore.
			• Further, Ministry of Culture has organized 3 competitions on Deshbhakti Geet writing, Lori writing and Rangoli making at district level, state level and national level.
28.	C&M Special Cell	1. Joint Secretary - Uma Nanduri 2. Director- Ms. Priyanka Chandra 3. Under Secretary- Shri Pappunjay kumar	• Jallianwala Bagh National Memorial Trust • Two schemes for Centenaries/anniversaries and Development and Maintenance of National Memorials. • Gandhian Institutes

S.NO	Name of the Division	Designation	Activities Performed
			• New Commemoration including birth anniversaries of events/incidents • Residuary work relating to the following past commemoration: • 2550th Birth Anniversary of Lord Buddha • Guru-ta-Gaddi • Khalsa Heritage Project • 150th Birth Anniversaries of Mahamana Madan Mohan Malavya, Motilal Nehru, Rabindranath Tagore and Swami Vivekananda • Centenaries of Lal Bahadur Shahstri, Komagatamru Incident and Begum Akhtar • 125th Birth Anniversary of Jawaharlal Nehru • Forwarding of proposal for PMO's consideration and approval • Setting up of National Committees/ National Implementation Committees • Conducting of meetings of National Committees/ National Implementation Committees • Conducting of inaugural and concluding ceremonies I respect of commemoration. Work relating to release of coin/stamp • Release of Grant-in-aid to commemoration-specific, approved proposal • Monitoring of the approved proposal

S.NO	Name of the Division	Designation	Activities Performed
			• Coordination with other Ministries/ State Govt. • Inspection and Field Visit regarding the approved projects. • VIP/ PMO references, RTI, Public Grievance, Audit Paras pertaining to the Section • Matters relating to Parliament Question/ Assurance, Court cases, Annual Reports, RFD, Outcome Budget etc. concerning the Section

2.10 Sectoral Technology Roadmap

The following technological aspects may be incorporated into capacity-building exercises for the Ministry of Culture in order to maintain relevance and continuity with respect to the objectives of the department.

a) **Virtual and Augmented Reality:** Virtual and Augmented Reality can be a great tool for enhancing user experiences while exploring both tangible and intangible heritage under the Ministry. Monuments and museums across the country can be equipped with virtual reality systems to create accentuated and immersive environments for a customised, bespoke experience.

b) **Accessibility and inclusion for specially-abled people:** Enabling tangible and intangible heritage under the ministry for developing a capacity for using sensitive and inclusive infrastructure for people with disabilities. For e.g., installing blind-friendly information panels (in braille) in museums and at monuments, creating sign language outlets for deaf and mute visitors, or creating ramps for easy accessibility for wheelchair users.

c) **Boosting digital outreach/ Website upgrade:** Re-designing the interface for the Ministry website to create a more approachable database of options. A thorough re-design of the portal, in tandem with the latest technological interventions can vastly improve the digital footfall for the Ministry, both from the domestic and international tourism perspective.

d) **Collecting 'Oral Histories':** To efficiently and innovatively use the endless cultural capital of India, technology-based pilots can be a great way to infuse new life at museums, monuments and other cultural centres. For e.g., In October 2019, Paris' **Louvre** launched 'Mona Lisa: Beyond the Glass',

a VR experience that explores the Renaissance painting as part of its Leonardo da Vinci blockbuster exhibition. Through interactive design, sound and animated images, users discover details about the painting, such as its wood panel texture and how the passage of time has changed the way it looks.

2.11 Citizen Centric Goals

The Ministry of Culture directly responds to two of its biggest stakeholders, namely the Government and the citizens of the country. However, other identified stakeholders for the Ministry of Culture include foreign nationals and cultural researchers. Keeping these in mind, following could be considered as the department's key citizen centric services and governance objectives.: -

a) **Increase access to art and culture**: To promote cultural proliferation and keeping in tandem with the mandate of "preserving and conserving the cultural heritage" of the country – the ministry is advised to hereby design initiatives to increase accessibility to both art and culture and with unfettered access to both tangible and intangible streams of the same. A greater use of AI, virtual reality and other modes of modern technology can help with a seamless percolation of art across the physical, mental, and logistical barriers.

b) **Grievance Redressal**: Devising a mechanism for the acknowledgment of complaints and feedback, from ministry stakeholders and issuance of timely a response. This can lead to the development of a receptive and interactive approach for two-way communication and can render a sense of belongingness to the stakeholders.

2.12 Ministry's legacy Capacity Building Programs

The Ministry of Culture currently offers a wide variety of training courses linked to two of its prime training institutes: Institute of Secretariat Training and Management and National Institute of Financial Management.

These are: -

Sr.No	Courses	Organisation
1	Institute of Secretariat Training and Management	Orientation Course
2	Institute of Secretariat Training and Management	Administrative Vigilance
3	Institute of Secretariat Training and Management	Handling of CAT cases
4	Institute of Secretariat Training and Management	Noting, drafting and preparation of cabinet notes
5	Institute of Secretariat Training and Management	Basic and advanced management services
6	Institute of Secretariat Training and Management	Knowledge Management
7	Institute of Secretariat Training and Management	Good Governance
8	Institute of Secretariat Training and Management	Human Resource Management

Sr.No	Courses	Organisation
9	Institute of Secretariat Training and Management	Citizen Centric and Service Delivery Approach
10	Institute of Secretariat Training and Management	Big data analytics in government
11	Institute of Secretariat Training and Management	Preparation of Expenditure Finance Committee
12	Institute of Secretariat Training and Management	Drafting of charge sheet in disciplinary matters
13	Institute of Secretariat Training and Management	Public Policy Formulation
14	Institute of Secretariat Training and Management	Managerial/ Supervisory Skills
15	Institute of Secretariat Training and Management	Strategic Planning
16	Institute of Secretariat Training and Management	Sustainable Development Goals
17	Institute of Secretariat Training and Management	Handling Parliamentary Matters
18	Institute of Secretariat Training and Management	Policy formulation on legislation
19	Institute of Secretariat Training and Management	Advanced course on Record Management
20	Institute of Secretariat Training and Management	Economic Reforms and Development
21	Institute of Secretariat Training and Management	Monitoring and Evaluation of Government Schemes
22	Institute of Secretariat Training and Management	Rights of PWDs
23	Institute of Secretariat Training and Management	Statistical Tools and Techniques
24	Institute of Secretariat Training and Management	Project and Litigation Management
25	Institute of Secretariat Training and Management	Cash and account, pension related benefits
26	Institute of Secretariat Training and Management	Purchase Management in Government
27	Institute of Secretariat Training and Management	Outcome Budget Workshop
28	Institute of Secretariat Training and Management	Public Private Partnership
29	Institute of Secretariat Training and Management	Formulation and Implementation of Budget and Income Tax
30	Institute of Secretariat Training and Management	GST workshop
31	Institute of Secretariat Training and Management	Financial Management in Government, PSUs and Autonomous Bodies
32	Institute of Secretariat Training and Management	Basics of Economics
33	Institute of Secretariat Training and Management	Record Management and Right to Information

Sr.No	Courses	Organisation
34	Institute of Secretariat Training and Management	Stress Management, OB, Ethics, Values, Gender Sensitization, Emotional Intelligence, Leadership and Communication Skills, Sexual Harassment, Critical Thinking and Problem Solving
35	Institute of Secretariat Training and Management	MS Office
36	Institute of Secretariat Training and Management	Management of Training and Mentoring
37	National Institute of Financial Management	Post Graduate Diploma in Government Accounting & Internal Audit
38	National Institute of Financial Management	Management Development Programme - Online Training Programme on Public Procurement (Basic)
39	National Institute of Financial Management	Training Programme on Finance for Non-Finance Executives
40	National Institute of Financial Management	MDP on Accounting in Government with focus on Accrual Accounting
41	National Institute of Financial Management	Training Programme on Project and Risk Management

3   Capacity Needs Analysis (CNA)

Basis our discussions with Ministry of Culture (MoC) Capacity Building Unit (CBU), Capacity Building Commission (CBC), Ministry officials and our secondary research, we followed below approach and methodology for conducting the CNA.
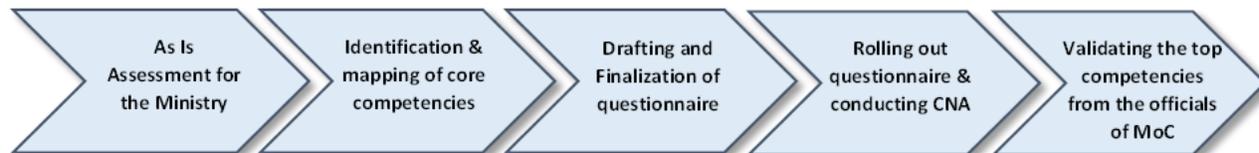
Figure 6 Methodology to conduct CNA of MoC

3.1   Process of As-is Assessment of the Ministry

- **Understood and mapped** various roles/ functions/ capabilities of MoC by following a **survey-based approach** wherein we also held multiple interactions such as one-on-one meetings (interviews, discussions and gathering feedback) with Ministry officials and participated in MoC's knowledge-sharing sessions.
- **Gathered inputs and resources** such as employee lists, legacy training documents, internal booklets, etc. from these meetings/interactions.
- **Identified National Priorities, Citizen Centric Goals as well as Technology Roadmap** for the Ministry by performing primary and secondary research via studying MoC's annual report, website, induction material, etc.
- **Finalized the As-is assessment report** basis the inputs/ feedback received from CBU and Ministry.

3.2   Identification and Mapping of Core Competencies

- Based on the nature of work allocation and the major areas handled by MoC, we performed secondary research to identify the required competencies at a **unique role level** and segregated them into competencies at an Individual and Organizational level.
- Considering an individual possesses competencies of varying types such as core/technical skills related to the field of work, interpersonal skills, operational/procedural skills etc., we have divided **Individual competencies** into three categories - **Domain, Behavioural, Functional.**

3.3   Drafting and Finalization of Questionnaire

- **Devised survey questionnaire** for the purpose of **gauging the actual level of proficiency** for the set of competencies identified in Step 1.2.
- To enhance the **understanding/clarity of respondents** and **derive meaningful outcomes**, divided the questionnaire into sections and sub-sections.
- To further refine the questionnaire**, incorporated the inputs/feedback** received from internal industry experts, CBC, CBU and Ministry.
- **Finalised the questionnaire** after getting it reviewed and approved by CBC and CBU.

3.4 Data Collection and Analysis

- As a part of the competency assessment exercise, a comprehensive questionnaire (attached in Annexure) was shared with all **139** officers across the Ministry of Culture (MoC). Once a considerable number of responses were collected from the Ministry, the analysis phase began.
- Initiated **Capacity Need Analysis (CNA)** to identify the competency required at each role/designation level based on responses received through the questionnaire.
- Responses received from 94 employees across Senior, Middle and Junior Management were consolidated and analysed into buckets of Functional, Behavioural and Domain competencies. It is important to note that competencies derived through the questionnaire response were mapped with respective roles/designation. Since the data consisted of duplicates, and several repetitions, some of the competencies were eliminated. As a result, the data was cleansed and condensed to arrive at specific competencies.
- Assessment of competencies: As per defined buckets, top competency for MoC have been determined through a step-by-step approach.

1 Counting the total number of times each competency occurred basis which the Competency Frequency (CF) was calculated

2 Count of total number of Unique Designations (UD) have occurred

3 Then the percentage of each competency was calculated by dividing competency frequency to number of unique designation.
Formula: (CF/UD)*100

4 The percentages obtained were arranged in descending order to arrive at the top competencies for MoC

Figure 7 Stepwise approach for assessment of competency

- Suggest the appropriate *type of training interventions* to address identified competency at individual and organizational level for effective capacity building within the Ministry.

4 Competency assessment of Ministry

Based on the responses received across competencies and across levels, the response data was analysed to identify the type of competency gaps and competency needs arising out of questionnaire. To assess the Individual competency requirements the following steps were carried out:

1. Identification of **unique designations**
2. Mapping the broader roles being performed by these designations' and identifying the associated attitude, skills and knowledge required for performing these role
3. Lastly, carrying out **need analysis** of the received competencies with the desired/required level as provided by the Ministry.

4.1 Demographics of the Ministry

Designation-wise Employee Count is highlighted in the table below-

Sr.No.	Management Level	Designations	No. of responses received
1	Senior	Secretary	1
2		AS & FA	1
3		Joint Secretary	6
4	Middle	Director	11
5		Principal Staff Officer	1
6		Deputy Secretary	8
7	Junior	Deputy Director	2
8		Under Secretary	21
9		Principal Private Secretary	5
10		Section Officer	26
11		Assistant Director	1
12		Private Secretary	3
13		Assistant Section Officer	43
14		Senior Translation Officer	3
15		Junior Translation Officer	1
16		Steno Grade D	7
		Total	139

Table 2 Designation-wise Employee Count
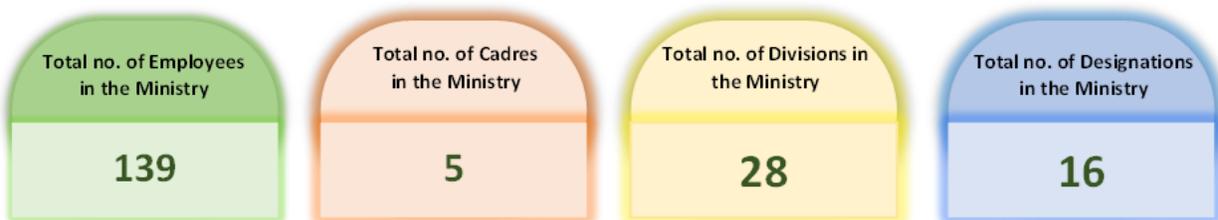
Figure 8 Demographics of MoC

4.2   Overview of Responses

Out of the total 139 responses, we received responses from **94** *(2 from Senior Management, 3 from Middle Management and 6 from Junior Management)* employees. The number of **unique designations** from whom we sought responses were **16**, out of which responses were received from **10** unique designations.

Figure 9 Survey respondents demographics

The unique designations in the responses include –

Sr.No.	Management Level	Designations	No. of responses received
1	Senior	Joint Secretary	2
2	Middle	Director	5
3		Deputy Secretary	5
4		Deputy Director	1
5	Junior	Under Secretary	18
6		Principal Private Secretary	1
7		Section Officer	19
8		Assistant Director	1
9		Senior Translation Officer	2
10		Assistant Section Officer	40
		Total	94

Table 3 List of unique MoC designations in the responses
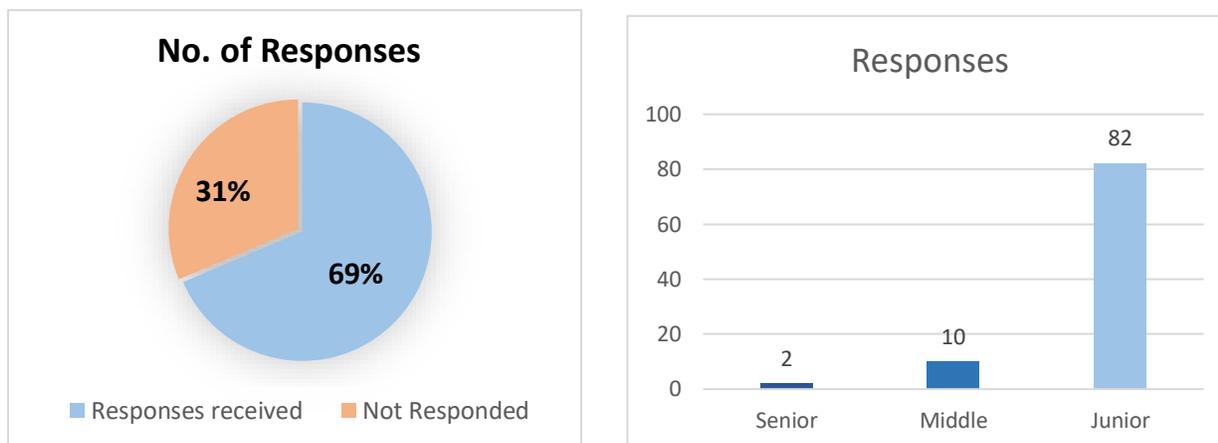
Figure 10 Number of survey respondents

The summary of responses from MoC has been divided into three management levels: Senior, Middle, and Junior. Around 2 people are under Senior Management, 10 members of Middle Management, and 82 members of Junior Management. The total number of responses received from MoC are 94.
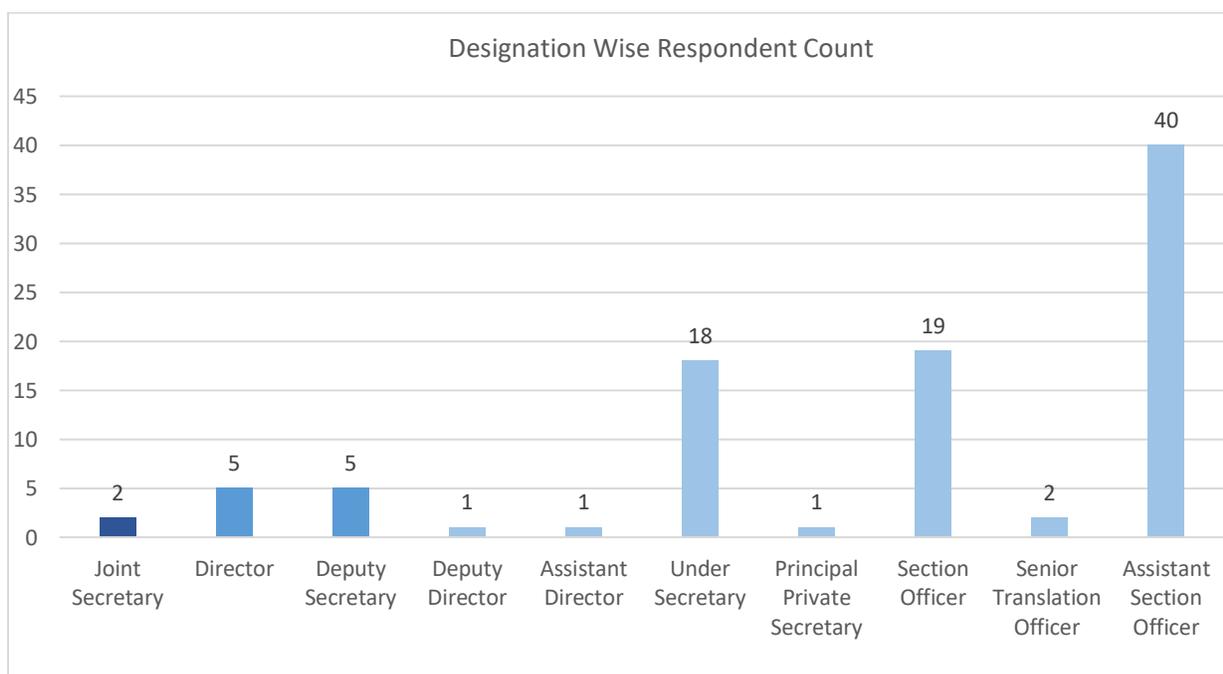
Figure 11 Designation wise respondent count

4.3   Lenses of ACBP

As per the survey conducted there were few future trends observed by the senior and middle management level members which have been further divided into 3 categories- National Priorities, Emerging Technologies, Citizen Centricity.

Lens	Key focus	Identified Competencies
National Priorities	• Revive Cultural Heritage • Broadening the coverage of Monuments and Sites of national importance • Digitization and digital presentations of National Heritage • Creation of Cultural infrastructure and culture space	• Protection and promotion of Diversity of Cultural Expressions • Conservation of National Heritage • Financial matters/ policy making
Emerging Technologies	• Digital mapping of monuments/ sites using geo-coordinates • RFID tagging of all artworks under the Ministry • AR & VR exhibition at sites and monuments • e-Commerce platform for indigenous arts and crafts items	• 3D GIS • RFID & Blockchain • Data Analytics • Digital Wall
Citizen Centricity	• Single window clearance facilities available to every citizen • Faster response to grievances	• Grievance redressal • Conflict management • Stakeholder management

Following are few common competencies which observed common across more than one lens:

- Regulatory & Statutory guidelines for Ministry of Culture
- Introduction of the bodies under Ministry of Culture
- Policy level interventions and policy formulation

4.4   Capacity Need Analysis of Competencies

The key competencies across Ministry of Culture have been identified and mentioned below across Behavioural, Functional and Domain category.

4.4.1   Top Functional Competencies in MoC

Among all the Functional Competencies mentioned by the officials across all 5 cadres, 28 divisions and 10 designations a list of top functional competencies have been considered for suggesting trainings in Annual Capacity Building Plan.

This analysis is an overall analysis by combining the Functional competencies of MoC, HR Policies, Virtual Tools, e-Governance Platforms and MS office Tools required by MoC.

Top Functional Competencies of MoC

Competency	Value
Administrative Communications*	24
GeM Marketplace	24
Handling of Parliamentary Matters	22
e-Office Management*	18
Ability to interpret*	17
Legal and Court Proceedings	14
Basic knowledge of All Rules*	12
GFR Rules	10
RTI	10
CAT Cases	8
PFMS Portal	8
CGHS rules	5
CCS (CCA) Rules	4
Establishment Rules	4
Financial Management	4

Figure 12 Top Functional Competencies across 10 designations of MoC[1]

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[1] ***Administrative Communication*** *(Noting and drafting, preparation of cabinet notes, Grammar training for cabinet note, EFC or Office order)*

The **Top 7 Functional Competencies** of MoC are Administrative Communications, GeM Marketplace, Handling of Parliamentary Matters, e-Office Management, Ability to interpret Legal and Court Proceedings, Basic knowledge of All Rules

The **other functional competencies** include, CNA Module, EFC, Hindi Typing, License Agreement, LTC Rules, Official Language Policy, Accounting Procedures, Handling of Court matters, Medical Rules, Record Management, Cyber Security related issue, Data Management and Analysis, DFPR/DoE Instructions, DPC and Selection process, Facilitation to all RTI matters, Grammar Training, Handling of Public Grievances, Handling of Service Matters, Human Resource Management, Implementation of e-HRMS, IT infrastructure and e-Governance policies, Procurement Manuals, Project Management, Proposal Analysis and Implementation, Recruitment Rules, Regulations of Govt. policy on financial matters , Reservation Rosters, Staff Management, Terms of Business.

4.4.2   Functional - Platforms and Tools Required across all Designations

There are various tools required by the Ministry of Culture officials for their day-to-day activities. Hence a question was framed to understand among the various tools present, which are most preferred tools.
As per the analysis the top 5 virtual tools suggested by the Ministry are Microsoft teams, Cisco Webex, Google Meet and Zoom.

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*Ability to interpret/apply provisions of Acts/Rules/SOP/License agreement condition
Basic Knowledge of All Rules: CGHS Rules, Pension rules, leave rules, LTC rules, HBA rules, NPS rules, CCS (CCA, Conduct, Leave, GPF rules/LTC rules), Establishment Related Rules
*e-Office Management: Office applications -word Processor, Spreadsheet and Presentation tools

Virtual Tools

Tool	Value
Microsoft Teams	44
Cisco Webex	43
Google Meet	18
Zoom	17
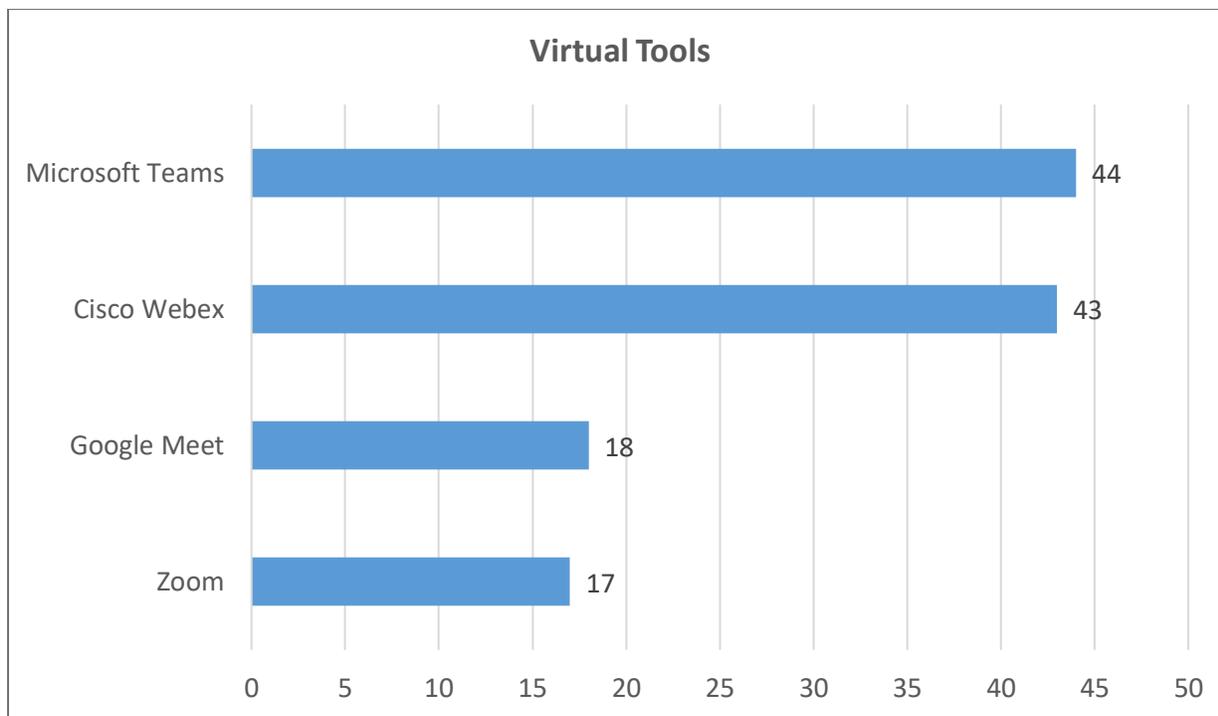
Figure 13 Platforms and tools required across all designations

e-Governance Platforms

Platform	Value
e - Office	91
GeM Portal	12
RTI portal	3
APMS portal	2
e - HRMS	2
Parichay	2
PFMS	2
PG Portal	2
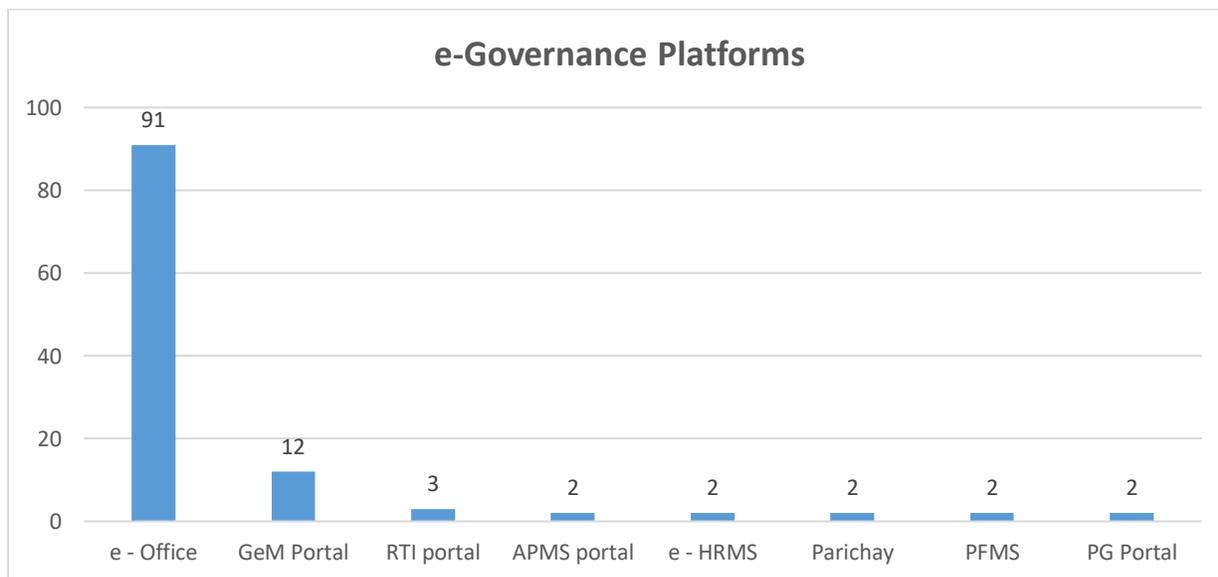
Figure 14 e-Governance Platform Trainings required by MoC

The **other e-Governance Platforms** include Bhavishya, Budget Announcements, CP Portal, e-Samiksha portal, i-GOT, Pragati Portal, Public Grievance Portal.
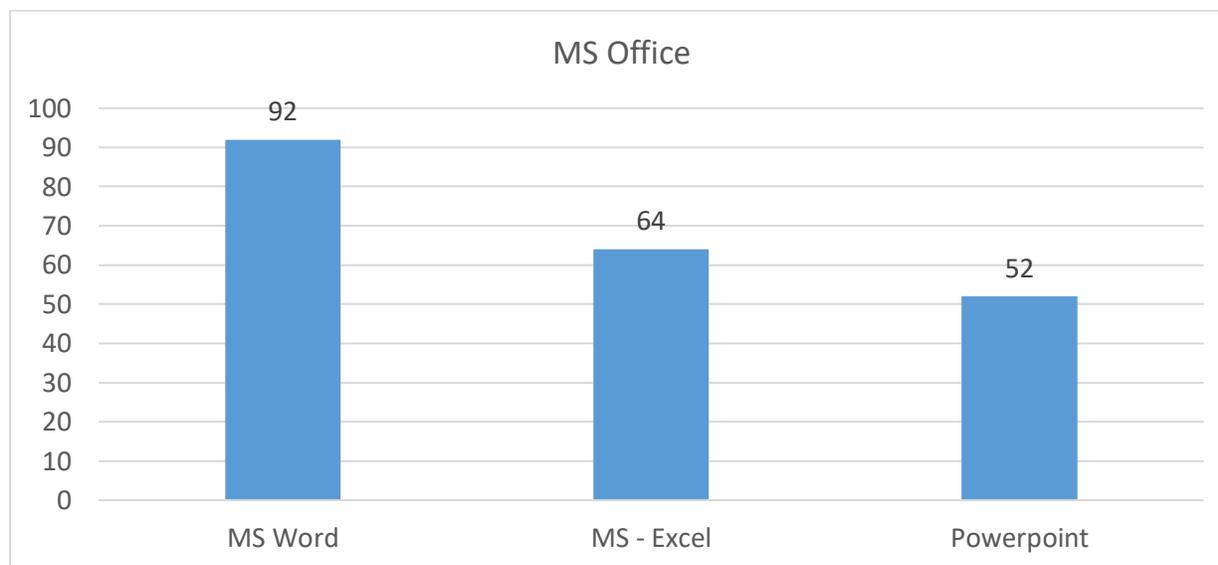
Figure 15 MS Office Tools Training required by MoC

4.4.3   Functional - HR Policies, Other Acts & Guidelines
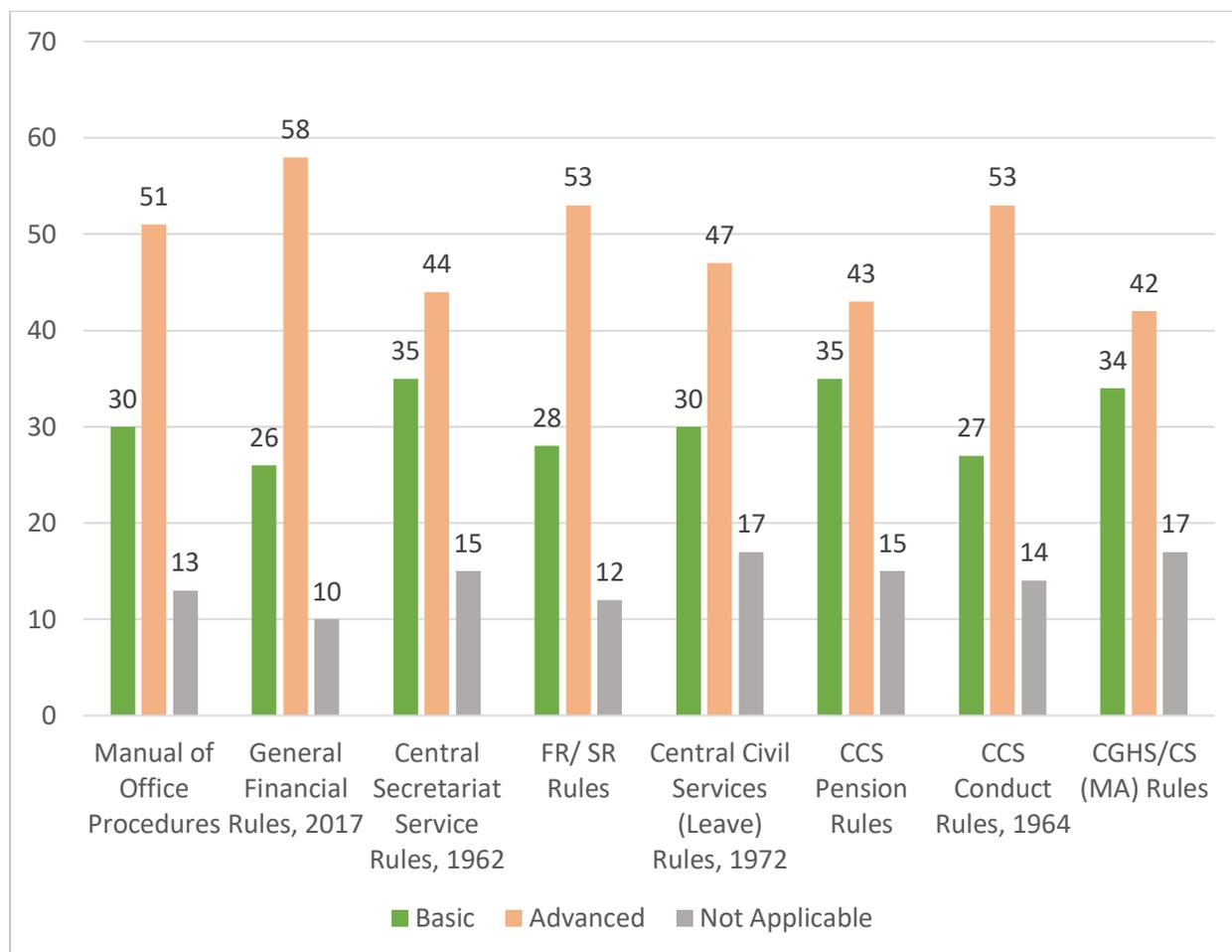
Figure 16 HR Policies, other Acts and Guidelines required by officials across MoC

As per the survey in MoC knowledge of Central Secretariat Service Rules, 1962 & CCS Pension Rules is required the most at the Basic Level. General Financial Rules and is required the most at the Advanced Level.

4.4.4 Top Behavioral Competencies in MoC

Among all the Behavioral Competencies mentioned by the officials across all 5 cadres, 28 divisions and 10 designations a list of top behavioural competencies have been considered for suggesting trainings in Annual Capacity Building Plan.
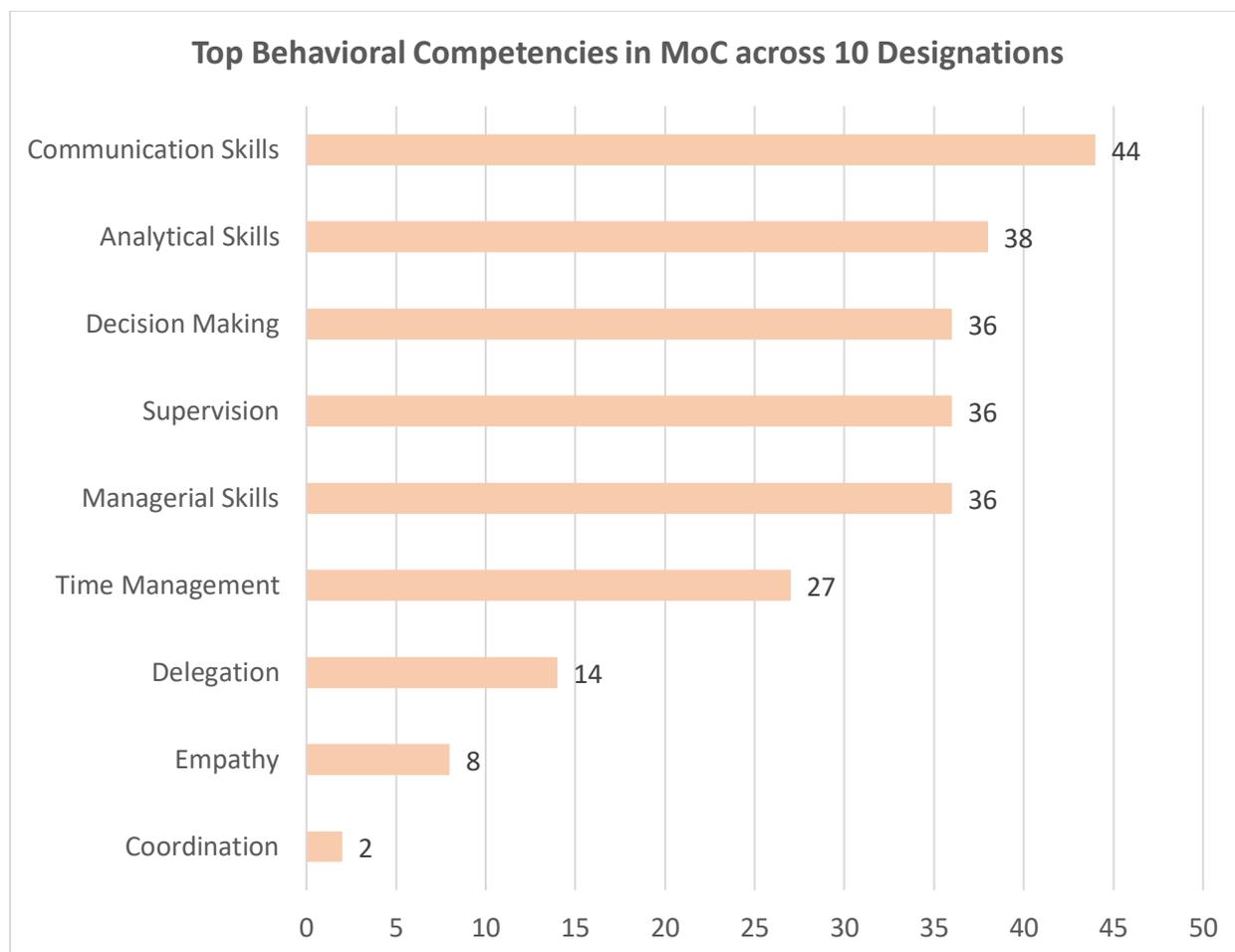
Figure 17 Top Behavioural Competencies across 10 designations of MoC

The **Top 5 Behavioral Competencies** of MoC are Communication Skills, Analytical Skills, Decision making, Managerial Skills, Supervision and Time management.

The **other Behavioral Competencies** include Delegation, Empathy, Proficiency in Hindi and English language-Translation's skills, Coordination, Interpretation Skills, Awareness, Ethics, Leadership, Stress Management, Team Building.

4.4.5 Top Domain Competencies in MoC

Among all the Domain Competencies mentioned by the officials across all 5 cadres, 28 divisions and 10 designations a list of top domain competencies have been considered for suggesting trainings in Annual Capacity Building Plan.
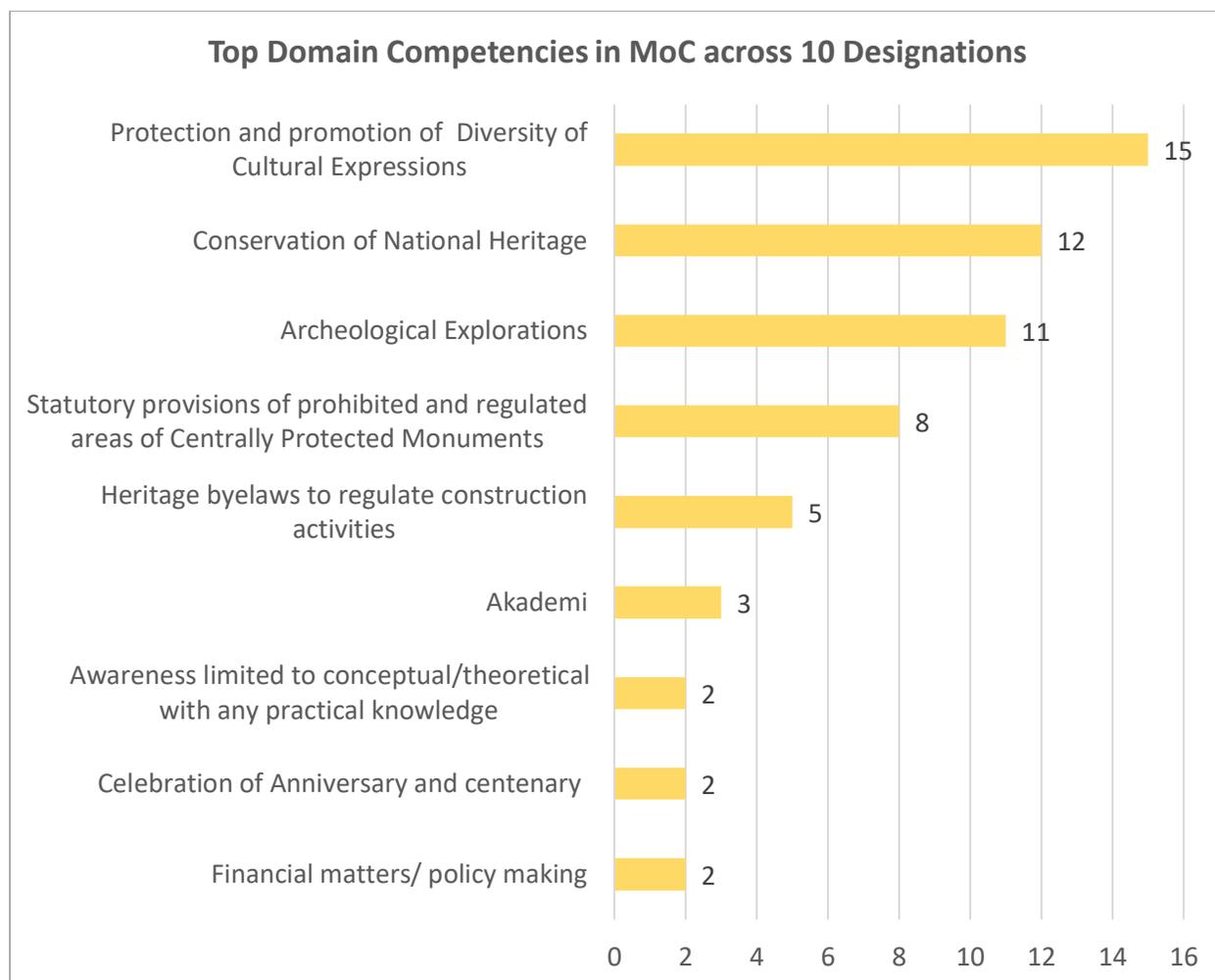
Figure 18 Top Domain Competencies across 10 designations of MoC

The **Top 6 Domain Competencies** of MoC are Protection and promotion of diversity of cultural expressions, Conservation of National Heritage, Archeological explorations, Statutory provisions of prohibited and regulated areas of centrally protected monuments.

A few **other Domain Competencies** mentioned by the Ministry are AMASR Act 1958, Anthropological study of different Indian population groups, Basic knowledge of all cultural institutions, Bhavishya portal training, Central Nodal Agency module, Field level training of Archeology and conservation of monuments, Filing of writ petitions in High Court /Supreme Court, Format/language of cultural exchange programs with other countries, Functioning of University, Functioning of various schemes and organizations of the Ministry, Indian participation (ministerial level) in multilateral forums (BRICS, SCO, G20, BIMSTEC etc.) and bilateral activities under provisions of CEP, Knowledge on Buddhism, Performance across the globe, Portals administered by AR&IT Division, Promotion of Indian Culture abroad through signing of Cultural Exchange programs (CEP) with other countries, Promotion of Museum Culture, Release of funds to Indo-foreign

friendship societies abroad through Indian Missions, organizing Festival of India abroad, Statutory provisions regarding promotion of Indian heritage, Visits to the subordinate and attached offices.

4.4.6 Domain - Existing Acts/ Subordinate Legislation

Existing Acts/ Subordinate Legislation

Act	Basic	Advanced
Public Records Act, 1993	27	7
The Ancient Monuments and Archaeological Sites and Remains Act, 1958	24	8
The Kalakshetra Foundation Act, 1993	20	4
The Antiquities & Art Treasurers Act, 1972	20	7
Delivery of Books (And Newspapers) Public Libraries Act, 1954	19	2
The Lalit Kala Akademi (Taking Over of Management) Act, 1997	19	5
The Jallianwala Bagh National Memorial Act, 1951	18	4
The Khuda Bakhsh Oriental Public Library Act, 1969	18	3
The Salar Jung Museum Act, 1961	17	2
The Asiatic Society Act	15	5
The Rampur Raza Library Act, 1975	14	5

Figure 19 Existing Acts/ Subordinate Legislations required by officials across MoC

As per the survey in MoC, knowledge of the Public Records Act 1993 is required the most at the Basic Level. Ancient Monuments & Archaeological Sites& Remains Act 1958 is required at the Advanced Level

4.5 Division wise Capacity Need Analysis of Competencies

4.5.1 Administrative Reforms and Information Technology (AR&IT)

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[2]
Functional Basic	Legal and Court proceedings	e-Office IT infrastructure RTI e-Governance Policies
Functional Advanced	Administrative communication	GFR Rules Handling of Public Grievances e-Office RTI Cyber Security related issue
Behavioral Basic	Analytical skills	Coordination Communication Skills Managerial and Supervisory Skills
Behavioral Advanced	Managerial and Supervisory Skills	Decision making Time Management Analytical skill Communication Skills Managerial and Supervisory Skills

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[2] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[2]
Domain Basic	Protection and promotion of Diversity of Cultural Expressions	Portals administered by AR&IT Division
Domain Advanced	Anthropological study of different Indian population groups	

4.5.2 Akademi

The Sahitya Akademi is an independent organization under the Ministry of Culture that was formally established by the Government of India on March 12, 1954. Its goals are to work for the advancement of Indian letters, set high literary standards, encourage, and coordinate literary activities in all Indian languages, and advance national unity through literature in all those languages. In its 66 years of dynamic existence, it has consistently worked to promote good taste and healthy reading habits, to maintain a close dialogue among the various linguistic and literary zones and groups through seminars, symposia, lectures, discussions, and readings, to quicken the pace of reciprocal translations through workshops and individual assignments, and to cultivate a serious literary culture through the publication of translations, journals, monographies, and other works.

The Akademi has a unique project for writers from isolated village regions called Gramalok, and it just unveiled a brand-new programme called Dalit Chetna to promote writers of the Dalit community. Bal Sahitya Puraskar is awarded by the Sahitya Akademi to the best works of children's literature, Yuva Puraskar to young authors who have excelled in creative writing, and Bhasha Samman to authors who have made significant contributions to the literature of classical and mediaeval times as well as unrecognized languages. Additionally, it grants fellowships and honorary fellowships to distinguished authors, both Indian and non-Indian, and the Dr. Ananda Coomaraswamy Fellowship and Premchand Fellowship to academics conducting research on Indian literature or to creative writers from the SAARC nations other than India.

Competency	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Deputy Director / Under Secretary / Section Officer and below[3]
Functional Basic	e-Office Management GeM Administrative Communication Organizing the programme Financial prudence Artist Management	Administrative Communication Handling of Parliament Matters Handling of court cases CAT cases RTI e-Office Management Ability to interpret/apply provisions of Act/Rules/SOP Awareness limited to conceptual/theoretical knowledge with practical experience GeM marketplace Implementation of rules Basic Knowledge of Rules
Functional Advanced		Handling of Parliament Matters Administrative communication Terms of Business CAT Cases CGHS rules Leave rules All application features/tool/concept Court cases Recruitment Rules RTI DPC and Selection process Legal and Court Proceedings Reservation Rosters

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[3] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Deputy Director / Under Secretary / Section Officer and below[3]
Behavioral Basic	Stress Management Delegation Empathy Time management	Decision Making Coordination Managerial and Supervisory skills Time management
Behavioral Advanced	Stress Management Time management Analytical Skills	Communication Skills Time Management Managerial and Supervisory skills Analytical Skills
Domain Basic	Basic knowledge of all cultural institutions	Protection and promotion of Diversity of Cultural Expressions Akademi Archeological Explorations Awareness limited to conceptual/theoretical with any practical knowledge Conservation of National Heritage Heritage byelaws to regulate construction activities
Domain Advanced	Akademi Performance across the globe	Akademi

Competency	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Deputy Director / Under Secretary / Section Officer and below[3]
		Protection and promotion of diversity of cultural expressions Conservation of National Heritage

4.5.3   Azadi ka Amrit Mahotsav (AKAM)

The Government of India has launched the Azadi Ka Amrit Mahotsav to honor and remember 75 years of growth in India and the illustrious past of its people, culture, and accomplishments. All that is progressive about India's sociocultural, political, and economic character is embodied by Azadi ka Amrit Mahotsav. The "Azadi ka Amrit Mahotsav" journey officially began on March 12, 2021, marking the beginning of the 75-week countdown to our nation's 75th anniversary of independence. It will conclude on August 15, 2023, one year after it began.

Competency	Senior Management	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[4]
Functional Basic	e-Office Management GeM Administrative Communication Organizing the programme Financial prudence Artist Management		Financial rules Ability to interpret

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[4] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Senior Management	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[4]
Functional Advanced		GFR Rules FR and SR Rules	Excel worksheets (for budget related work) GFR Rules
Behavioral Basic	Stress Management Delegation Empathy Time management	Communication Skills Analytical Skills Awareness	Managerial and Supervisory skills Communication Skills Analytical skills
Behavioral Advanced	Stress Management Time management Analytical Skills	Communication Skills Analytical Skills	Decision making Managerial and Supervisory Skills
Domain Basic	Basic knowledge of all cultural institutions	Conservation of National Heritage All Schemes	Celebration of Anniversary and centenary
Domain Advanced	Akademi Performance across the globe	Statutory provision for protection of monuments	Celebration of Anniversary and centenary

4.5.4 Anthropology & Archives (A&A)

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[5]
Functional Basic	Legal and Court Proceedings	GeM Marketplace Handling of Parliament Matters Conduct Rules
Functional Advanced	Administrative Communications	Legal and Court proceedings Technical knowledge and practical application Administrative Communication
Behavioral Basic	Analytical Skills	Managerial/Supervisory Skills Time Management
Behavioral Advanced	Managerial and Supervisory Skills	Time Management Communication Skills Decision making
Domain Basic	Protection and promotion of Diversity of Cultural Expressions	Promotion of Museum Culture Conservation of national heritage
Domain Advanced	Anthropological study of different Indian population groups	Heritage bylaws to regulate construction activities.

4.5.5 Archaeological Survey of India (ASI)

In 1861, the Archaeological Survey of India (ASI) was founded. It is an associated office of the Indian government's Ministry of Culture. A total of 3693 protected monuments of national significance, including

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[5] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

40 World Heritage Sites and 52 site museums, are under the protection, preservation, and conservation efforts of ASI. The Antiquities and Art Treasures Act of 1972, the Indian Treasure Trove Act of 1878, and the Ancient Monuments and Archaeological Sites and Remains Act of 1958 are all administered by ASI.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[6]
Functional Basic	CGHS Pension Basic knowledge of All Rules GFR provisions Parliamentary Procedure
Functional Advanced	GeM Marketplace Basic knowledge of All Rules GFR provisions Parliamentary Procedure
Behavioral Basic	Managerial and Supervisory Skills Time Management
Behavioral Advanced	Managerial and Supervisory Skills Decision Making
Domain Basic	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (CPM) Heritage bylaws to regulate construction activity
Domain Advanced	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (CPM) Archaeological exploration

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[6] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

4.5.6   Budget & Expenditure Monitoring (IFD)

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[7]
Functional Basic	GFR Rules Procurement Manuals PFMS CNA Module Financial Management Accounting Procedures	Ability to interpret/apply provisions of Act/Rules/SOP Noting and drafting Preparation of cabinet notes
Functional Advanced	GFR Rules Procurement Manuals PFMS CNA Module Financial Management Accounting Procedures	GEM Market Place RTI Act Handling of Parliamentary matters Ability to interpret/apply provisions Regulations of Govt. policy on financial matters DFPR/DoE Instructions Financial implications and procedure for the flow of funds under Central sector Schemes viz. CNA and TSA GFR Rules Legal and Court proceedings
Behavioral Basic	Analytical Skills Decision Making	Analytical Skill Communication Skills
Behavioral Advanced	Analytical Skills Decision Making	Analytical Skill Decision making Empathy Managerial and Supervisory skills

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[7] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

4.5.7 Buddhist & Tibetan Institutions (BTI)

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[8]
Functional Basic	Project Management
Behavioral Basic	Managerial and Supervisory Skills Communication Skills Decision Making
Behavioral Advanced	Decision Making Analytical Skills
Domain Basic	Knowledge on Buddhism
Domain Advanced	Functioning of University

4.5.8 C&M Special Cell

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[8] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[9]
Functional Basic	Ability to interpret provisions of Acts, Rules etc.	Record Management
Functional Advanced	GeM Marketplace	Record Management
Behavioral Basic	Time Management	Managerial and Supervisory Skills
Behavioral Advanced	Communication Skills	
Domain Basic	Statutory provisions for prohibited and regulated areas of Centrally Protected 100% Monuments	
Domain Advanced	Archaeological Explorations	

4.5.9   Cash & DDO

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[9] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[10]
Functional Basic	GeM Marketplace Legal and Court Proceedings License Agreement Administrative Communication EFC PFMS Basic knowledge of All Rules Cabinet Note RTI Act CAT cases Handling of Parliamentary matters
Functional Advanced	CAT Cases FR and SR Rules Legal and Court Proceedings CCS (CCA) Rules Leave Rules Conduct Rules Administrative Communication Pension Rules PFMS Data Management and Analysis EFC Handling of Parliamentary matters Cabinet Note CEA License Agreement Medical Rules

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[10] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[10]
	RTI Act GeM Marketplace
Behavioral Basic	Communication Skills Delegation Empathy
Behavioral Advanced	Managerial and Supervisory Skills Decision Making Time Management Communication Skills
Domain Basic	Archeological explorations Functioning of various schemes and organizations of the Ministry
Domain Advanced	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments

4.5.10 CDN (Coordination)

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[11]
Functional Basic		Basic Knowledge of All Rules GeM Marketplace Parliament matters Legal and court proceedings Establishment rules
Functional Advanced	Handling Parliamentary Matters	Basic Knowledge of All Rules e-Office Management Preparation of Cabinet Notes Administrative Communication
Behavioral Basic		Communication Skills Managerial and Supervisory Skills Empathy Delegation Analytical Skills Time Management

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[11] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[11]
Behavioral Advanced	Managerial and Supervisory Skills	Decision Making Team building Managerial and Supervisory Skills Analytical skills Communication skills Leadership Delegation Managerial and Supervisory Skills
Domain Basic		Archaeological Explorations Conservation of National Heritage Statuary provision of prohibited and regulated areas of centrally protected monuments
Domain Advanced		Conservation of National Heritage Archaeological Explorations

4.5.11 Commemoration & Memorials

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[12]
Behavioral Basic	Managerial and Supervisory Skills
Behavioral Advanced	Managerial and Supervisory Skills
Domain Basic	Protection and Promotion of Diversity of Cultural Expressions
Domain Advanced	Protection and Promotion of Diversity of Cultural Expressions

4.5.12 Establishment

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[13]
Functional Basic	Handling of Parliamentary Matters Legal & Court Proceedings GeM Marketplace CAT cases E-office

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[12] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

[13] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[13]
	RTI Act Implementation of e-HRMS Establishment rules Handling of service matters Staff Management
Functional Advanced	Administrative Communication Basic Knowledge of All Rules Ability to interpret/apply provisions of Act/Rules. GeM Marketplace Handling of Parliamentary matters Legal and Court Proceedings CAT cases Data Management and Analysis e-Office Management Service records RTI Act CGHS Conduct rules Medical Attendance rules Record management

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[13]
Behavioral Basic	Empathy Time Management Managerial and Supervisory Skills Delegation Decision making Communication Skills Analytical Skills
Behavioral Advanced	Communication Skills Analytical Skills Decision Making Time management Delegation Managerial and Supervisory Skills
Domain Basic	**A**rchaeological Explorations **P**rotection and promotion of Diversity of Cultural Expressions **B**havishya portal training
Domain Advanced	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments Visits to the subordinate and attached offices Heritage by-laws Archaeological explorations Conservation of National Heritage

4.5.13 G20

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[14]
Functional Basic	GeM Marketplace GFR Rules
Functional Advanced	GFR Rules
Behavioral Basic	Time Management Delegation
Behavioral Advanced	Decision Making Analytical Skills

4.5.14 Gandhi Heritage Sites Mission (GHSM)

A Gandhi Heritage Sites (GHS) Panel, led by Shri Gopalkrishna Gandhi and composed of illustrious Gandhians, was established by the Indian government in April 2006. In 2013, the "Gandhi Heritage Sites Mission" with a defined duration of 5 years was established based on the Panel's recommendations. The Mission's stay was then extended till the end of March 2020 for another period. Additionally, the file for the Mission's extension is now being submitted. The mission's mandate is to oversee, direct, and help in conservation measures, maintenance or preservation initiatives, the establishment of a database of

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[14] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

tangible, literary, and visual legacy connected to Gandhi, as well as to preserve the recognized locations for future generations.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[15]
Functional Basic	GeM Marketplace GFR Rules
Functional Advanced	GFR Rules
Behavioral Basic	Time Management Delegation
Behavioral Advanced	Decision Making Analytical Skills
Domain Basic	Legal and Court proceedings

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[15] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[15]
Domain Advanced	Protection and promotion of Diversity of Cultural Expressions

4.5.15 General Administration

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	**Deputy Director / Under Secretary / Section Officer and below[16]**
Functional Basic	Administrative Communications	EFC RTI Cabinet Note GeM marketplace License Agreement

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[16] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[16]
Functional Advanced		Basic knowledge of All Rules Ability to interpret/apply provisions Facilitation to all RTI matters/Parliamentary matters GEM Marketplace Regulations of Govt. policy on financial matters GFR Rules DFPR/DoE Instructions Financial implications and procedure for the flow of funds under Central sector Schemes viz. CNA and TSA
Behavioral Basic	Managerial and Supervisory Skills Ethic Empathy	
Behavioral Advanced	Time management Work-Load management	Managerial and Supervisory skills Analytical Skills Empathy Time Management
Domain Basic	AMASR Act 1958	

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[16]
Domain Advanced	AMASR Act 1958 Field level training of Archeology and conservation of monuments Protection and promotion of cultural heritage	

4.5.16 Official Language

Competency	Senior Management	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[17]
Functional Basic	Administrative Skills Handling of Parliamentary Matters	Technology Knowledge Translation Skills Advanced Expertise in technical know - how as well as practical application.	MS Office Noting and drafting Hindi Typing E-office Management Administrative Communication

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[17] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Senior Management	Middle Management	Junior Management
	Secretary / AS & FA / Joint Secretary	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[17]
Functional Advanced	Technology Knowledge Translation Skills Advanced Expertise in technical know - how as well as practical application.	Technology Knowledge Translation Skills	Noting and drafting Official Language policy Proficiency in Hindi and English language- Translation's skills. Ability to interpret E-Office Management Accounts knowledge Technical Knowledge
Behavioral Basic	Communication Skills	Communication Skills	Interpretation skills Proficiency in Hindi and English language- Translation skills. Communication Skills

4.5.17 International Cultural Relations (ICR)

Through the signing of bilateral Cultural Exchange Programme, the Ministry of Culture's International Cultural Relations Division seeks to spread Indian art and culture throughout the world and strengthen ties with other nations. Festivals of India Abroad and Grantin - help to Indo-Foreign Friendship Cultural Societies are two of the "Global Engagement Schemes two components that are run by this division.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[18]
Functional Basic	Administrative Communication Legal and Court Proceedings Formulation of Protocol/Joint Statement/Minutes for bilateral/multilateral international meetings GeM marketplace Handling proposals received from other countries Interpretation and application of scheme provisions
Functional Advanced	Administrative communication Ability to interpret/apply provisions of Acts/Rules/SOP
Behavioral Basic	Communication Skills Managerial and Supervisory Skill Analytical Skills Interpretation Skills
Behavioral Advanced	Decision Making
Domain Basic	Format/language of cultural exchange programs with other countries Promotion of Indian Culture abroad through signing of Cultural Exchange Programs (CEP) with other countries Conservation of National Heritage

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[18] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[18]
Domain Advanced	Archeological Explorations

4.5.18 Library

The "Imperial Library (Change of Name) Act" of 1948 led to the creation of the National Library in place of the Imperial Library following India's independence. All publications in India, including books, newspapers, and journals, are permanently housed at the National Library. Under the terms of "the Delivery of Books and Newspapers (Public Libraries) Act, 1954," the library receives all publications released on Indian soil. In 1956, the Act was revised to include periodical publications, newspapers, and maps as part of its coverage. It offers every reader service imaginable 362 days a year. In addition to reading, reference, and bibliographic services, books can be borrowed with a security deposit. Additionally, it offers viewing facilities for microfilm and microfiche.

While interlibrary loans are granted, the library serves as a hub for foreign loans. Libraries and librarians are also given consulting services. Every year, it provides training to the Young Professionals in library and information science. Around 80,000 pages (25,000 books) of old, fragile, and significant library records were digitally preserved by the library and are now accessible to readers through the Indian Culture site (https://indianculture.gov.in/), which is run by the Ministry of Culture of the Government of India.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[19]
Functional Basic	Ability to interpret/ apply provisions of Act/Rules CGHS Administration Communication LTC Rules

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[19] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[19]
Functional Advanced	Handling all Parliamentary matters RTI Act Basic Knowledge of All Rules Court matters CAT cases
Behavioral Basic	Time Management Communication Managerial and Supervisory Skills
Behavioral Advanced	Decision Making Analytical Skills Managerial and Supervisory Skills
Domain Basic	Protection and promotion of diversity of cultural expressions

4.5.19 Museum

This division's goal is to gather works of art with historical, cultural, and artistic significance for use in exhibitions, protection, preservation, and research. spreads information about the value of the artefacts considering history, culture, and outstanding artistic accomplishments. As a symbol of national identity, it also acts as a cultural hub where people may engage and enjoy creative and cultural pursuits.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[20]
Functional Basic	Basic knowledge of All Rules Administrative communication Ability to interpret rules and regulations GeM Marketplace
Functional Advanced	Administrative communication Legal and court proceedings Basic knowledge of All Rules PFMS portal Ability to interpret rules and regulations Handling of parliamentary matters
Behavioral Basic	Delegation Communication Decision Making Analytical skills
Behavioral Advanced	Decision making Communication Time management Managerial and Supervisory Skills
Domain Basic	Conservation of National Heritage Archaeological explorations
Domain Advanced	Protection and promotion of diversity of cultural expressions Statutory provisions regarding promotion of Indian heritage

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[20] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

4.5.20 National Culture Fund (NCF)

The National Culture Fund (NCF) was created as a trust by the Indian government's Ministry of Culture via a notice that was published in the Indian Gazette on November 28, 1996. The NCF is run by an Executive Committee led by the Secretary of the Ministry of Culture and a Council presided over by the Honorable Minister of Culture. The main goal of NCF is to create and foster partnerships between the public and private sectors, as well as between government, non-governmental organizations, private institutions, and foundations, in the field of heritage. It also aims to mobilize resources for the development of India's rich natural, tangible, and intangible heritage.

It accepts and supports proposals that not only work to preserve our cultural heritage but also have significant positive social and environmental effects, benefit the neighborhood through the creation of jobs and educational opportunities, and foster a love of the arts, culture, and heritage among young people and schoolchildren.

Competency	Middle Management
	Director / Deputy Secretary / Principal Staff Officer
Behavioral Basic	Decision Making
Behavioral Advanced	Delegation
Domain Basic	Heritage bylaws to regulate construction activities
Domain Advanced	Heritage bylaws to regulate construction activities

4.5.21 National Monument Authority (NMA)

The Ancient Monuments and Archaeological Sites and Remains (Amendment & Validation) Act, 2010, established the National Monuments Authority (NMA) as a legislative agency in 2011. Implementing statutory restrictions on Centrally Protected Monuments' forbidden and regulated zones for building

construction, reconstruction, repair, and renovation projects is one of the primary goals of the NMA. Additionally, the NMA is required to approve heritage byelaws that are particular to monuments to control construction around the places and monuments that are under central protection. The heritage bylaws must include a variety of topics, such as controls over elevations, facades, drainage, roadways, and service infrastructure. Both Houses of Parliament must receive the heritage byelaws before they may be passed. Additionally, in collaboration with ASI and taking into consideration historical, archaeological, architectural, and other pertinent considerations, the NMA has been tasked with categorizing and classifying ancient monuments, archaeological sites, and remains that have been designated as being of national importance.

Competency	Middle Management
	Director / Deputy Secretary / Principal Staff Officer
Behavioral Basic	Decision Making
Behavioral Advanced	Delegation
Domain Basic	Heritage bylaws to regulate construction activities
Domain Advanced	Heritage bylaws to regulate construction activities

4.5.22 O/o Hon'ble Culture Minister

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[21]
Functional Basic	Basic knowledge of All Rules
Functional Advanced	e-Office

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[21] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[21]
Behavioral Basic	Analytical Skills
Behavioral Advanced	Decision Making
Domain Basic	Protection and promotion of Diversity of Cultural Expressions
Domain Advanced	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (CPM)

4.5.23 Parliament

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	**Deputy Director / Under Secretary / Section Officer and below[22]**
Functional Basic		Handling of Parliament Matters
Functional Advanced	Handling of Parliament Matters	
Behavioral Basic		Communication Skills Delegation Managerial and Supervisory Skills
Behavioral Advanced	Managerial and Supervisory Skills	Decision making Team building Leadership Managerial and Supervisory Skills
Domain Basic		Conservation of National Heritage

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[22] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	**Deputy Director / Under Secretary / Section Officer and below[22]**
Domain Advanced		Conservation of National Heritage Terms of Business

4.5.24 Performing Arts

Under the umbrella Scheme of Kala Sanskriti Vikas Yojana, Performing Arts Section of the Ministry of Culture administers the following Schemes: -

1. Repertory Grant, one of the components of "Scheme of Financial Assistance for Promotion of Art & Culture".
2. Financial Assistance to Cultural Organizations with National Presence, one of the components of "Scheme of Financial Assistance for Promotion of Art & Culture".
3. "Scheme of Financial Assistance for Creation of Cultural Infrastructure"'. The following two components under the scheme are: -
   i. Component-1: Financial Assistance for Building Grants including Studio Theatres. The following two Sub-Components under the Scheme are: -
      - Sub-Component - 1A: - Financial Assistance for Cultural Activities in Performing Arts for Building Grants including Studio Theatres; and
      - Sub-Component - 1B: -Financial Assistance for Allied Cultural Activities.
   ii. Component 2: Financial Assistance for Tagore Cultural Complexes (TCC).
4. Scheme for Pension and Medical Aid to Artistes.

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[23]
Functional Basic	GeM Marketplace	PFMS portal e-Office Management Legal & Court Proceedings GFR Rules Handling of Parliament Matters CAT Cases Administrative Communication RTI CNA
Functional Advanced	Administrative Communications	GFR Rules GeM Marketplace CNA PFMS portal Human Resource Management Proposal Analysis and Implementation e-Office Management Handling of Parliament Matters Noting and drafting Grammar training Ability to interpret

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[23] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Behavioral Basic	Managerial and Supervisory Skills	Analytical Skills
		Communication Skills
		Managerial and Supervisory Skills
		Empathy
		Decision Making
		Delegation
Behavioral Advanced	Analytical Skills	Decision Making
		Time Management
		Managerial and Supervisory Skills
		Analytical Skills
		Communication Skills
		Delegation
Domain Basic	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (CPM)	Conservation of National Heritage
		Protection and promotion of diversity of cultural expressions
Domain Advanced	Conservation of National Heritage	Protection and promotion of diversity of cultural expressions
		Archeological Exploration
		Filing of writ petitions in High Court /Supreme Court

4.5.25 Scholarship & Fellowship (S&F)

S&F Section is entrusted with the task related to formulation, implementation, and monitoring of the following schemes: -

1. **Scheme of Financial Assistance for Promotion of Art and Culture-** Scheme Component - Cultural Function & Production Grant (CFPG)
2. **Scheme of Scholarship and Fellowship for Promotion of Art and Culture-** Award of Senior/Junior Fellowship to outstanding persons in the field of Culture, Award of Scholarships to young artists in different cultural fields, Tagore National Fellowship for Cultural Research Component.

3. **Seva Bhoj Yojna-** Under the Scheme of 'Seva Bhoj Yojna' Central Goods and Services Tax (CGST) and Central Government's share of Integrated Goods and Services Tax (IGST) paid on purchase of specific raw food items by Charitable/ Religious Institutions for serving free food to at least 5000 people in a calendar month shall be reimbursed as Financial Assistance by the Government of India.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[24]
Functional Basic	e-Office Management PFMS Portal
Functional Advanced	GeM Marketplace
Behavioral Basic	Communication Skills
Behavioral Advanced	Analytical Skills
Domain Advanced	Central Nodal Agency module

4.5.26 Vigilance

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[24] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[25]
Functional Advanced	Noting and drafting
Behavioral Advanced	Analytical Skills Communication Skills Decision making Time Management Managerial and Supervisory Skills

4.5.27 Zonal Cultural Center (ZCC)

To protect, promote and preserve various forms of folk & tribal art and culture throughout the country, the Government of India has set up seven Zonal Cultural Centres (ZCCs) with headquarters at Patiala, Nagpur, Udaipur, Prayagraj, Kolkata, Dimapur and Thanjavur. These ZCCs conduct number of activities viz. cultural programmes, seminars, workshops, exhibitions and craft fairs on regular basis in their member States for which annual grant-in-aid is released to them.

These Zonal Cultural Centres (ZCCs) were set up to develop the cultures of various regions and also to set up mechanism for preservation and promotion of various elements of our rich cultural heritage as autonomous bodies. These ZCCs were required to concentrate on the folk arts, dance and music. The mandate behind setting up these ZCCs was to bind the nation culturally while retaining the individuality of the regions that comprise them. The specific objectives of the ZCCs are:

i. to preserve and promote the projection and dissemination of arts in the concerned zone;
ii. to develop and promote their rich cultural diversity;
iii. to encourage folk and tribal arts and aid the preservation of vanishing arts;
iv. to involve youth in creative cultural communication and lay special emphasis on the linkages among different areas and their contribution to Indian culture.

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[25] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[26]
Functional Basic		Project Management GeM Marketplace Ability to interpret Administrative Communication
Functional Advanced	Expertise in technical know-how	Handling of Parliamentary matters CAT cases RTI GeM Marketplace
Behavioral Basic	Managerial and Supervisory Skills Analytical skills	Managerial and Supervisory Skills Analytical skills Communication Skills
Behavioral Advanced	Time Management Decision making	Decision Making Analytical Skills Communication Sills

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[26] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Middle Management	Junior Management
	Director / Deputy Secretary / Principal Staff Officer	Deputy Director / Under Secretary / Section Officer and below[26]
Domain Basic	Financial matters/ policy making	Knowledge on Buddhism Protection and Promotion of Diversity of Cultural Expressions Conservation of cultural heritage Awareness limited to conceptual knowledge
Domain Advanced	Financial matters/ policy making	Functioning of University Conservation of cultural heritage Protection and Promotion of Diversity of Cultural Expressions

4.5.28 UNESCO Cell

The UNESCO Cell deals with several UNESCO conventions, such as the Memory of the World Programme and the Creative Cities Network. These conventions include the Convention for the Safeguarding of the Intangible Cultural Heritage from 2003 and the Convention for the Protection and Promotion of the Diversity of Cultural Expressions from 2005.

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[27]
Functional Basic	Administrative Communications
Functional Advanced	e-office management Administrative Communication
Behavioral Basic	Delegation Communication Skills Decision Making
Behavioral Advanced	Decision Making Managerial and Supervisory Skills Delegation
Domain Basic	Conservation of National Heritage Statutory provisions of prohibited and regulated areas of CPM Heritage byelaws to regulate construction activities

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[27] Junior level management- Deputy Director, Under Secretary, Principal Private Secretary, Section Officer, Assistant Director, Private Secretary, Assistant Section Officer, Senior Translation Officer, Junior Translation Officer

Competency	Junior Management
	Deputy Director / Under Secretary / Section Officer and below[27]
Domain Advanced	Archeological explorations Protection and promotion of Diversity of Cultural Expressions. Heritage byelaws to regulate construction activities

5   Draft Capacity Building Plan

In the previous section, various competencies were identified to strengthen the effective functioning of the Ministry. This section covers the elements of the capacity-building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Ministry.

The capacity-building initiatives have been categorized into two priority levels (Immediate and Mid-Long term) based on factors such as ease of implementation, stakeholders, budget, and duration.

The immediate priority initiatives are those that can be implemented within 1 to 3 months through online mode. On the other hand, the mid/long-term capacity building initiatives may be undertaken within 3 to 12 months in offline/physical mode.

Effectiveness
• Effectiveness based on the urgency of the intervention

Duration
• Time required for the roll out of the initiative

Onboarding Stakeholders
• Stakeholders whose conformance/agreement is required for the implementation of given initiative

Budget
• Budget required to implement an initiative.

Key considerations for identification of initiatives in short-medium term

Figure 20 Key considerations for identification of initiatives in short - medium term

5.1   Individual capacity building initiatives (training interventions)

Based on the capacity need assessment, competencies across Behavioural, Functional and Domain were identified and analysed. Furthermore, the training needs in accordance with the competencies was identified in conjunction with the available courses across multiple online and offline training platforms/ institutes. Figure 21 shows the priority taken to identify training needs:
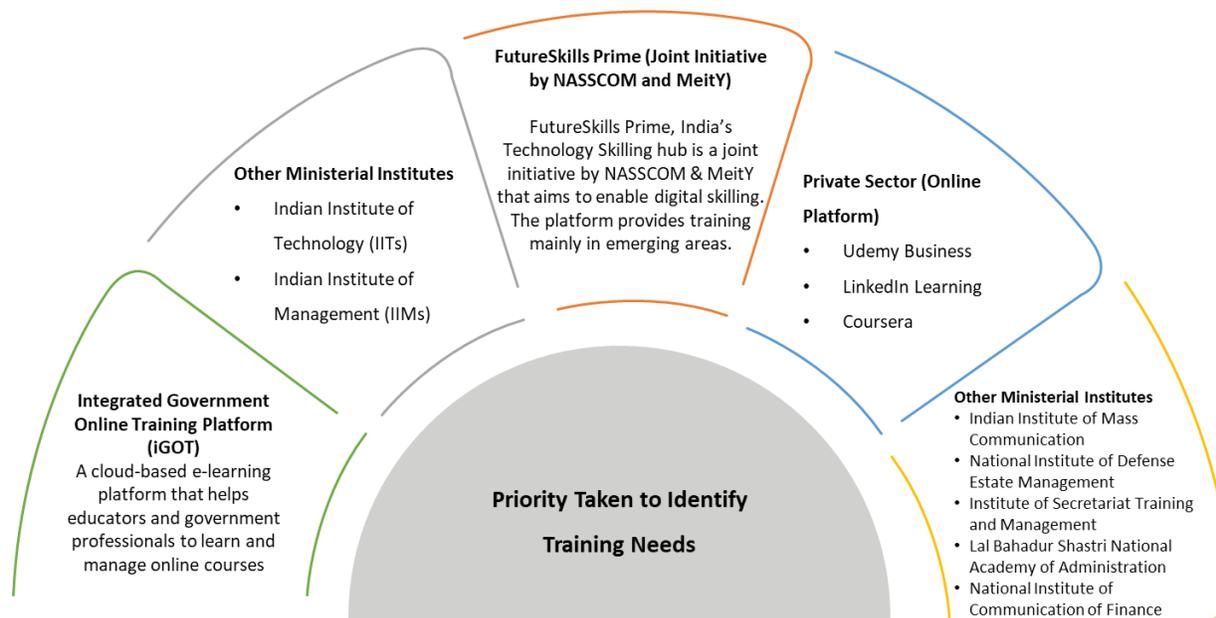
Figure 21 Priority taken to Identify Training needs

5.1.1 Immediate priority initiatives

The immediate priority initiatives have been identified in this section based on the domain, functional and behavioural competency requirements identified in section 4, along with the above-mentioned training platforms and these may be taken up within a 1 to 3 months timeline on Online mode. The training for relevant competencies across the categories may be covered through iGOT. Also, the detailed competency-wise (domain, functional and behavioural) training courses are mentioned in **Annexure 2,3 & 4.**

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
1	Behavioral	Communication Skills	Effective Communication	7.31 hours	Online	iGOT	iGOT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q1

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
2	Functional	Chat GPT	Introduction to Leveraging AI and Chat GPT	0.25 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
3	Functional	CAT Cases	Handling CAT Cases	1.19 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
4	Functional	Financial Management	Finance and Accounts	41 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
5	Functional	General Financial Rules, 2017	Course on GFR	1.40 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
6	Functional	MS Word	Microsoft Word Beginners	2.56 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1
7	Functional	MS - Excel	Microsoft Excel for Beginners	7.03 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1
8	Functional	PowerPoint	Microsoft PowerPoint Beginners	3.17 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1

5.1.2 Mid – long term priority initiatives

Mid- to long-term efforts may include additional training courses on iGOT to be undertaken within 4-12 months timeline. The list of training courses as per the timelines is given below.

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
1	Behavioral	Time Management	Time Management	1.15 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
2	Behavioral	Delegation	Effective Delegation: Self leadership	1.27 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
3	Behavioral	Team Building	Team Building	1.25 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
4	Behavioral	VIKAS	Stress Management	Total 31 hrs. (Stress Management - 1 hr. 15 mins)	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q4
5	Functional	Chat GPT	Generative AI for Digital Transformation like ChatGPT, Bard, etc.	1.25 hours	Online	iGOT	iGOT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
6	Functional	Administrative Communications (Preparation of Cabinet Notes)	Preparation of Cabinet Notes	4.30 Hours	Online	iGOT	iGOT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2
7	Functional	Administrative Communications (Noting and Drafting)	Noting and Drafting	2 Hours	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
8	Functional	GeM Marketplace	Bid Participation (GeM)	21 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
9	Functional	GeM Marketplace	Buyer Dashboard (GeM)	16 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
10	Functional	GeM Marketplace	Catalogue Management (GeM)	42 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
11	Functional	GeM Marketplace	Introduction to GeM for Buyers	10 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
12	Functional	Handling of Parliamentary Matters	Parliament at Work	5.41 hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
13	Functional	LTA Rules	Level-III Training Program to Develop Functional Competencies - Chapter 5 Travelling Allowance Rules	1.07 Hours	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
14	Functional	Leave Rules	Leave Rules	45 Minutes	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
15	Functional	RTI	Level-III Training Program to Develop Functional Competencies - Chapter 7 Right to Information Act, 2005	3.16 Hours	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2
16	Functional	RTI	Right To Information Act, 2005	47 Minutes	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
17	Functional	General Financial Rules, 2017	Public Procurement Framework of GOI	1.55 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
18	Functional	CCS Conduct Rules 1964	Level-III Training Program to Develop Functional Competencies - Chapter 4 CCS (Conduct) Rules	2.26 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
19	Functional	CCS Conduct Rules 1964	Central Civil Services (Conduct) Rules 1964	46 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
20	Functional	FR/SR Rules	Fundamental Rules and Supplementary Rules	50 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
21	Functional	FR/SR Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	3.54 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
22	Functional	Central Civil Services (Leave) Rules, 1972	Level-III Training Program to Develop Functional Competencies - Chapter 6 CCS (Leave) Rules	1.13 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
23	Functional	CCS Pension Rules	Level-III Training Program to Develop Functional Competencies - Chapter 10 PB (Pensionary benefits)	1.57 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
24	Functional	CCS Pension Rules	Pensionary Benefits	45 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
25	Functional	CCS Pension Rules	National Pension Scheme	20 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
26	Functional	CGHS/CS(MA)	Central Government Health Scheme CGHS and Central Services MA Rules	1.10 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
27	Functional	MS Word	Microsoft Word Advanced	2.49 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
28	Functional		Excel Advanced	3.49 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4
29	Functional	PowerPoint	Microsoft PowerPoint Advanced	2.28 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4
30	Functional	Microsoft Teams	Microsoft Teams	2.24 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3

S. NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
31	Functional	Public Grievance Portal	Public Grievance Handling and CPGRAM 7.0	2.0 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

Mid- to long-term efforts may include training initiatives that are specially arranged/ curated/ scheduled according to the needs of the department and delivered in partnership with inter-Ministerial/ Government/ Commercial institutes, and these may be taken up within 3 to 12 months timeline. To provide such training, the Department may collaborate with government or private institutions. Such institutes may include - Institute of Secretariat Training and Management, Lal Bahadur Shastri National Academy of Administration, National Informatics Centre (NIC), Indian Statistical Service Training Division IITs, IIMs and other private sector online platforms like Udemy Business, LinkedIn Learnings and Coursera. Also, the detailed competency to training mapping is mentioned in **Annexure 2,3 & 4**

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
1	Behavioral	Analytical Skills	Executive Program in Leadership & Management	4 days	Online	IIM Calcutta	IIM Calcutta	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours /Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
2	Behavioral	Analytical Skills	Master Your Decision Making and Critical Thinking Skills	4.30 Hours	Online	Udemy	Udemy	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2
3	Behavioral	Decision Making	Decision making with spreadsheet	30 minutes	Online	IIT Roorkee	IIT Roorkee	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1
4	Behavioral	Decision Making	Decision Making: Solve Problems with Emotional Intelligence	4.0 hours	Online	Udemy business	Udemy business	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2
5	Behavioral	Decision Making	Making Decision	5.58 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours /Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
6	Behavioral	Managerial Skills	Understanding & Managing Stakeholders	3.0 Hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2
7	Behavioral	Managerial Skills	Managing Teams	3.0 Hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer	L2
8	Behavioral	Managerial Skills	Leadership: Practical Leadership Skills	3.0 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2
9	Behavioral	Delegation	Effective Delegation - How To Delegate Work & Responsibility	4.20 Hours	Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2
10	Behavioral	Delegation	Delegation Skills - Basics		Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
11	Behavioral	Empathy	Communicating with Empathy	1 hour	Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1
12	Behavioral	Coordination	Brisk Business Administrator – Functional Skills	1.5 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1
13	Functional	Handling of Parliamentary Matters	Handling parliamentary matters			Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3
14	Functional	RTI	Record management and right to information			Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
15	Functional	Financial Management	Financial management in government, PSUs and autonomous bodies	-	Offline	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3
16	Functional	General Financial Rules, 2017	GFR-procurement of goods and services		Online	Indian Statistical Service Training Division	Indian Statistical Service Training Division	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L4
17	Functional	e - Office	e-Office	-	Online	NIC	NIC	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
18	Functional	MS Office (word,ppt,excel)	MS Office	-	Offline	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3
19	Functional	Google Meet	Learning Google Meet from Scratch	0.35 hours	Online	Udemy	Udemy	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1
20	Functional	Zoom	Be a Zoom Pro the Ultimate Course	1.30 Hours	Online	Udemy	Udemy	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1
21	Domain	Protection and promotion of Diversity of Cultural Expressions				Moc Induction Course (Module 1)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
22	Domain	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (AMASR Act 1958)				Institute of Archaeology		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	
23	Domain	Heritage byelaws to regulate construction activities				MoC Induction Course (Module 3)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	
24	Domain	Akademi				1. MoC induction course 2. Immersion training in Akademi		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	

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S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours /Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
25	Domain	Basic knowledge of all cultural institutions				MoC Induction Course		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	
26	Domain	Field level training of Archeology and conservation of monuments				Immersion Training: • ASI Training Institute • INTACH-Indian National Trust for Art and Cultural Heritage		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	
27	Domain	Functioning of various schemes and organizations of the Ministry				MoC Induction Course (Module 3)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours /Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course
28	Domain	Indian participation (ministerial level) in multilateral forums (BRICS, SCO, G20, BIMSTEC etc.) and bilateral activities under provisions of CEP				MoC Induction Course (Module 2)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	

5.2 Organizational capacity building initiative (non-training intervention)

To support capacity building plan, organizational interventions are imperative. These are initiatives that improve the shared aspect within which officials across the Department operate. This includes interventions across the following dimensions:

- Processes
- Resources and Assets
- Partnerships & Relationship
- Technology and Data
- Personnel management

Table below showcases key potential organizational interventions across various afore-mentioned categories which can be further deliberated to formalize action plans.

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Table 4: Potential organizational interventions

Intervention Type	Category	Recommendation *(Indicative – To be finalized with CBU)*
Processes	Knowledge generation and management	• **Process and output documentation:** Documenting all processes and related outputs of MoC such that they are easily accessible • **Knowledge transfer:** Knowledge transfer sessions between the officials at peer level may be conducted for sharing the work experiences. For seamless transfer of the same, development of a Knowledge Management System (KMS) is recommended.
Resources and Assets	Infrastructure development	• Documenting case studies of successful projects/ programs/ schemes conducted by MoC • Establishment of training labs with proper budget allocation for MoC Training Centres, Institutes and Academies
Partnerships and Relationships	Partner and outreach program	• Outreach system for citizens through mobile/ web-based applications/contact centre for MoC schemes and initiatives • strategic partnerships with state home departments, local law enforcement agencies, civil society organizations, international security agencies, foreign ministries of home affairs, and academic institutions to enhance coordination, information sharing, community engagement, and global cooperation in matters of national security. These collaborations will leverage expertise, resources, and knowledge to address transnational crimes, terrorism, cyber threats, and promote evidence-based policymaking and professional skill development for ministry personnel.
Technology and data	Data and Asset Management	• All organizational data such as vigilance matters, reply to parliament queries etc. (but not limited to) may be centrally stored in a repository to facilitate preventive measures • Comprehensive data management system to centralize and streamline data collection, storage, and retrieval processes across different departments and agencies within the ministry. • An automated asset tracking system to monitor the acquisition, allocation, utilization, and disposal of assets within the ministry.
Personnel Management	Training Support (Learning and Development)	• Continuous support of Capacity Building Unit (CBU) for leading the Learning and Development agenda of MoC • Hiring/appointing/bringing onboard Subject Matter Experts (non-trainers) either on a part-time or full-time basis

Note: *These interventions need to be evaluated by CBU for formalizing initiatives and action plans*

Annexures

Annexure 1   List of Competencies across MoC

#	Behavioral
1	Communication Skills
2	Analytical Skills
3	Decision Making
4	Managerial Skills
5	Time Management
6	Delegation
7	Empathy
8	Coordination

#	Functional
1	Administrative Communications
2	GeM Marketplace
3	Handling of Parliamentary Matters
4	Ability to interpret/apply provisions of Acts/Rules/SOP/License agreement condition
5	Legal and Court Proceedings
6	LTA Rules
7	Leave Rules
8	RTI
9	CAT Cases
10	PFMS
11	Financial Management
12	General Financial Rules, 2017
13	CCS Conduct Rules 1964
14	FR/SR Rules
15	Manual Office Procedures
16	Central Civil Services (Leave) Rules, 1972
17	Central Secretariat Service Rules
18	CCS Pension Rules
19	CGHS/CS(MA)
20	e - Office
21	MS Office (word,ppt,excel)
22	MS Word

#	Domain
1	Protection and promotion of Diversity of Cultural Expressions
2	Conservation of National Heritage
3	Archeological Explorations
4	Heritage byelaws to regulate construction activities
5	Akademi
6	Basic knowledge of all cultural institutions
7	Functioning of various schemes and organizations of the Ministry
8	Indian participation (ministerial level) in multilateral forums (BRICS, SCO, G20, BIMSTEC etc.) and bilateral activities under provisions of CEP

Sr.No.	Behavioral		Functional	Domain
		23	MS - Excel	
		24	Powerpoint	
		25	Microsoft Teams	
		26	Cisco Webex	
		27	Google Meet	
		28	Zoom	
		29	Public Grievance Portal	
		30	Audit Para Monitoring System (APMS) Portal	
		31	e - HRMS	
		32	Parichay Portal	

Annexure 2 Detailed list of Trainings for Behavioural Competencies across MoC

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
1	Behavioral	Communication Skills	Effective Communication	7.31 hours	Online	iGOT	iGOT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q1
2	Behavioral	Analytical Skills	Executive Program in Leadership & Management	4 days	Online	IIM Calcutta	IIM Calcutta	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q4
3	Behavioral	Analytical Skills	Master Your Decision Making and Critical Thinking Skills	4.30 Hours	Online	Udemy	Udemy	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
4	Behavioral	Decision Making	Decision making with spreadsheet	30 minutes	Online	IIT Roorkee	IIT Roorkee	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
5	Behavioral	Decision Making	Decision Making: Solve Problems with Emotional Intelligence	4.0 hours	Online	Udemy business	Udemy business	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2
6	Behavioral	Decision Making	Making Decision	5.58 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
7	Behavioral	Managerial Skills	Understanding & Managing Stakeholders	3.0 Hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1
8	Behavioral	Managerial Skills	Managing Teams	3.0 Hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer	L2	Q1
9	Behavioral	Managerial Skills	Leadership: Practical Leadership Skills	3.0 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2	Q1

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
10	Behavioral	Time Management	Time Management	1.15 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
11	Behavioral	Delegation	Effective Delegation - How To Delegate Work & Responsibility	4.20 Hours	Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2	Q2
12	Behavioral	Delegation	Delegation Skills - Basics		Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary	L2	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
13	Behavioral	Delegation	Effective Delegation: Self leadership	1.27 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
14	Behavioral	Empathy	Communicating with Empathy	1 hour	Online	Udemy	Udemy	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
15	Behavioral	Coordination	Brisk Business Administrator – Functional Skills	1.5 hours	Online	MeitY - Future Skills Prime	MeitY - Future Skills Prime	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
16	Behavioral	Team Building	Team Building	1.25 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
17	Behavioral	VIKAS	Stress Management	Total 31 hrs. (Stress Management - 1 hr. 15 mins)	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q3

Annexure 3 Detailed list of Trainings for Functional Competencies across MoC

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
1	Functional	Chat GPT	Introduction to Leveraging AI and Chat GPT	0.25 hours	Online	iGOT	iGOT	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
2	Functional	Chat GPT	Generative AI for Digital Transformation like ChatGPT, Bard, etc.	1.25 hours	Online	iGOT	iGOT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
3	Functional	Administrative Communications (Preparation of Cabinet Notes)	Preparation of Cabinet Notes	4.30 Hours	Online	iGOT	iGOT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
4	Functional	Administrative Communications (Noting and Drafting)	Noting and Drafting	2 Hours	Online	iGOT	iGOT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
5	Functional	GeM Marketplace	Bid Participation (GeM)	21 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
6	Functional	GeM Marketplace	Buyer Dashboard (GeM)	16 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
7	Functional	GeM Marketplace	Catalogue Management (GeM)	42 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
8	Functional	GeM Marketplace	Introduction to GeM for Buyers	10 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
9	Functional	Handling of Parliamentary Matters	Parliament at Work	5.41 hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
10	Functional	Handling of Parliamentary Matters	Handling parliamentary matters			Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q3
11	Functional	LTA Rules	Level-III Training Programme to Develop Functional Competencies - Chapter 5 Travelling Allowance Rules	1.07 Hours	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
12	Functional	Leave Rules	Leave Rules	45 Minutes	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
13	Functional	RTI	Level-III Training Program to Develop Functional Competencies - Chapter 7 Right to Information Act, 2005	3.16 Hours	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
14	Functional	RTI	Right To Information Act, 2005	47 Minutes	Online	iGoT	iGoT	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
15	Functional	RTI	Record management and right to information			Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q3
16	Functional	CAT Cases	Handling CAT Cases	1.19 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1
17	Functional	Financial Management	Finance and Accounts	41 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
18	Functional	Financial Management	Financial management in government, PSUs and autonomous bodies	-	Offline	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q3
19	Functional	General Financial Rules, 2017	GFR- procurement of goods and services		Online	Indian Statistical Service Training Division	Indian Statistical Service Training Division	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L4	Q4
20	Functional	General Financial Rules, 2017	Course on GFR	1.40 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q1

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
21	Functional	General Financial Rules, 2017	Public Procurement Framework of GOI	1.55 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
22	Functional	CCS Conduct Rules 1964	Level-III Training Program to Develop Functional Competencies - Chapter 4 CCS (Conduct) Rules	2.26 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4
23	Functional	CCS Conduct Rules 1964	Central Civil Services (Conduct) Rules 1964	46 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
24	Functional	FR/SR Rules	Fundamental Rules and Supplementary Rules	50 Minutes	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
25	Functional	FR/SR Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	3.54 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
26	Functional	Central Civil Services (Leave) Rules, 1972	Level-III Training Program to Develop Functional Competencies - Chapter 6 CCS (Leave) Rules	1.13 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
27	Functional	CCS Pension Rules	Level-III Training Program to Develop Functional Competencies - Chapter 10 PB (Pensionary benefits)	1.57 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
28	Functional	CCS Pension Rules	Pensionary Benefits	45 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3
29	Functional	CCS Pension Rules	National Pension Scheme	20 Minutes	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
30	Functional	CGHS/CS(MA)	Central Government Health Scheme CGHS and Central Services MA Rules	1.10 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q4
31	Functional	e - Office	e-Office	-	Online	NIC	NIC	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q2
32	Functional	MS Office (word, ppt,excel)	MS Office	-	Offline	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L3	Q3

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
33	Functional	MS Word	Microsoft Word Beginners	2.56 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1
34	Functional	MS Word	Microsoft Word Advanced	2.49 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
35	Functional	MS - Excel	Microsoft Excel for Beginners	7.03 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
36	Functional		Excel Advanced	3.49 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4
37	Functional	PowerPoint	Microsoft PowerPoint Beginners	3.17 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q1
38	Functional	PowerPoint	Microsoft PowerPoint Advanced	2.28 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q4

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
39	Functional	Microsoft Teams	Microsoft Teams	2.24 Hours	Online	iGoT	iGoT	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L2	Q3
40	Functional	Google Meet	Learning Google Meet from Scratch	0.35 hours	Online	Udemy	Udemy	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2
41	Functional	Zoom	Be a Zoom Pro the Ultimate Course	1.30 Hours	Online	Udemy	Udemy	Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q2

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline
42	Functional	Public Grievance Portal	Public Grievance Handling and CPGRAM 7.0	2.0 Hours	Online	iGoT	iGoT	Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer	L1	Q3

Annexure 4 Detailed list of Trainings for Domain Competencies across MoC

S.NO	Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/Location	Target Group of Participants/ Designation	Level of Course	Timeline

1	Domain	Protection and promotion of Diversity of Cultural Expressions				MoC Induction Course (Module 1)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q4
2	Domain	Statutory provisions of prohibited and regulated areas of Centrally Protected Monuments (AMASR Act 1958)				Institute of Archaeology		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q3
3	Domain	Heritage byelaws to regulate construction activities				MoC Induction Course (Module 3)		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q3

4	Domain	Akademi				1. MoC induction course 2. Immersion training in Akademi		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q3
5	Domain	Basic knowledge of all cultural institutions				MoC Induction Course		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q1
6	Domain	Field level training of Archeology and conservation of monuments				Immersion Training: • ASI Training Institute • INTACH-Indian National Trust for Art and Cultural Heritage		Joint Secretary Director Deputy Secretary Deputy Director Assistant Director Under Secretary Section Officer Senior Translation Officer Assistant Section Officer		Q3

| 7 | Domain | Functioning of various schemes and organizations of the Ministry | | | | MoC Induction Course (Module 3) | | Joint Secretary
Director
Deputy Secretary
Deputy Director
Assistant Director
Under Secretary
Section Officer
Senior Translation Officer
Assistant Section Officer | | Q3 |
| 8 | Domain | Indian participation (ministerial level) in multilateral forums (BRICS, SCO, G20, BIMSTEC etc.) and bilateral activities under provisions of CEP | | | | MoC Induction Course (Module 2) | | Joint Secretary
Director
Deputy Secretary
Deputy Director
Assistant Director
Under Secretary
Section Officer
Senior Translation Officer
Assistant Section Officer | | Q3 |

Annexure 5 Induction Course - Ministry of Culture

The Government of India has constant movement of the office staff amongst ministries, resulting in the creation of a need for an induction course for the Ministry of Culture. An induction course would be able to cover all domain related aspects required for efficient performance of the ministry officials. In this regard, a Table of Contents outlining the contours of this induction course is defined in the table below:

Module Name	Topic Name	Tentative Duration (Minutes)	Availability of Source Content (Indicative)
Module 1:	Course Introduction and Learning Objectives	3	--

Module Name	Topic Name	Tentative Duration (Minutes)	Availability of Source Content (Indicative)
Know Your Ministry	Introduction: About MoC	2	https://www.indiaculture.gov.in/about-us https://indiaculture.gov.in/annual-reports
	MOC: Vision & Mission	1	CBC as-is assessment report and MOC Annual Report 2021-22
	MOC: Functions, Goals & Objectives	3	
	MOC: Divisions	1	MOC Annual Report 2021-22
	MOC: Organizational Structure	1	MOC Annual Report 2021-22
	Technology Roadmap	2	CBC as-is assessment report
	Citizen Centric Goals	1	
	MOC Dashboards/portals	8	
	Knowledge check	15	--
	Module Summary	1	--
	Total	**38**	

Module Name	Topic Name	Tentative Duration (Minutes)	Availability of Source Content (Indicative)
Module 2: Know your Divisions	Module's Learning Objectives	1	--
	Introduction	1	MOC Annual Report 2021-22
	All MOC Divisions	1	
	Individual division organograms and hierarchies	56	
	Roles & Responsibilities understanding	5	https://MoC.gov.in/en/work-allocation
	Knowledge Check	2	--
	Module Summary	1	--
	Total	**67**	
Module 3: Schemes/ Policies & initiatives	Module's Learning Objectives	1	--
	Introduction	1	MOC Annual Report 2021-22 / Ministry of Finance Annual Report 2022-23/ Owner administrative divisions
	All MOC schemes/policies/ initiatives	30	
	Knowledge check	2	--
	Module Summary	1	--
	Total	**35**	