



CAPACITY  
BUILDING  
COMMISSION

# CAPACITY BUILDING COMMISSION

**Ministry of Housing and Urban Affairs (MoHUA)**

Annual Capacity Building Plan

September 2023



**Capacity Building Commission, Government of India**

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

# Annual Capacity Building Plan for Ministry of Housing and Urban Affairs

## 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 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 **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

## About the Department

The Ministry of Housing and Urban Affairs (MoHUA) is the apex authority of Government of India at the national level to formulate policies, sponsor, and support programme, coordinate the activities of various Central Ministries, State Governments and other nodal authorities and monitor the programmes concerning all the issues of housing and urban affairs in the country.

## About the Report

This document details out the Ministry's vision, mission, and goals along with baselining its capacity-building needs at position and division level, along with training and non-training interventions for the identified competency needs.



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## Note

1. The courses on iGOT platform are being added on regular basis, hence the list of training courses (refer to annexures) provided in the document are not exhaustive in nature and maybe subjected to iteration from time to time. **The plan is incremental in nature in that it identifies a few focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan.**
2. It is important to note that the training interventions identified (annexure 1, 2 and 3) are suggestive in nature and the Ministry may continue to update the list of training institutes as and when required while implementing the Annual Capacity Building Plan.
3. The **training interventions** and report has been co-created with the efforts of both CBC and Internal FRACing Unit constituted within MoHUA.
4. It is important to note that while short-term needs of MoHUA on the identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit, we recommend mandatory training modules to be co-created/identified by the Ministry and relevant accredited institutes/platforms, CBC which is referenced in Annexure 3.

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## Abbreviations

ACBP	Annual Capacity Building Plan
BD&M	Business Development and Marketing Directorate
CBC	Capacity Building Commission
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CPHEEO	Central Public Health & Environmental Engineering Organization
CRM	Customer Relationship Management
DD	Delhi Division
DDG	Deputy Director General
DFPR	Delegation of Financial Power Rules
DOP&T	Department of Personnel & Training
DQMS	Dynamic Queue Management System
EFC	Expenditure Finance Committee
FRAC	Framework for Roles Activities & Competencies
GeM	Government e marketplace
GFR	General Financial Rules
ICT	Information & Communication Technology
IFU	Internal FRACing Unit
iGOT	Integrated Government Online Training
IVRS	Interactive Voice Response System
MoHUA	Ministry of Housing and Urban Affairs
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
NPCSCB	National Programme for Civil Services Capacity Building
PFMS	Public Finance Management System
PMHRC	Prime Minister's Public Human Resource Council
RTI	Right to Information Act
SFC	Standing Finance Committee
SCM	Smart Cities Mission
DoE	Directorate of Estates
LSG	Local Self Government
L&DO	Land and Development Office
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
NULM	National Urban Livelihood Mission
PMAY-HFA	Pradhan Mantri Awas Yojna- Housing For All
SBM	Swachh Bharat Mission
UT	Urban Transport

## 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 for transition of 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 Human Resource Council (PMHRC):** Apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** The commission is setup for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall operate 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.

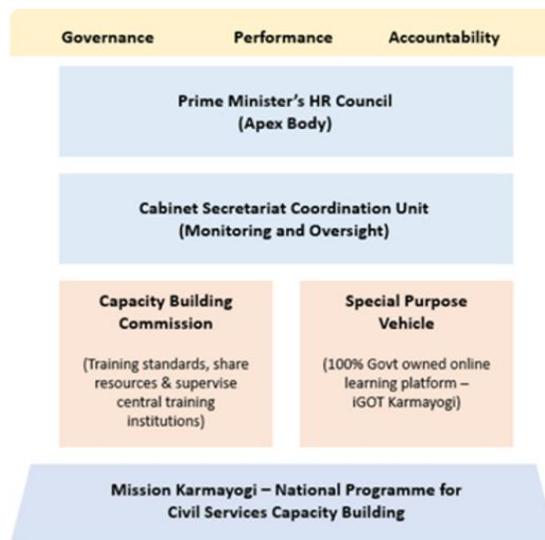


Figure 1: Framework for implementation & monitoring



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## 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 preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit 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 Our Approach to Annual Capacity Building Plan

The findings of the Capacity Needs Analysis (CNA) and one-on-one and workshop contacts with Ministry personnel form the basis of the ACBP. It addresses the organization's behavioural, functional, domain, and organisational capacity demands. To achieve shared ownership of the capacity building process, the CNA ensured that officials self-assessed their capacity needs. Similarly, the courses and organisational interventions are suggested under the guidance of the Capacity Building Unit (CBU) of the Ministry and the senior leadership along with the support of IFU constituted within the Ministry (Refer to detailed methodology in section 3.1).

In furtherance of the above and in consultation with the CBU and IFU of MoHUA, the Capacity Needs Assessment (CNA) form/questionnaire was created and circulated to all regular staff members, to analyze individual competency gaps and identify training and non-training interventions. This report presents the findings of the assessment of individual capacity needs, categorized into behavioural, functional, domain through trends emerging from individual CNA forms and thereafter identifies interventions for long-term role-based capacity building through training programs with knowledge partners.

It is emphasized that the top behavioural and functional competences found in section 3.2 may be used for the remaining divisions as listed below (as replies for these divisions were not received). The domain level competencies were analysed using the information from the department's training plan submitted by the IFU in consultation with officials of MoHUA. Furthermore, a list of additional domain competences relevant to these divisions based on their roles and responsibilities.

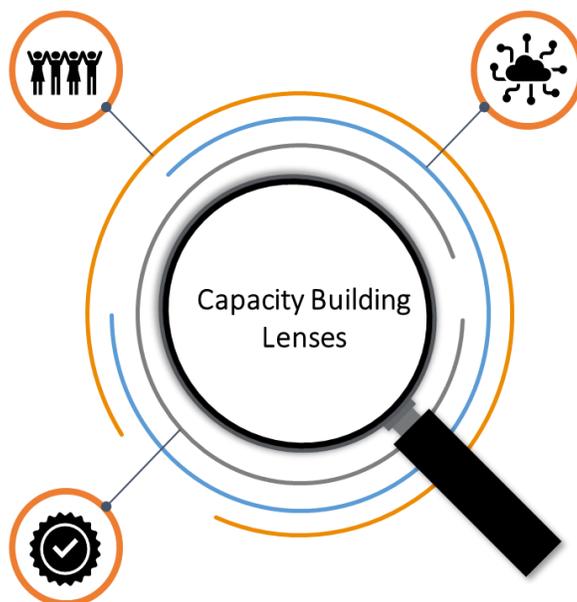
The ACBP for MoHUA has been prepared keeping in mind the three overarching lenses to help identify goals of capacity building plan

## 01 Citizen Centricity

- Delivery of services by empowering ULBs
- Digital Governance
- IEC and Public Awareness
- Capturing citizen aspirations through feedback and surveys

## 02 National Priorities

- Private participation
- Sustainable cities and communities
- Atma Nirbhar Bharat
- Ease of Living
- Urban Housing & Urban Development



## 03 Emerging Technologies

- Application of Smart Solutions - use of technology, information and data to make infrastructure and services better
- Use of emerging tech - Internet of Things (IoT), AI, Big Data Analytics, Blockchain, Augmented Reality (AR), Virtual Reality (VR), Smart Grid
- Renewable Energy & Energy Management
- Geospatial Technology

The CBC recommends using these three overarching lenses to assist in the process of identifying goals for a capacity building plan:

Figure 2: Lenses of Annual Capacity Building Plan

### 1.4 Context of this Document

This 'Annual Capacity Building Plan' document will baseline MoHUA's capacity-building needs and will further suggest the potential training and non-training interventions to address these needs. Some of the key aspects that will be discussed are as follows:

- Summary of capacity requirements/needs through Capacity Needs Analysis
- Suggesting the potential capacity building interventions at individual level
- Suggesting the potential non-training interventions which should be implemented at organizational level

## 2. Overview of MoHUA

The Ministry constituted on 13th May 1952 was known as the 'Ministry of Works, Housing & Supply'. Subsequently, renamed as 'Ministry of Works & Housing' and 'Ministry of Supply' was segregated. In September 1985, Ministry was retitled as 'Ministry of Urban Development' taking cognizance of urban issues. With the creation of a separate Department of Urban Employment & Poverty Alleviation on 8th March 1995, Ministry was known as 'Ministry of Urban Affairs & Employment'. It had two Departments:

Department of Urban Development & Department of Urban Employment & Poverty Alleviation. These two departments merged on 9th April 1999 and renamed as 'Ministry of Urban Development'. On 16th October 1999 Ministry was yet again bifurcated into two Ministries viz. (i) 'Ministry of Urban Development' and (ii) 'Ministry of Urban Employment and Poverty Alleviation' and remerged into one Ministry on 27th May 2000 and named as "Ministry of Urban Development and Poverty Alleviation" with two Departments; (i) Department of Urban Development and (ii) Department of Urban Employment and Poverty Alleviation. 27th May 2004 onwards two Ministries were recreated viz: (i) 'Ministry of Urban Development' and (ii) 'Ministry of Urban Employment & Poverty Alleviation' vide Presidential Notification No.CD-160/2004. The 'Ministry of Urban Employment & Poverty Alleviation' was subsequently retitled as 'Ministry of Housing & Urban Poverty Alleviation' vide Doc. CD-299/2006 dated 1st June 2006. Government of India, Cabinet Secretariat vide gazette notification, no.SO2163 (E) dated 6th July 2017, merged Ministries of Urban Development and Housing & Urban Poverty Alleviation into one Ministry i.e. Ministry of Housing and Urban Affairs.

### 2.1 Mandate of the Ministry

The Ministry of Housing and Urban Affairs is the apex authority of Government of India at the national level to formulate policies, sponsor, and support programme, coordinate the activities of various Central Ministries, State Governments and other nodal authorities and monitor the programmes concerning all the issues of housing and urban affairs in the country.

The matters pertaining to urban development have been assigned by the Constitution of India to the State Governments. The Constitution (74th Amendment) Act has further delegated many of these functions to the urban local bodies. The constitutional and legal authority of the Govt. of India is limited only to Delhi and other Union Territories and to the subject which State Legislatures authorise the Union Parliament to legislate. However, the Govt. of India plays a much more important role and exercises a larger influence to shape the policies and programmes of the country. The national policy issues are decided by the Govt. of India which also allocates resources to the State Governments through various Centrally Sponsored schemes, provides finances through national financial institutions and supports various external assistance programmes for urban development in the country. The indirect effect of the fiscal, economic, and industrial location decisions of the Govt. of India exercises a far more dominant influence on the pattern of urbanization and real estate investment in the country.

Urban development is a State subject and the Constitution (Seventy-fourth) amendment Act, 1992 has delegated many functions to urban local bodies which are listed in the Twelfth Schedule. Government of India plays a catalytic role by providing schematic and programme support through flagship schemes/programmes of Ministry of Housing and Urban Affairs' viz. Atal Mission for Rejuvenation and Urban Transformation, Swachh Bharat Mission - Urban, Smart Cities Mission, Pradhan Mantri Awas Yojana-Urban and Urban Transport. These are implemented through several Central sector and centrally sponsored schemes., sourced from the latest available Annual report, 2022-23.

As per Government of India (Allocation of Business) Rules 1961, following 41 activities have been allocated to MoHUA, sourced from the website:

1. Properties of the Union, whether lands or buildings, with the following exceptions, namely: -
  - a) those belonging to the Ministry of Defence, the Ministry of Railways and the Department of Atomic Energy and the Department of Space.
  - b) buildings or lands, the construction or acquisition of which has been financed otherwise than from the Civil Works Budget
  - c) buildings or lands, the control of which has at the time of construction or acquisition or subsequently been permanently made over to other Ministries and Departments
2. All Government civil works and buildings including those of Union territories excluding roads and excluding works executed by or buildings belonging to the Ministry of Railways, Department of Posts, Department of Telecommunications, Department of Atomic Energy, and the Department of Space
3. Horticulture operations
4. Central Public Works Organisation
5. Administration of Government estates including Government hostels under the control of the Ministry. Location or dispersal of offices in or from the metropolitan cities.
6. Allotment of accommodation in Vigyan Bhawan
7. Administration of four Rehabilitation Markets viz. Sarojini Nagar Market, Shankar Market, Pleasure Garden Market and Kamla Market
8. Issue of lease or conveyance deeds in respect of Government built properties in Delhi and New Delhi under the Displaced Persons (Compensation and Rehabilitation) Act, 1954 (44 of 1954) and conversion of lease deeds, allotment of additional strips of land and correctional areas adjoining such properties
9. Stationery and Printing for the Government of India including official publications
10. Planning and coordination of urban transport systems with technical planning of rail-based systems being subject to the items of work allocated to the Ministry of Railways, Railway Board
11. Fixing of maximum and minimum rates and fares for rail-based urban transport systems other than those funded by the Indian Railways

12. Tramways including elevated high-speed trams within municipal limits or any other contiguous zone
13. Town and Country Planning; matters relating to the Planning and Development of Metropolitan Areas, International Cooperation and Technical Assistance in this field
14. Schemes of large-scale acquisition, development, and disposal of land in Delhi
15. Delhi Development Authority
16. Master Plan of Delhi, coordination of work in respect of the Master Plan and Slum Clearance in the National Capital Territory of Delhi
17. Erection of memorials in honour of freedom fighters.
18. Development of Government colonies
19. Local Government the constitution and powers of the Municipal Corporations (excluding the Municipal Corporation of Delhi), Municipalities (excluding the New Delhi Municipal Committee), other Local Self-Government Administrations excluding Panchayati Raj Institutions
20. The Delhi Water Supply and Sewage Disposal Undertaking of the Municipal Corporation of Delhi.
21. Water supply (subject to overall national perspective of water planning and coordination assigned to the Ministry of Water Resources, River Development and Ganga Rejuvenation), sewage, drainage and sanitation relating to urban areas and linkages from allocated water resources. International Cooperation and Technical Assistance in this field
22. The Central Council of Local Self-Government
23. Allotment of Government land in Delhi
24. Administration of Rajghat Samadhi Committee
25. All matters relating to Planning and Development of the National Capital Region and administration of the National Capital Region Planning Board Act, 1985 (2 of 1985)
26. Matters relating to the Indian National Trust for Art and Cultural Heritage (INTACH)
27. All matters relating to the Housing and Urban Development Corporation (HUDCO)
  - a. 27A.Matters relating to NBCC(India)Limited and its subsidiaries.
  - b. 27B.Matters relating to Hindustan Prefab Limited
28. Formulation of housing policy and programme (except rural housing which is assigned to the Department of Rural Development), review of the implementation of the Plan Schemes, collection, and dissemination of data on housing, building materials and techniques, general measures for reduction of building costs and nodal responsibility for National Housing Policy
29. Human Settlements including the United Nations Commission for Human Settlements and International Cooperation and Technical Assistance in the field of Housing and Human Settlements
30. Urban Development including Slum Clearance Schemes and the Jhuggi and Jhopri Removal Schemes. International Cooperation and Technical Assistance in this field
31. National Cooperative Housing Federation
32. Implementation of the specific programmes of Urban Employment and Urban Poverty Alleviation including other programmes evolved from time to time



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33. Administration of the Requisitioning and Acquisition of immovable Property Act, 1952 (30 of 1952)
34. Administration of Delhi Hotels (Control of Accommodation) Act, 1949 (24 of 1949)
35. The Public Premises (Eviction of Unauthorised Occupants) Act, 1971 (40 of 1971)
36. Administration of the Delhi Development Act, 1957 (61 of 1957)
37. The Delhi Rent Control Act, 1958 (59 of 1958)
38. The Urban Land (Ceiling and Regulation) Act, 1976 (33 of 1976)
39. Delhi Urban Art Commission, the Delhi Urban Art Commission Act, 1973
40. Administration of the Street Vendors (protection of Livelihood and Regulation of Street Vending) Act, 2014
41. Administration of the Real Estate (Regulation and Development) Act, 2016

(Source: Ministry's website)

## 2.3 Organizational Structure

The Ministry of Housing and Urban Affairs (MoHUA) is a ministry of the Government of India with executive authority over the formulation and administration of the rules and regulations and laws relating to the housing and urban development in India. It has 5 attached offices, 3 subordinate offices, 9 statutory and autonomous bodies, 3 Public Sector Undertakings under its ambit. At present, there are 21 divisions/missions working under the Ministry.

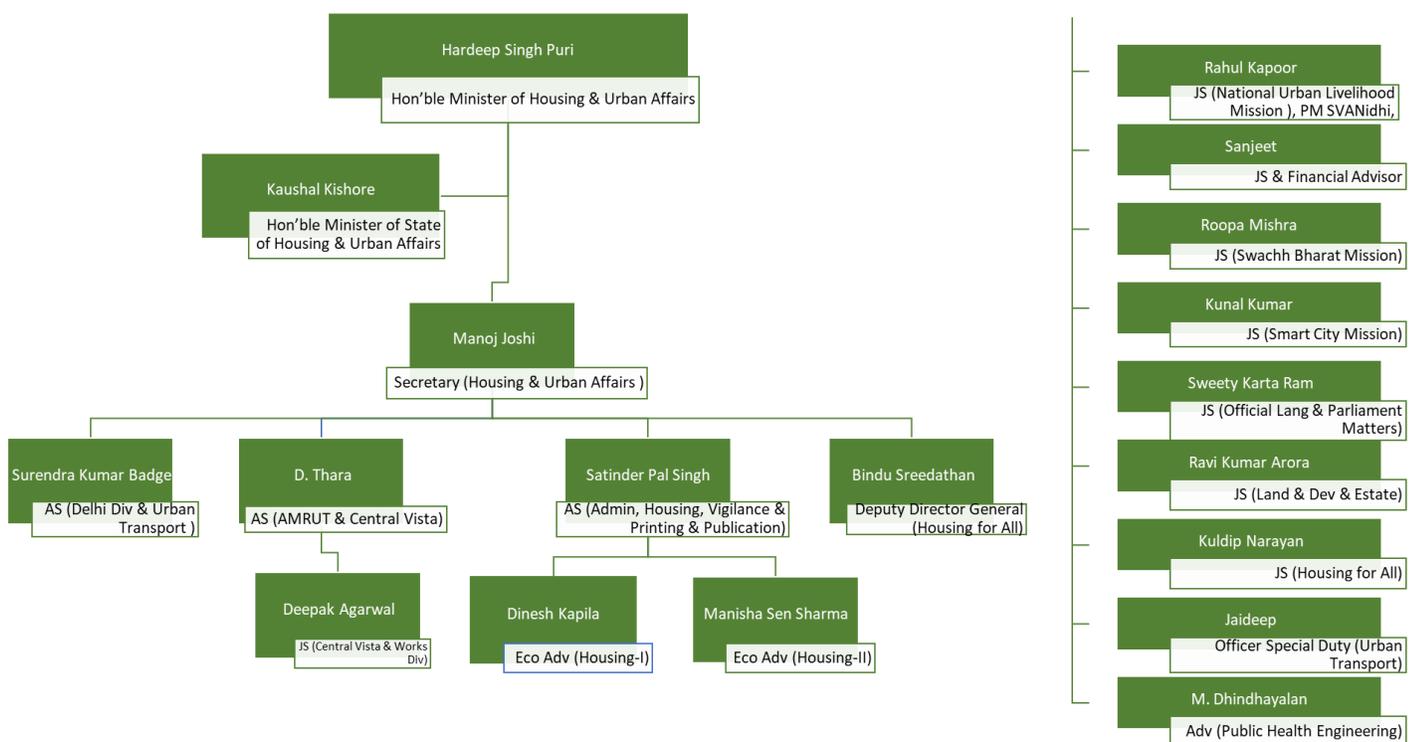


Figure 3: Organisation Structure of MoHUA

## 3. Capacity Needs Analysis

As part of the process for preparing the Annual Capacity Building Plan, the Department established a Capacity Building Unit (CBU) to effectively manage its capacity building initiatives.

### 3.1 Our approach to conduct capacity needs analysis (CNA)

The Department undertook an initial level assessment by following the below approach and methodology for conducting the CNA:

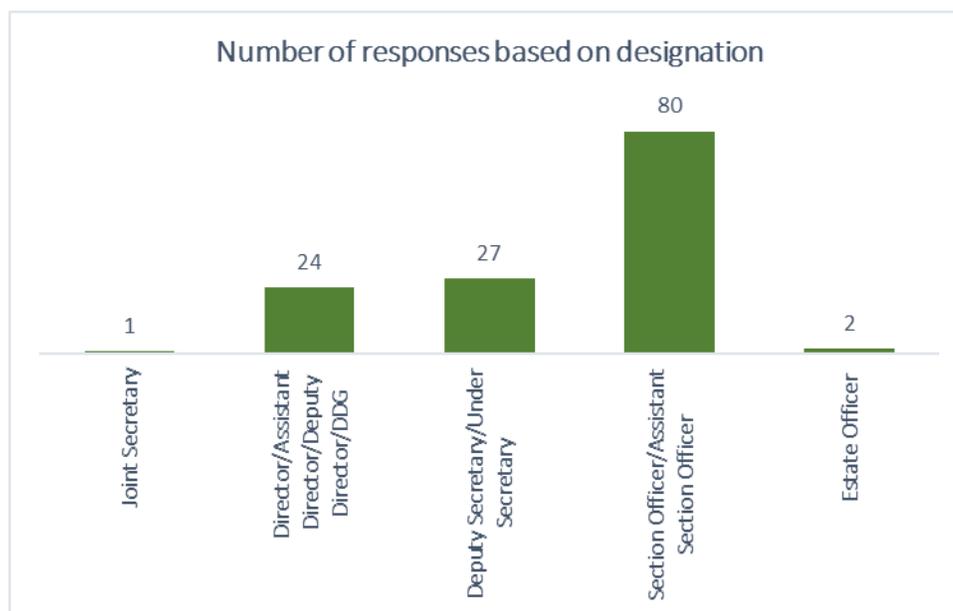


The requirements and data received as a part of this exercise was further analyzed and the following activities were performed to identify multiple competency requirements across divisions, highlighting behavioral, functional, and domain-level competencies.

#### Data gathering and compilation

Data through questionnaire-based approach was gathered by department across different divisions. The data was received from 12 divisions which has been analysed below.

**Summary of Responses received:** Out of 409 employees (excluding JS level and above employees - only 2 JS and above level response has been received), 134 employees responded to the survey



**Figure 4: Responses based on designation**

The table showcases the count of designations across 13 divisions for which data was gathered and analysed.

Division Name	Designation	No of respondents
UT Desk IV	Director	1
	Deputy Secretary	2
	Under Secretary	5
	Section Officer	3
	Assistant Section Officer	9
	<b>Total</b>	<b>20</b>
AMRUT	Director	3
	Deputy Director	1
	Under Secretary	3
	Section Officer	3
	Assistant Section Officer	5
	<b>Total</b>	<b>15</b>
DoE	Assistant Director	6
	Estate Officer	2
	Assistant Section Officer	8
	<b>Total</b>	<b>16</b>
LSG	Section Officer	1
	Assistant Section Officer	3

Division Name	Designation	No of respondents
	<b>Total</b>	<b>4</b>
SBM	Director	1
	Deputy Secretary	1
	Under Secretary	1
	Section Officer	2
	Assistant Section Officer	3
	<b>Total</b>	<b>8</b>
NULM	Director	1
	Under Secretary	1
	Section Officer	2
	Assistant Section Officer	5
	<b>Total</b>	<b>9</b>
SCM	Joint Secretary	1
	Director	3
	Deputy Secretary	1
	Under Secretary	3
	Assistant Section Officer	2
	Section Officer	1
	<b>Total</b>	<b>12</b>
L&DO	Land & Development Officer	1
	Deputy Land Officer	2

Division Name	Designation	No of respondents
	Section Officer	4
	Assistant Section Officer	1
	<b>Total</b>	<b>8</b>
Housing- I	Under Secretary	1
	Section Officer	1
	Assistant Section Officer	5
	<b>Total</b>	<b>7</b>
PM SVANidhi	Assistant Director	1
	Under Secretary	2
	Section Officer	1
	Assistant Section Officer	5
	<b>Total</b>	<b>9</b>
PMAY	Director/DDG/ Deputy Director	3
	Under Secretary	3
	Section Officer	3
	Assistant Section Officer	6
	<b>Total</b>	<b>15</b>
IFD	Director	1
	Deputy Secretary	1
	Under Secretary	2
	Assistant Section Officer	1

Division Name	Designation	No of respondents
	<b>Total</b>	<b>5</b>
Budget	Under Secretary	1
	Section Officer	1
	Assistant Section Officer	4
	<b>Total</b>	<b>6</b>

*Note: The responses of PMAY division were submitted after the completion of analysis. Hence the insights derived from survey responses have been incorporated in Section 3.4*

## Identification and structuring of competencies

The consolidated data across 13 divisions was cleansed and condensed to arrive at specific competencies (35 behavioral competencies, 42 functional competencies, and 138 domain competencies). These competencies were defined across various designations along with respective roles and responsibilities. *The detailed list of competencies is provided at Annexure 2.*

**Data structuring and bucketing for domain competencies:** Upon the completion of compilation process, the domain data was reviewed, analyzed, and organized into logical buckets based on the domain knowledge areas for each division, acts & regulations/policies & schemes specific to the division and departmental SoPs, Procedures and Guidelines. **The figure below shows the number of domain competencies as per the 4 buckets:**



Figure 5: Buckets for Domain competencies

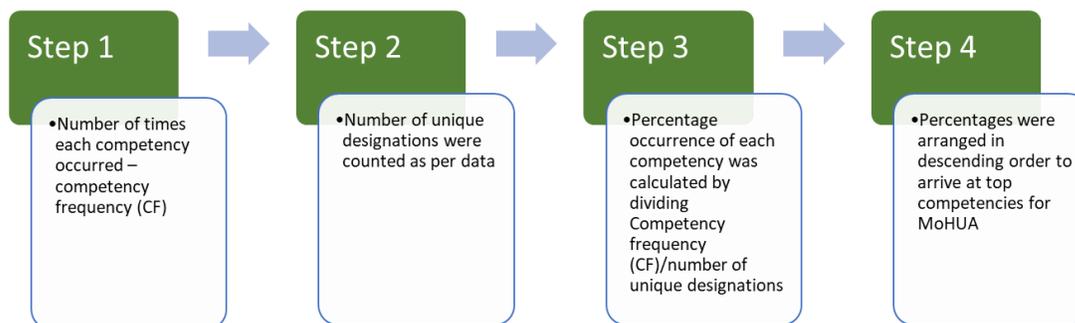
## Assessment of competencies

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

1. Identification of unique designations across the department
2. Mapping the broader roles being performed by these designations' and identifying the associated behavioural, functional and domain competencies required for performing these roles (*Details at Annexure 1*).

## 3.2 Top competencies for MoHUA

As per the compiled data, top competencies for MoHUA have been determined through a step-by-step approach as given below:



**Figure 6: Top Competency requirements across MoHUA**

Key competencies required for each designation across divisions ascertain the capacity needs of the individual. These inputs shall help in determining the type of training that need to be implemented by the

Department. The top competencies across MoHUA have been identified and mentioned below across behavioral, functional and domain categories.

Note: Please refer to the Annexure 4 for the full list of identified competencies across divisions.



Figure 7: Top Behavioral Competency requirements across divisions of MoHUA

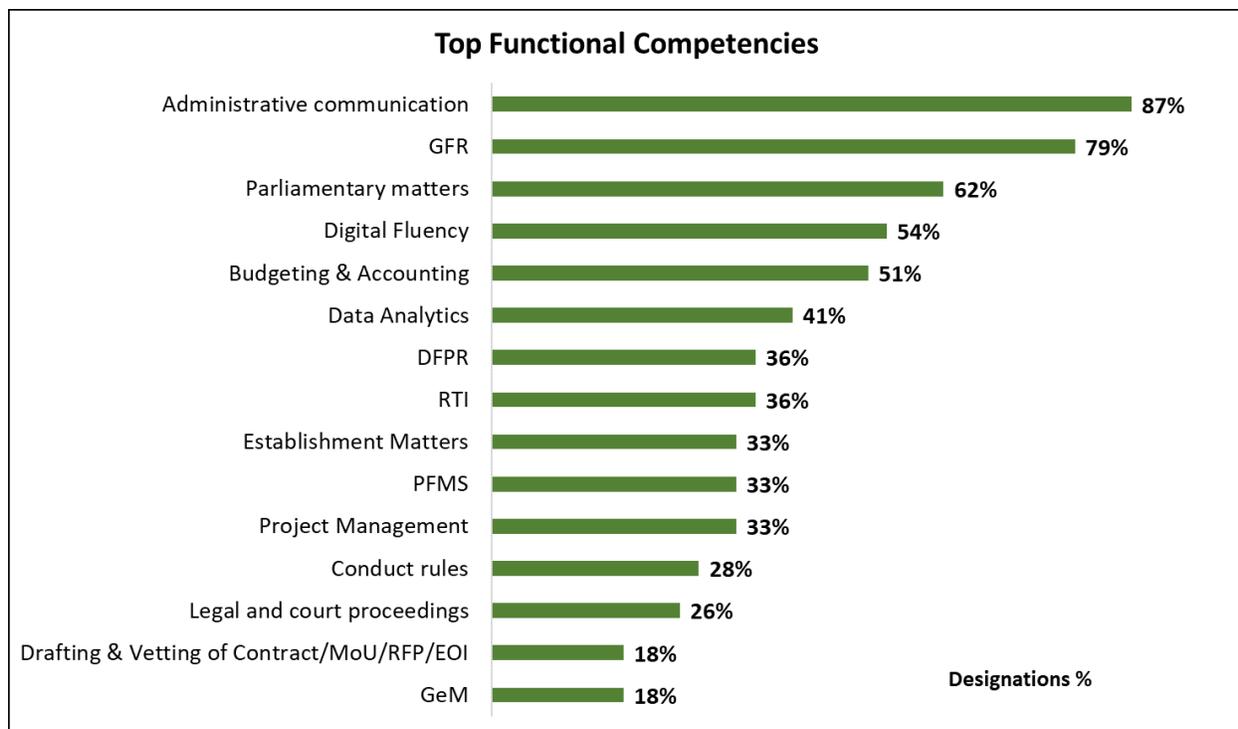


Figure 8: Top Functional Competency requirements across divisions of MoHUA

## Top Competencies (Domain Knowledge Areas)

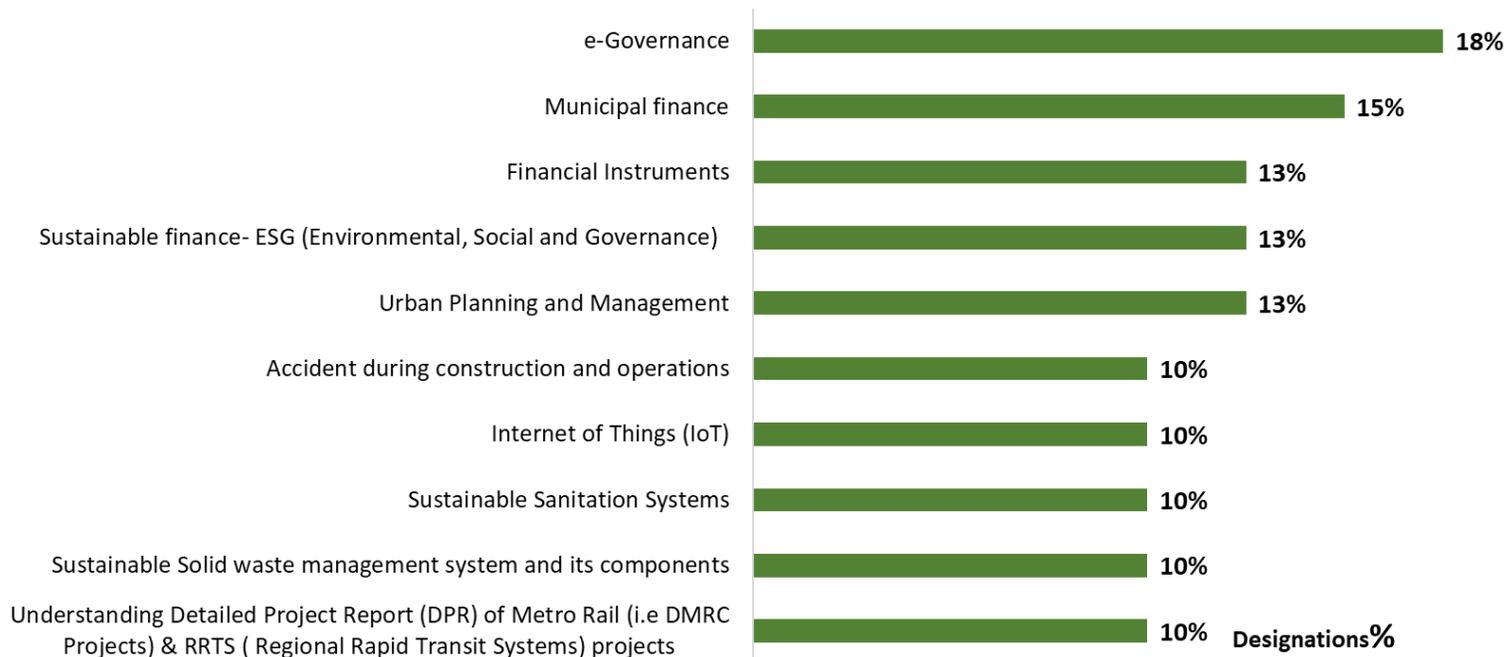


Figure 9: Top Domain Competency requirements (Top 10 Domain Knowledge Areas) across divisions of MoHUA

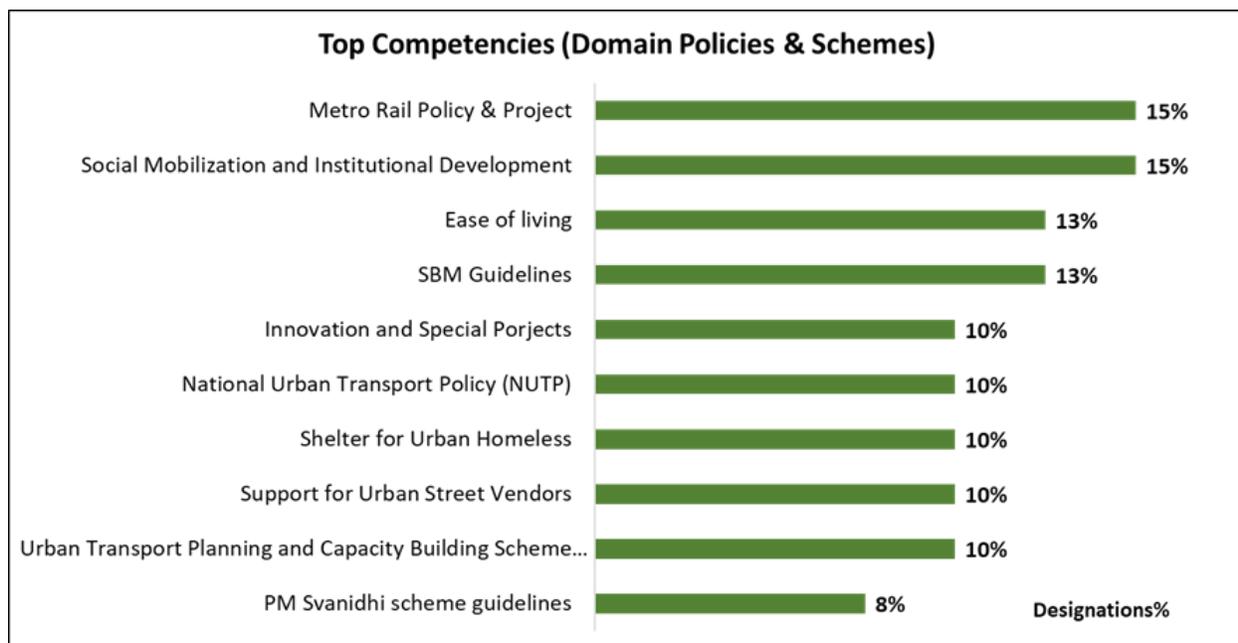


Figure 10: Top Domain Competency requirements (Top 10 Policies and Schemes) across divisions of MoHUA

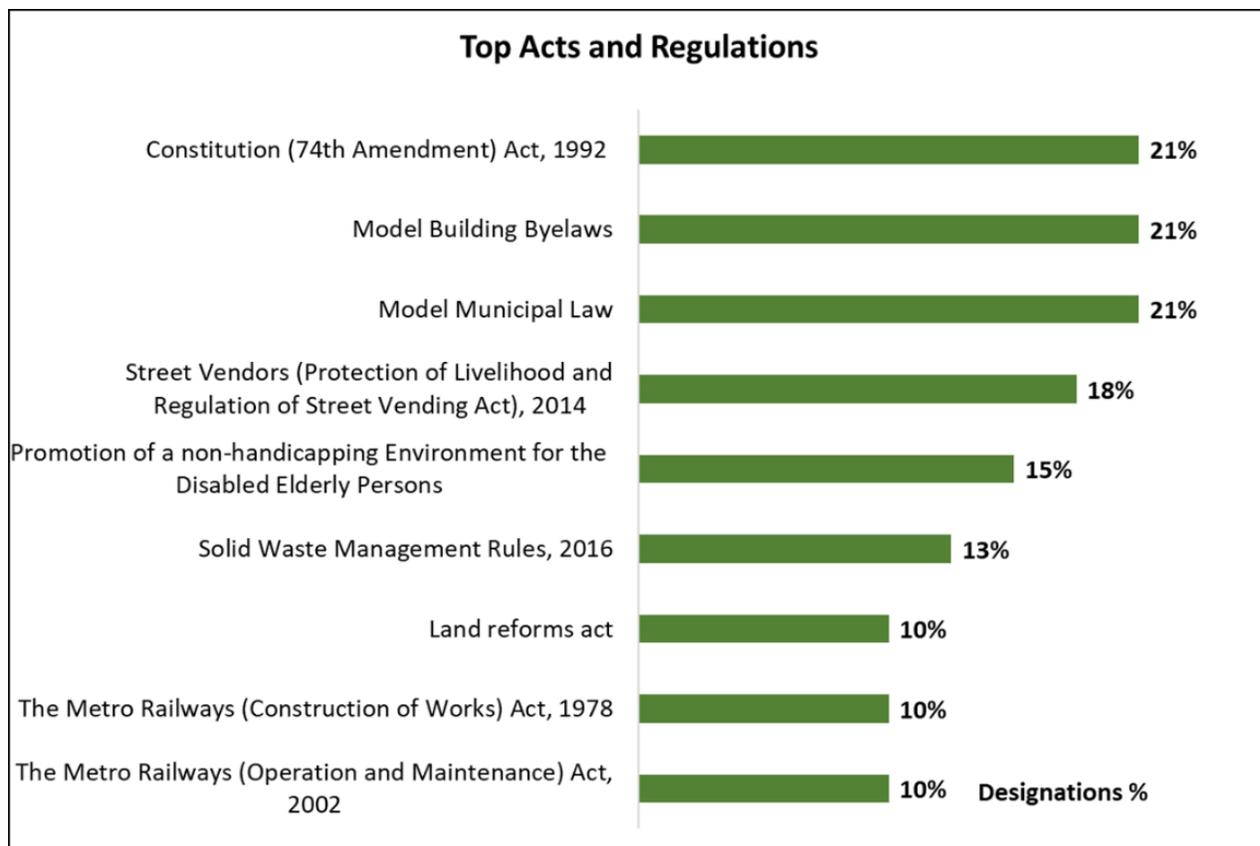


Figure 11: Top Domain Competency requirements (Top 10 Acts and Regulations) across divisions of MoHUA

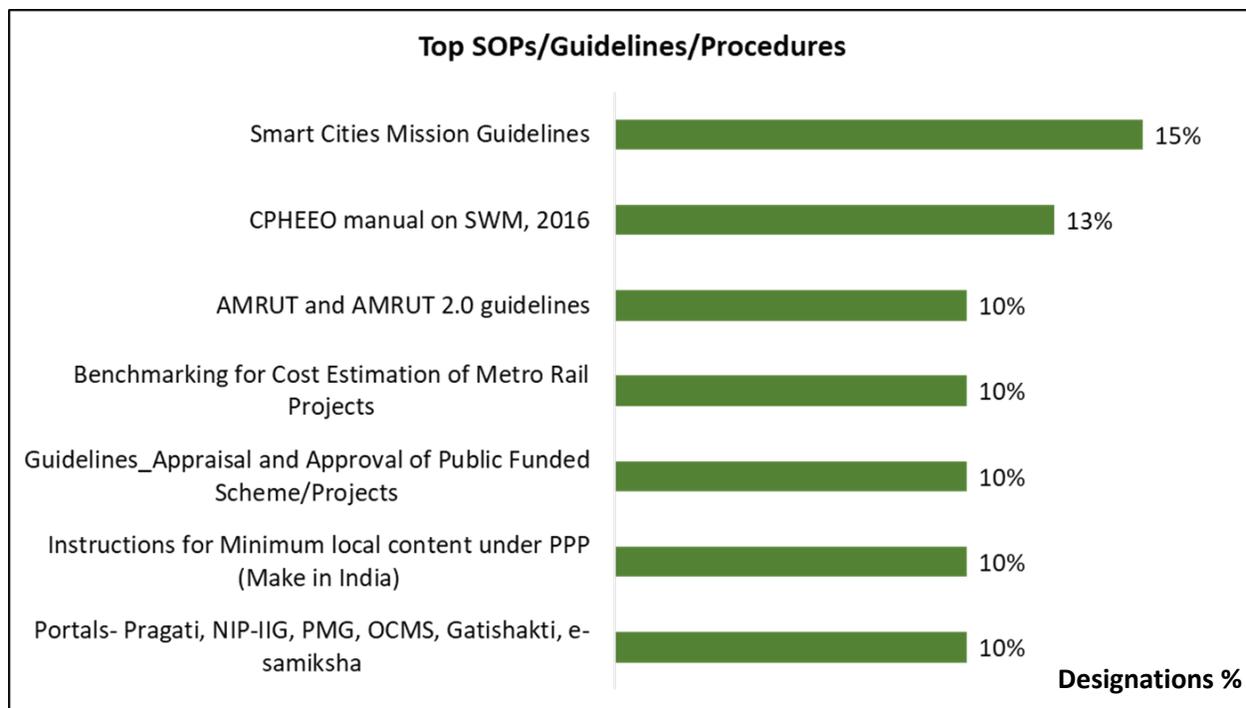


Figure 12: Top Domain Competency requirements (Top 7 specific SOPs/ guidelines/ procedures) across divisions of MoHUA

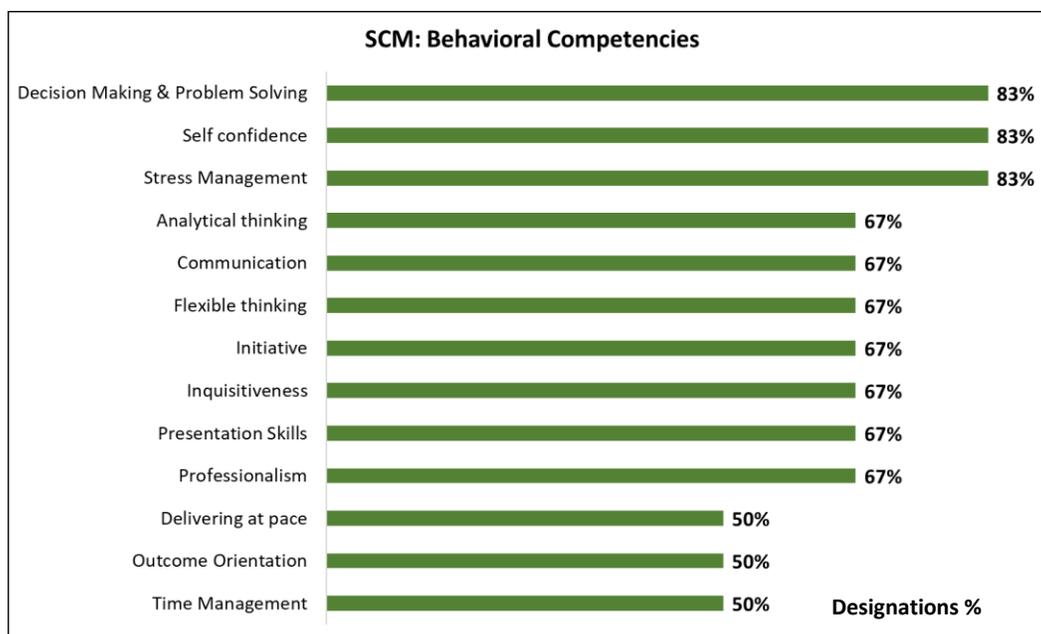
### 3.3 Detailed Capacity Need Analysis for each division (based on responses)

#### Smart Cities Mission (SCM)

Smart Cities Mission (SCM) is an urban renewal and retrofitting programme launched by the Government of India to develop smart cities and make them citizen friendly and sustainable. The Union Ministry of Urban Development is responsible for implementing the mission in collaboration with state governments. The objective of the smart city initiative is to promote sustainable and inclusive cities that provide core infrastructure to give a decent quality of life, a clean and sustainable environment through application of some smart solutions such as data-driven traffic management, intelligent lighting systems, etc.

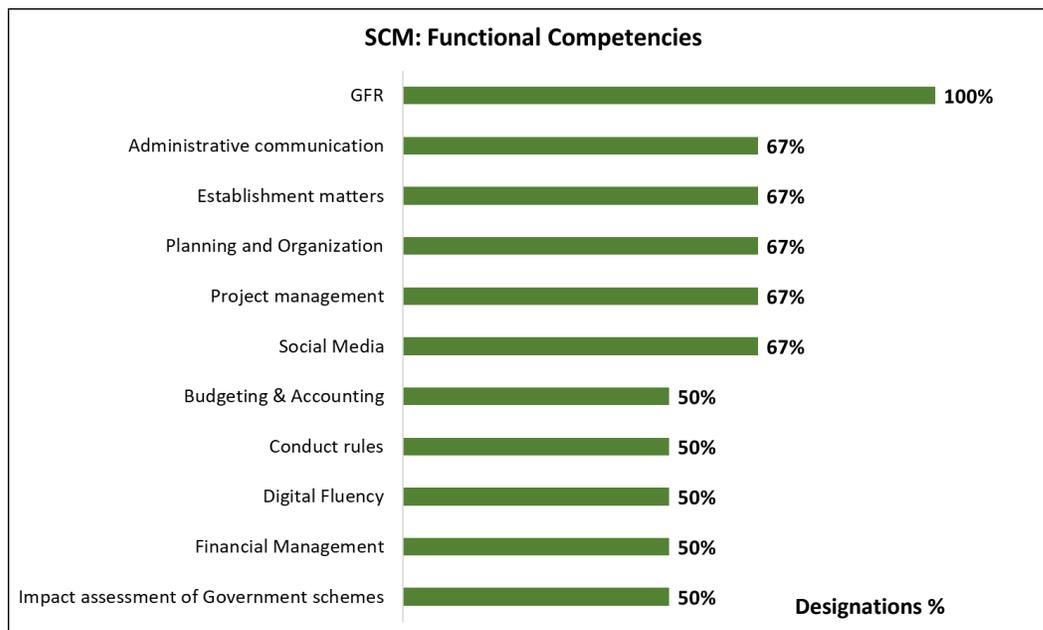
#### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of SCM



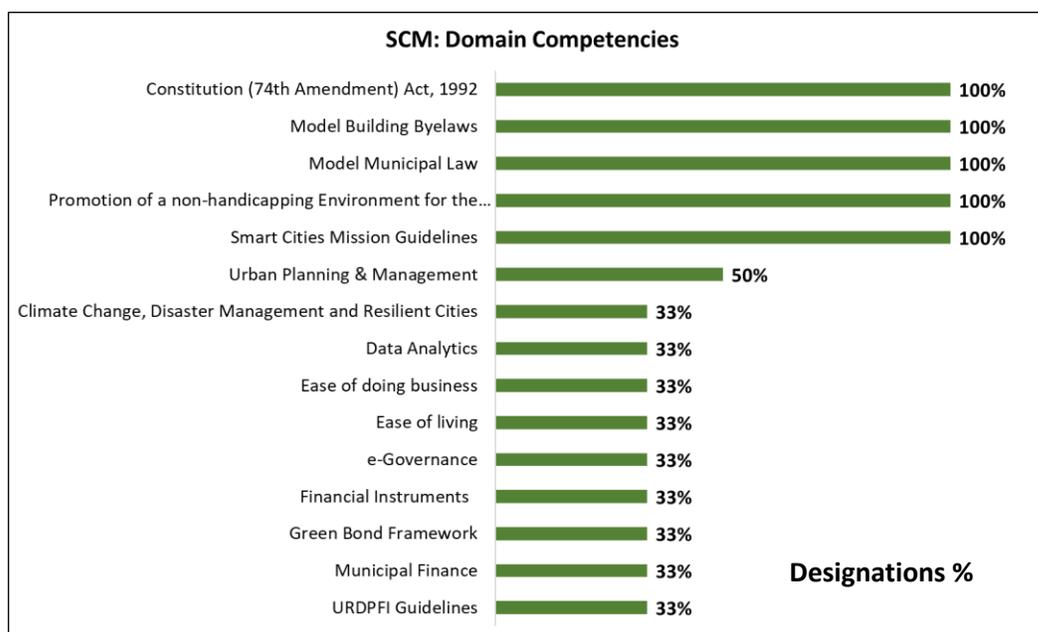
## Functional Competency needs

The figure below depicts top functional competency requirements of SCM.



## Domain Competency needs

The figure below depicts top domain competency requirements of SCM.

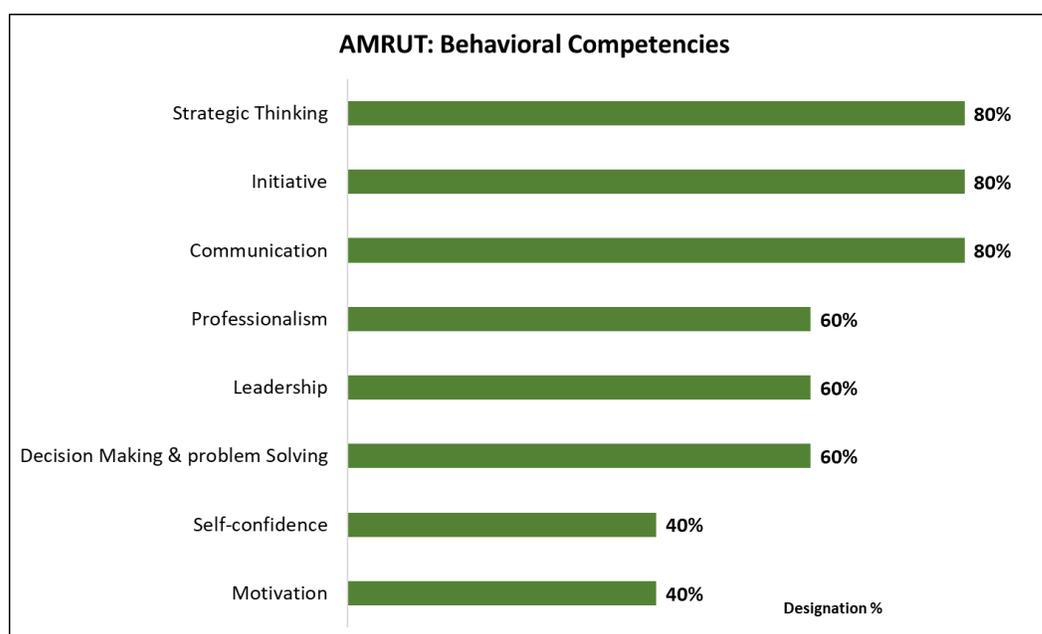


## Atal Mission for Rejuvenation and Urban Transformation (AMRUT)

The Government of India has launched the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) with the aim of providing basic civic amenities like water supply, sewerage, urban transport, parks as to improve the quality of life for all especially the poor and the disadvantaged. The focus of the Mission is on infrastructure creation that has a direct link to provision of better services to the citizens. The purpose of “AMRUT” mission is to (i) ensure that every household has access to a tap with assured supply of water and a sewerage connection (ii) increase the amenity value of cities by developing greenery and well maintained open spaces e.g. parks and (iii) reduce pollution by switching to public transport or constructing facilities for non-motorized transport e.g. walking and cycling.

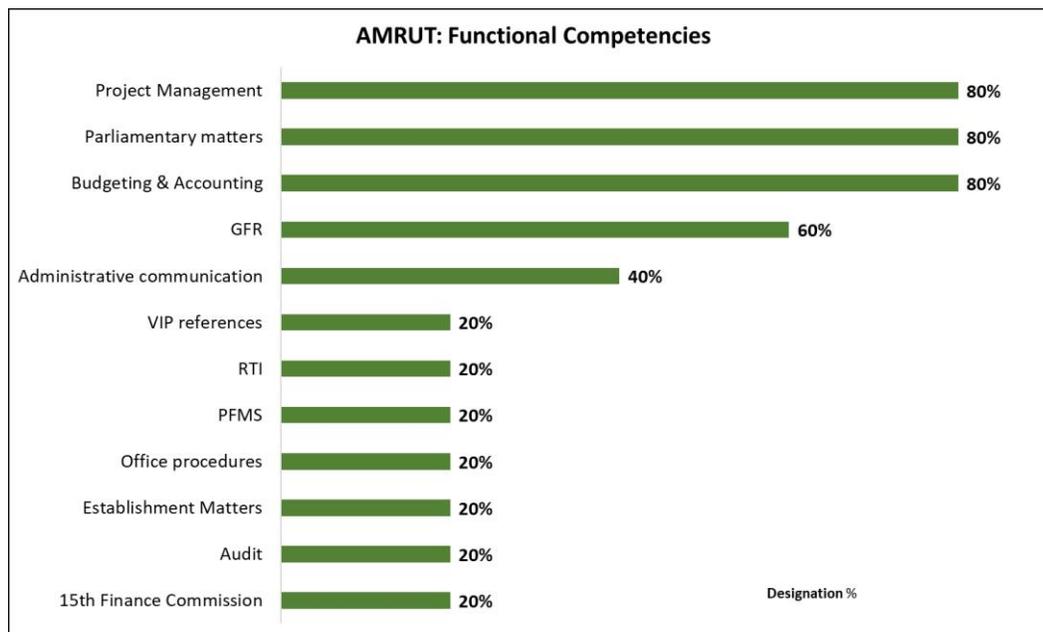
## Behavioral Competency needs

The figure below depicts top behavioral competency requirements of AMRUT



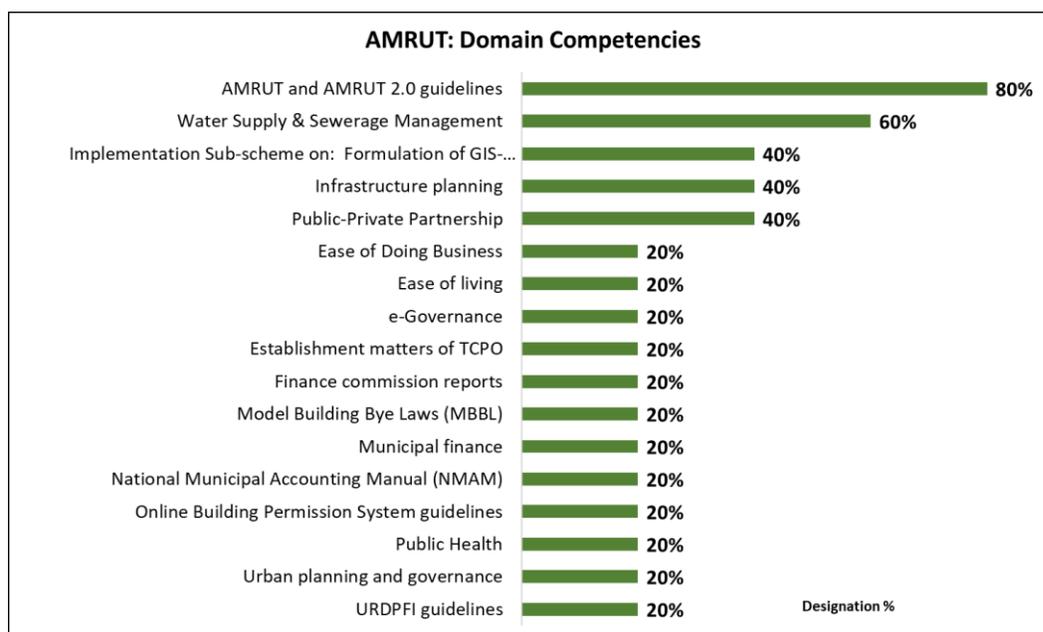
## Functional Competency needs

The figure below depicts top functional competency requirements of AMRUT



## Domain Competency needs

The figure below depicts top domain competency requirements of AMRUT



The below table summarized the inputs received from the Ministry

S.No	Designation	Competency Needs
<b>Behavioral Attributes</b>		
1.	Director & above	Analytical Thinking: Multitasking, synthesizing information, problem solving, problem solving, attention to detail, synthesizing information
		Collaborating with partners, stakeholders & Others: Consensus Building, Networking & Partnership
		Decision Making: Comprehensive analysis, resolute mindset and anticipating impact
		Effective communication: Verbal and Non-verbal communication skills such as Active listening, Reading & comprehensive, Body language & appearance, Presentation skills, etc
		Emotional Intelligence: Feelings of empathy and showing sensitivity
		Resilience: Stress Management, Navigating Ambiguity and Adaptability
		Whole of Government Thinking: Global Mindset, PEST (Political, Economic, Social, Technological) Consciousness and Systems thinking
		Citizen Centricity: Design thinking, Access & Transparency, Partnering & Collaboration and User Centric Service Delivery & Responsiveness
2.	Under Secretary, SO and ASO	Analytical Thinking: Multitasking, synthesizing information, problem solving, problem solving, attention to detail, synthesizing information
		Effective communication: Verbal and Non-verbal communication skills such as Active listening, Reading & comprehensive, Body language & appearance, Presentation skills, etc
		Emotional Intelligence: Feelings of empathy and showing sensitivity
		Result Orientation: Initiative & drive, accountability and commitment to quality
		Whole of Government Thinking: Global Mindset, PEST (Political, Economic, Social, Technological) Consciousness and Systems thinking
		Learning Agility: Commitment to continuous learning and building Institutional Knowledge/ Memory

S.No	Designation	Competency Needs
		<p>Time Management: Goal setting, Planning &amp; Prioritization and Adherence to Timelines</p> <p>Proactiveness: Self-motivation and Enterprising</p>
		Stakeholder Management: Consensus Building and Networking & Partnership
		Team Management & Development: Inspiring trust, Mentoring, Team building and Constructive Feedback
		Citizen Centricity: Design thinking, Access & Transparency, Partnering & Collaboration and User Centric Service Delivery & Responsiveness
<b>Functional Skills</b>		
3.	Director and above	<p>Policy Making: Research, Need Analysis &amp; Evaluation, Policy Design / Amendment, Policy Implementation and Policy Monitoring &amp; Impact Assessment</p> <p>Government Program Formulation &amp; Implementation: Research &amp; Need Analysis, Scheme/Program Design, Feasibility &amp; Risk Assessment and Implementation &amp; Outreach</p> <p>Cabinet Note Preparation: Rules of business (AoB/ToB) and Consolidation of instructions</p> <p>Financial Management (Budget/ PFMS): Budget Formulation &amp; Implementation, PFMS Portal Management, Expenditure Management, and Government accounts</p> <p>Establishment &amp; Human Resource Management: Establishment matters (holding of DPCs, Promotions, pay – fixation, Transfer, Posting, Deputation, Resignation, Retirement, Pension papers, Employee Grievances), Reservations, Fundamental Rules /Supplementary Rules, Prevention of Sexual Harassment Policy and APARs</p> <p>Public Relations and Communications: Dissemination of Information, Handling social media and Management of information on official websites</p> <p>GFR - Public Procurement Framework: Procurement Management through GeM, Procurement of Services, Procurement of Goods, Procurement of Works and Vendor /Consultant Management</p> <p>E-Office &amp; Office Management: E-office and File/DAK Management</p> <p>Office Procedure, Noting &amp; Drafting: Office Procedure, Noting, Drafting of official communications (O.M, Letters etc.) and Technical Proposal/ Report Writing</p> <p>Handling Parliamentary and RTI Matters</p>

S.No	Designation	Competency Needs
		Grievance Redressal: Manage Grievance Cases on CPGRAMS and Grievance Redressal
		Training and Skill Development: Capacity Need Identification, Capacity Development and Training Impact assessment
		Litigation Management: Legal Know-How, Court case management, LIMBS Portal Management
<b>Domain Skills</b>		
4.	All positions	<b>AMRUT Induction Courses</b> <ul style="list-style-type: none"> <li>▪ Understanding and application AMRUT 2.0 guidelines</li> <li>▪ Basic understanding/ structure of City Water Balance Plan, City Water Action Plan, Aquifer Management Plan and State Water Action Plan</li> <li>▪ Framework and procedure of Pey Jal Survekshan</li> </ul>
		<b>Urban Reforms</b> <ul style="list-style-type: none"> <li>▪ Formulation of GIS Based Master Plan for AMRUT Cities</li> <li>▪ Application of Drone/UAV Technology for formulation of GIS based Master Plan for Small and Medium towns</li> <li>▪ Local Area Plan and Town Planning Schemes</li> </ul>
		<b>Finance</b> <ul style="list-style-type: none"> <li>▪ E-Governance: - Data management, Urban Governance and Functions of ULBs</li> <li>▪ Municipal Finance and Administration</li> <li>▪ Property taxes (types, user charges, service charges, issues, limitations, regulatory components, etc.)</li> <li>▪ Municipal Bonds, Green bonds, and Credit worthiness</li> </ul>
		<b>Credit Worthiness</b> <ul style="list-style-type: none"> <li>▪ Modern technologies in water supply and septage management</li> <li>▪ Understanding and application of Circular economy</li> <li>▪ Decentralized Wastewater, Faecal Sludge and Septage Management</li> <li>▪ ICT and technologies innovation in the water supply and septage management system</li> </ul>

S.No	Designation	Competency Needs
		<ul style="list-style-type: none"> <li>▪ Effective intervention in water supply system, water resources and septage management</li> </ul> <p>Public-Private Partnership (PPP) models for implementation of water supply and septage management project</p> <p>Aquifer management, rejuvenation of water bodies, Water resource management and policy</p> <p>Release of ULB funds under 15th Finance Commission</p> <p>Incubation of new greenfield cities</p> <p>Knowledge on protocol issues related to dealing with foreign countries</p> <p>Effective Communication with bilateral and multilateral agencies</p> <p><b>Department specific SoPs/guidelines/procedures</b></p> <ul style="list-style-type: none"> <li>▪ AMRUT / AMRUT 2.0 Mission operational guidelines</li> <li>▪ Guide to submit City Water Balance Plan CWBP</li> <li>▪ Format of City water action plan</li> <li>▪ Samples of CWBP and CWAP.</li> <li>▪ Format of State water action plan and Aquifer management Plan. Form SAAP.</li> <li>▪ Concept Paper, Priority Areas for Aquifer Mapping, Seminar on National Project on Aquifer Management, Draft Manual on Aquifer Mapping, Process Flow and SOPs and Aquifer Mapping Reports - Pilot Areas on Ministry of Jal Sakti</li> <li>▪ Toolkits and portal of Pey Jal Survekshan</li> <li>▪ Reforms under AMRUT/ AMRUT 2.0</li> <li>▪ AMRUT 2.0 reforms toolkits</li> <li>▪ Guidelines, of pilot Formulation of Local Area Plan and Town Planning Schemes.</li> <li>▪ MoU NRSC</li> <li>▪ Design &amp; Standard document</li> <li>▪ Model RFP and defining ToR (setting of PMCs, mission management unit and IRMA, Consultancy firm for master plan, consultancy firm for developing base map on GIS, etc.)</li> <li>▪ Design &amp; Standard document for application of Drone/UAV Technology</li> <li>▪ Harmonized Guidelines and Space Standards for barrier Free Built Environment for Persons with Disability and Elderly Persons.</li> </ul>



# Capacity Building Commission, Government of India

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

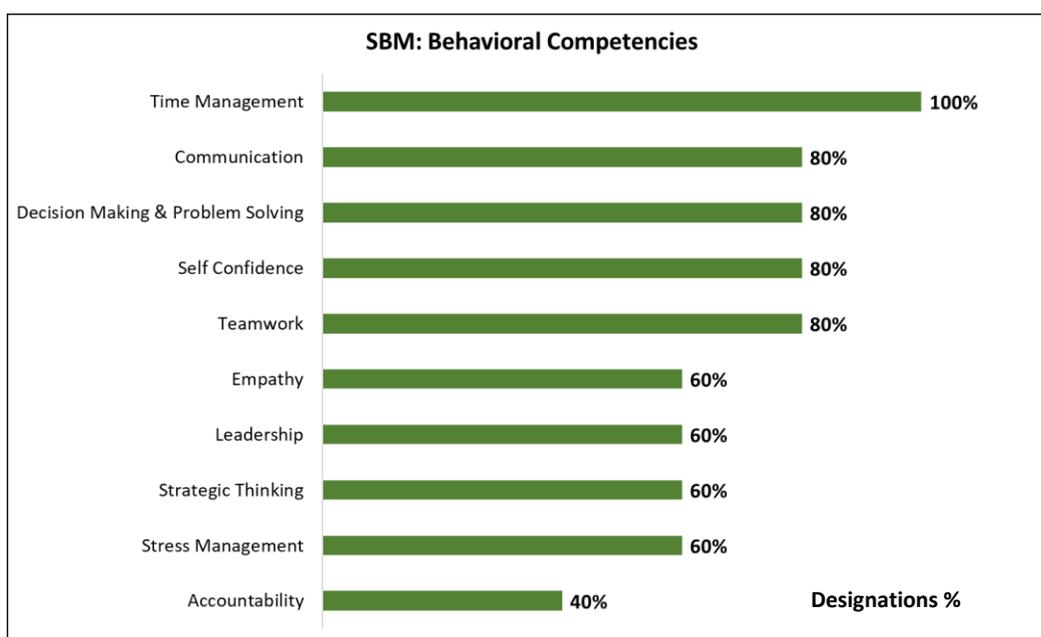
S.No	Designation	Competency Needs
		<ul style="list-style-type: none"><li>▪ Gender Equality and Social Inclusion (GESI) Training Module for AMRUT 2.0</li><li>▪ Ease of doing business and Urban Planning</li><li>▪ Online Building Permission System guidelines</li><li>▪ Frameworks and methodology</li><li>▪ National Municipal Accounting Manual (NMAM)</li><li>▪ Urban Regional Development Plans Formulation and Implementation (URDPFI) guidelines, 2014</li><li>▪ Fifteenth Finance commission</li><li>▪ Operational Guidelines for release of ULB funds under 15th FC.</li><li>▪ Finance Commission annual reports</li></ul>

## Swachh Bharat Mission (SBM)

**Swachh Bharat Mission (SBM)** aims at elimination of open defecation and eradication of manual scavenging using modern and scientific municipal solid waste management methods. It also includes creating behavioural change regarding healthy sanitation practices and simultaneously generating awareness about the same. Urban (SBM-U), launched on 2nd October 2014 aims at making urban India free from open defecation and achieving 100% scientific management of municipal solid waste in statutory towns in the country to become Garbage Free Cities 2026.

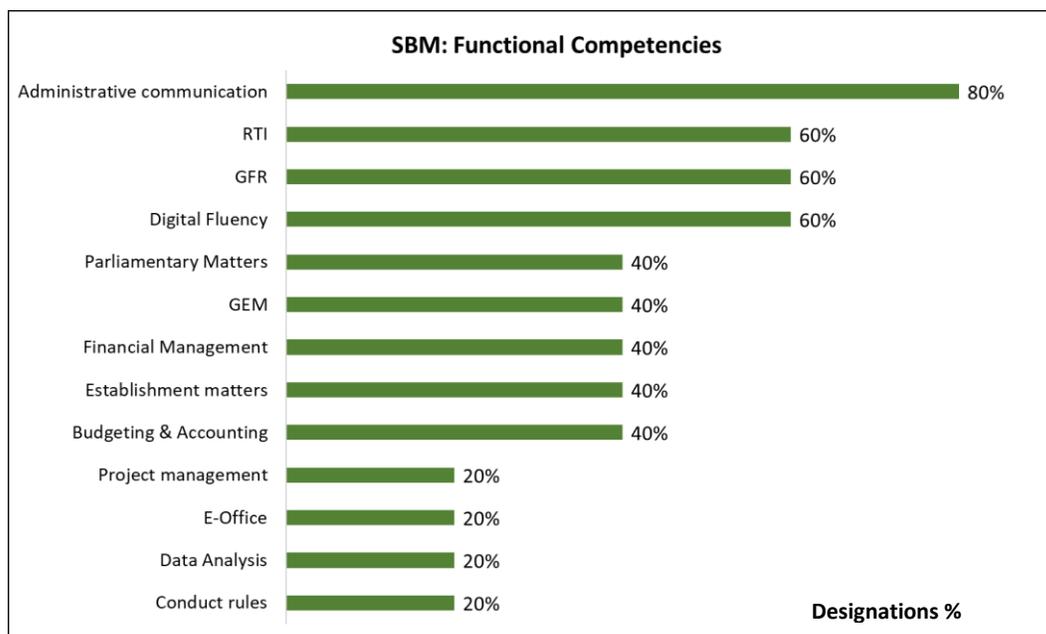
### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of SBM



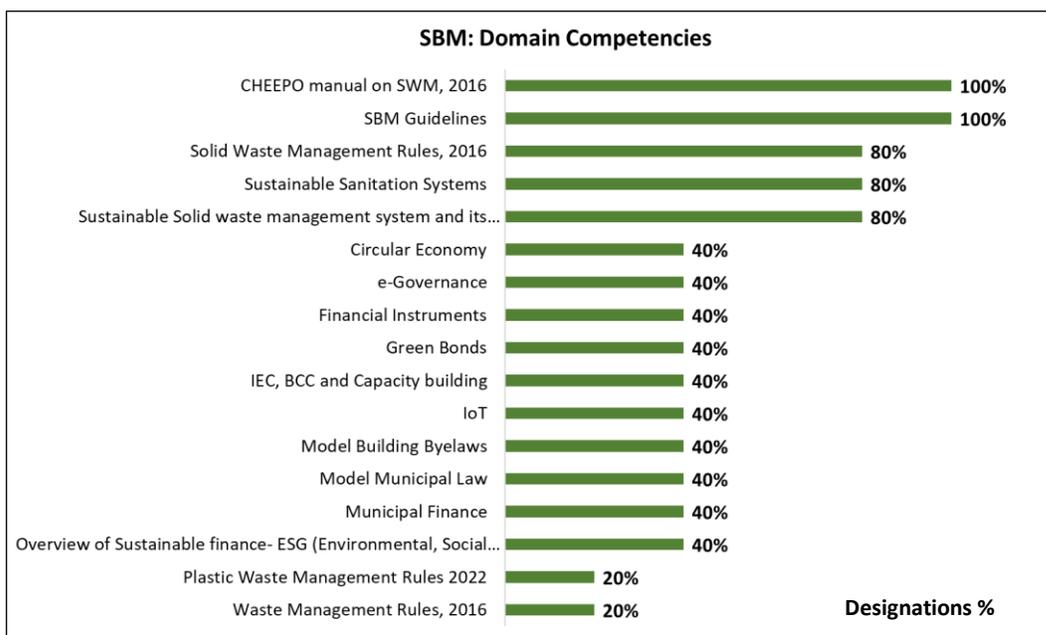
## Functional Competency needs

The figure below depicts top functional competency requirements of SBM



## Domain Competency needs

The figure below depicts top domain competency requirements of SBM

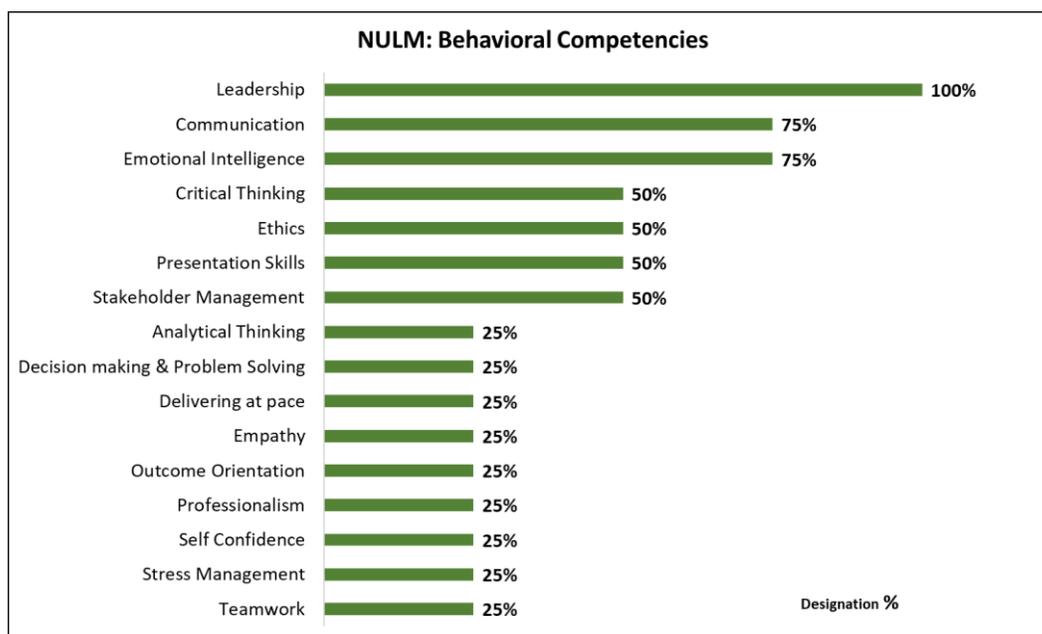


## National Urban Livelihood Mission (NULM)

**Deendayal Antyodaya Yojana National Urban Livelihood Mission** aims to reduce poverty and vulnerability of the urban poor households by enabling them to access self-employment and skilled wage employment opportunities, resulting in an appreciable improvement in their livelihoods on a sustainable basis, through building strong grassroots level institutions of the poor. It also addresses livelihood concerns of the urban street vendors by facilitating access to suitable spaces, institutional credit, social security, and skills to the urban street vendors for accessing emerging market opportunities.

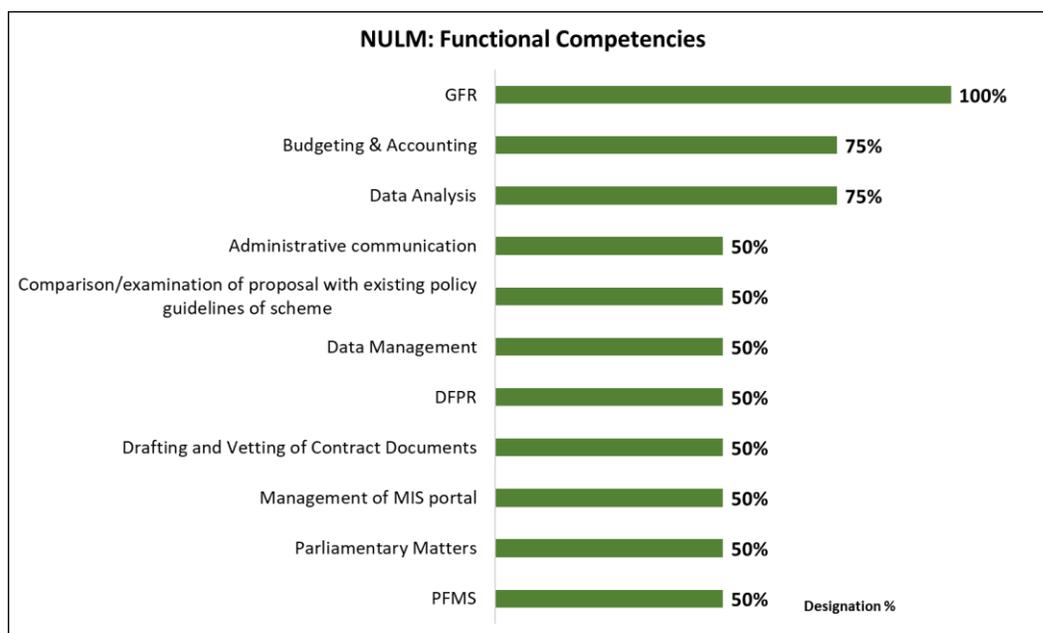
### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of NULM



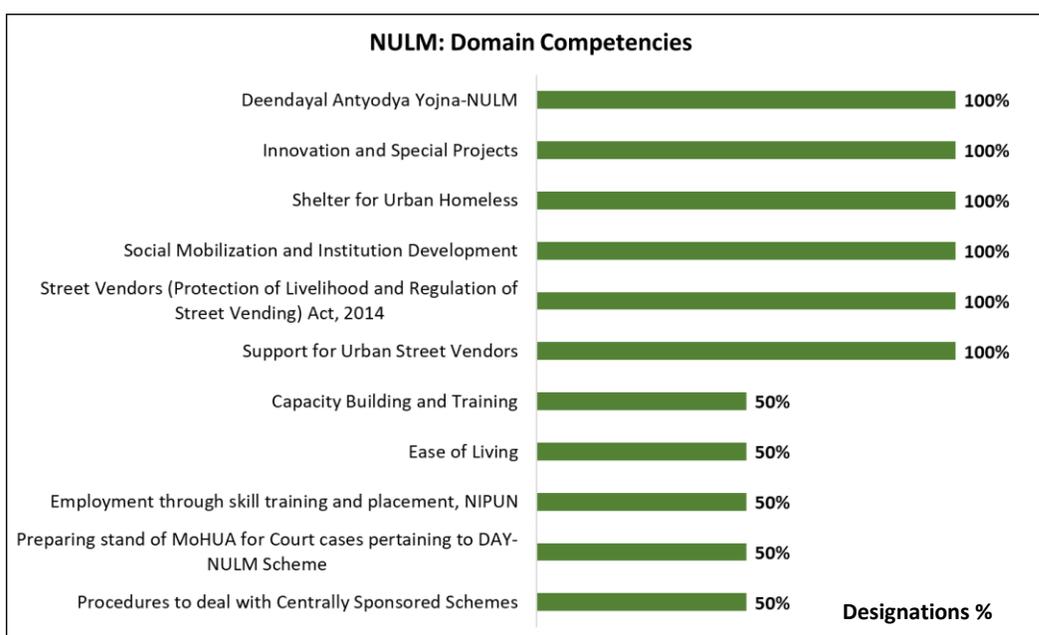
## Functional Competency needs

The figure below depicts top functional competency requirements of NULM



## Domain Competency needs

The figure below depicts top domain competency requirements of NULM



## PM SVANidhi

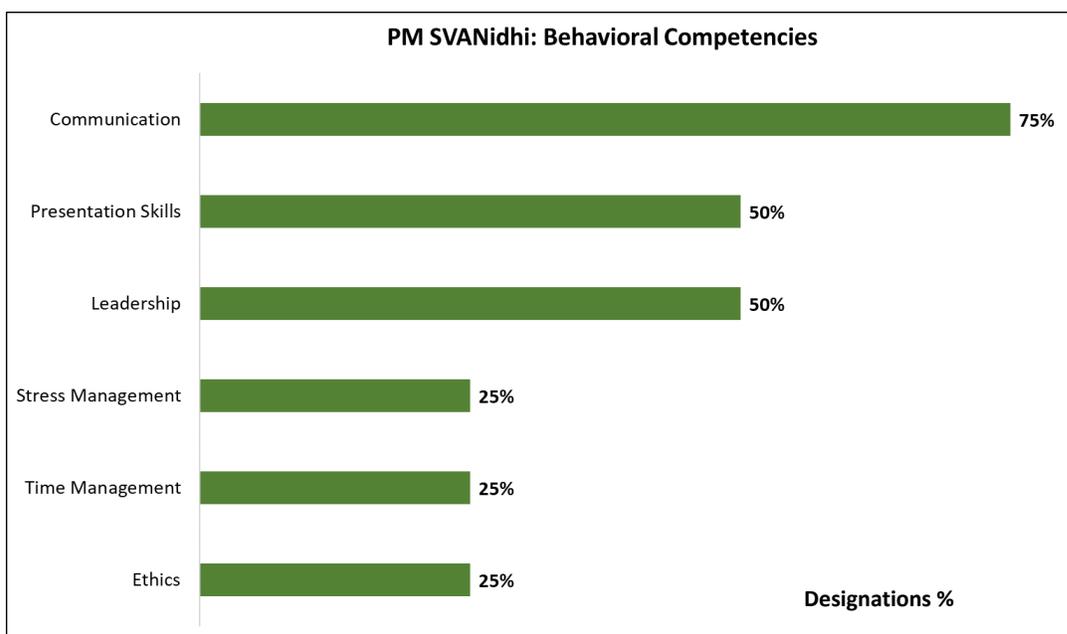
The Government launched PM Street Vendor's Atma Nirbhar Nidhi (PM SVANidhi) Scheme on June 01, 2020, to facilitate collateral free working capital loan to street vendors, to help them restart and strengthen their businesses.

This Central Sector Welfare Scheme was launched with the following objectives:

1. Opening the doors of formal credit channels for the street vendors
2. Promoting adoption of digital transaction by street vendors to create a transaction history which in turn would help them in accessing credit in the future
3. Creation of a socio-economic safety net for street vendors and their family members

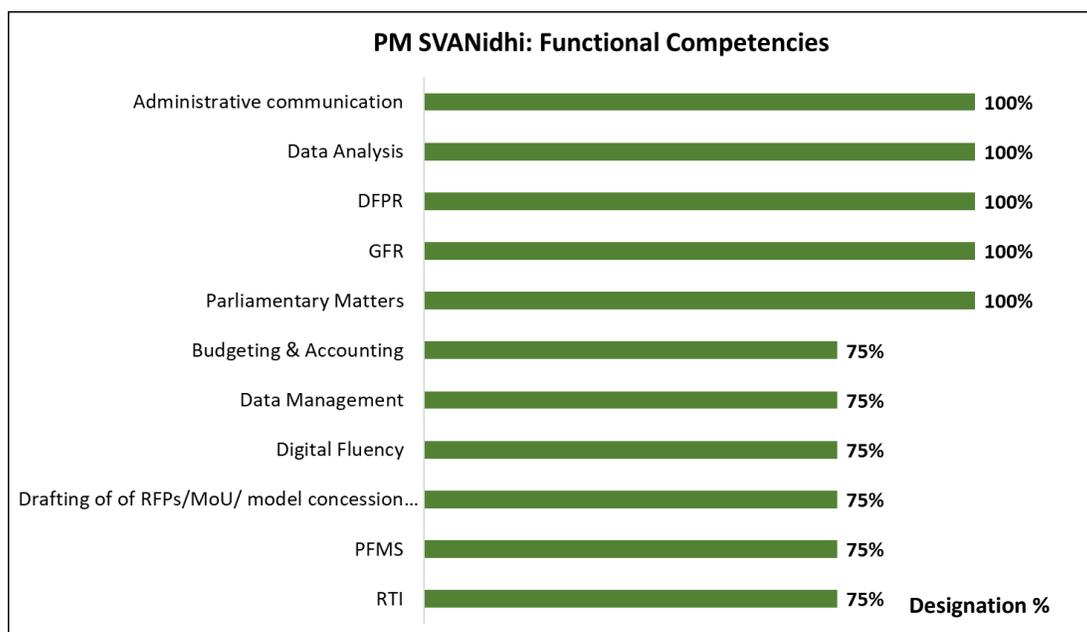
## Behavioral Competency needs

The figure below depicts top behavioral competency requirements of PM SVANidhi



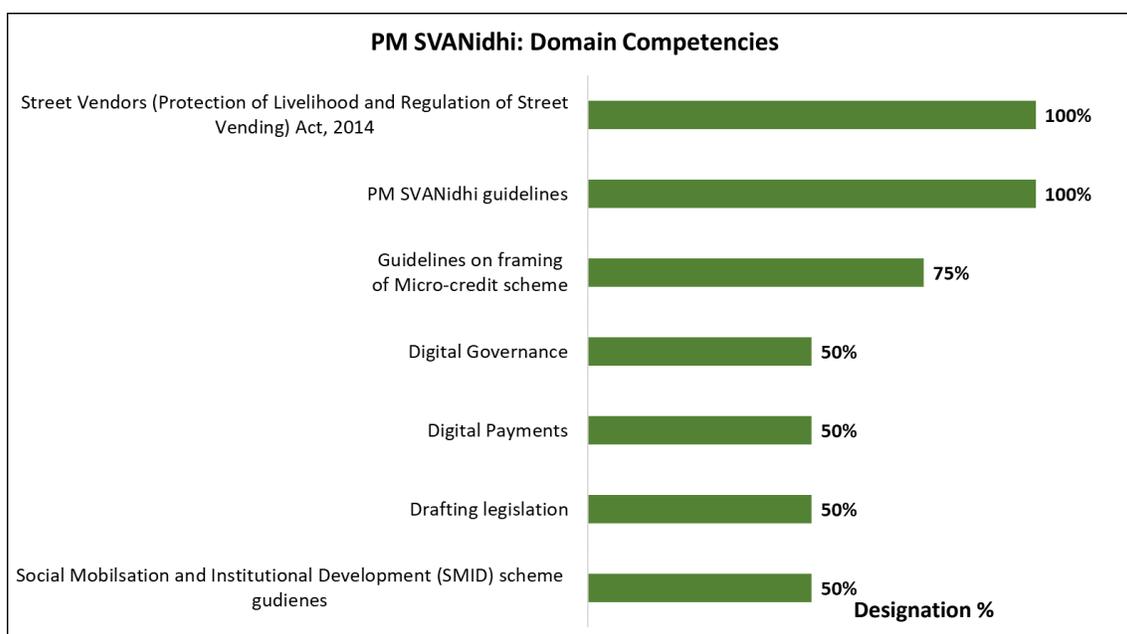
## Functional Competency needs

The figure below depicts top functional competency requirements of PM SVANidhi



## Domain Competency needs

The figure below depicts top domain competency requirements of PM SVANidhi



## Housing-I

The Housing-I Division works towards effective implementation of Real Estate (Regulation & Development) Act, 2016 (RERA) and Model Tenancy Act. Division works on policy matters, FDI, RTI, Court matters etc. of mentioned two Real Estate (Regulation & Development) Act, 2016 (RERA) and Model Tenancy Act. RERA bodies formation in states and their guidance in policy matters etc

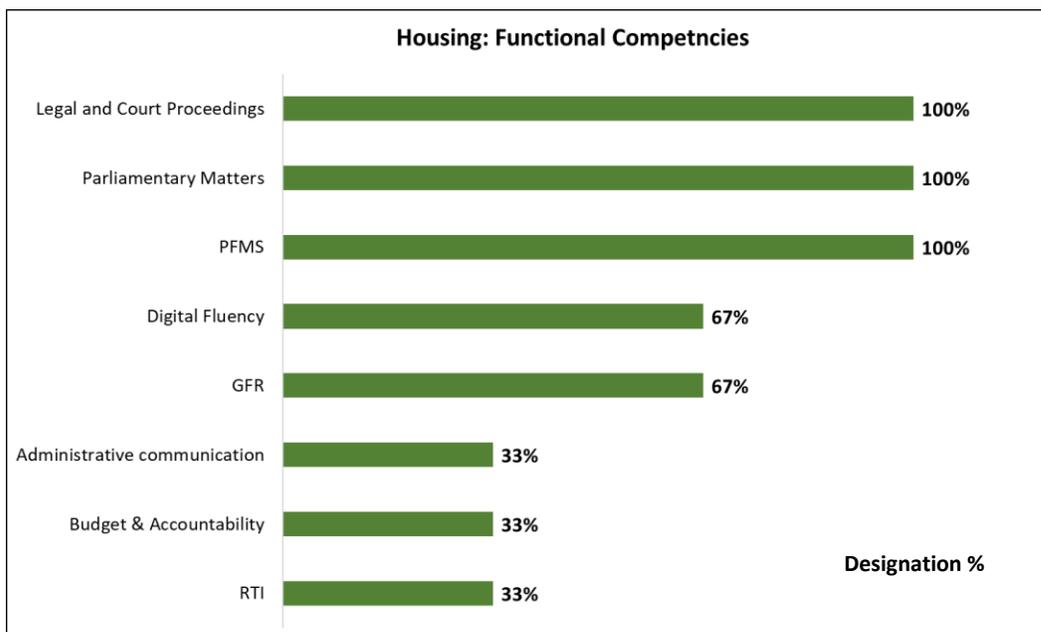
### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of Housing division



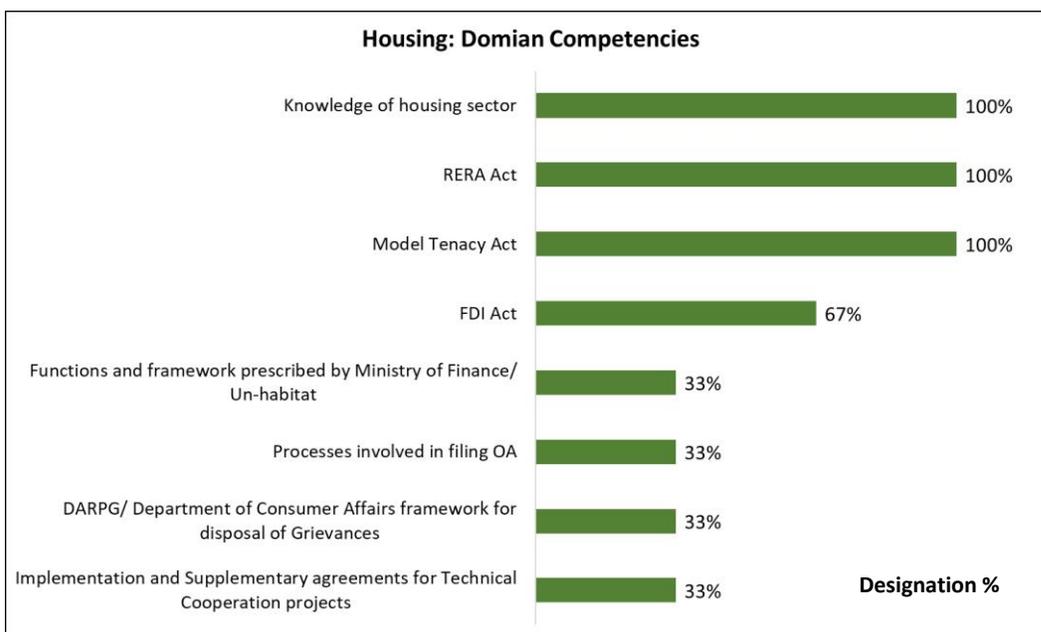
## Functional Competency needs

The figure below depicts top functional competency requirements of Housing division



## Domain Competency needs

The figure below depicts top domain competency requirements of Housing division



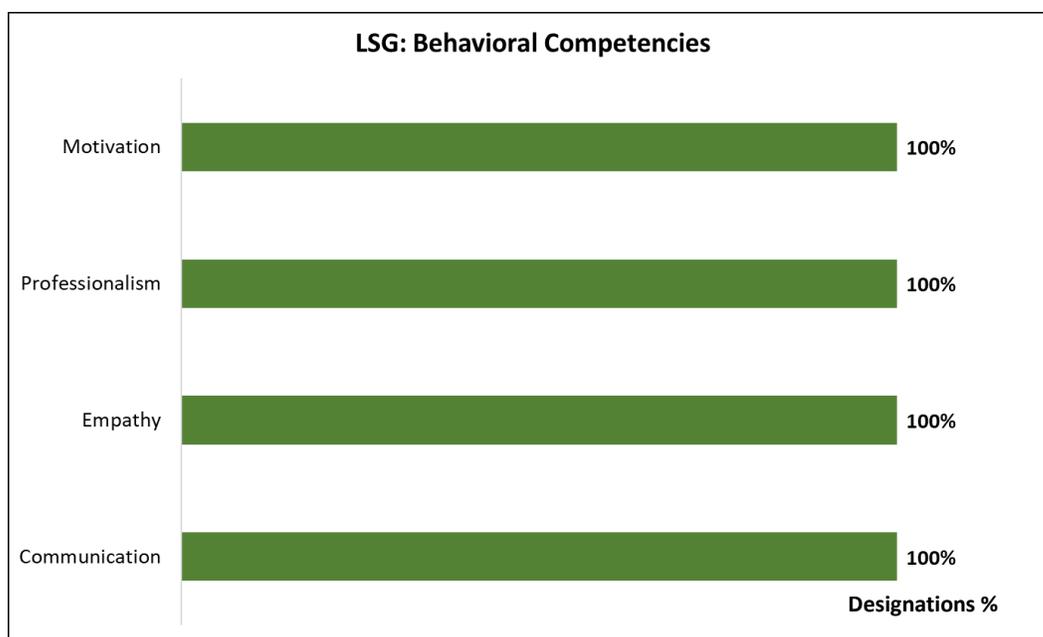
## Local Self Government (LSG)

Local Self Government (LSG) Division is entrusted with examining of legislative and policy matters related to The Constitution (Seventy-Fourth Amendment) Act, 1992 on Municipalities and related subjects; examination of State Municipal Acts & Rules; and Central Finance Commission recommendations on urban local bodies. Subject of Twinning of Indian cities with foreign cities are also dealt in the Division

Further the Local Self Government Division is the administrative division for the National Institute of Urban Affairs; the Regional Centres for Urban and Environmental Studies (RCUES) at Lucknow, Hyderabad, Mumbai and for the Centre for Urban Studies at IIPA, Delhi. The National Urban Information System Scheme is also dealt in the Local Self Government Division.

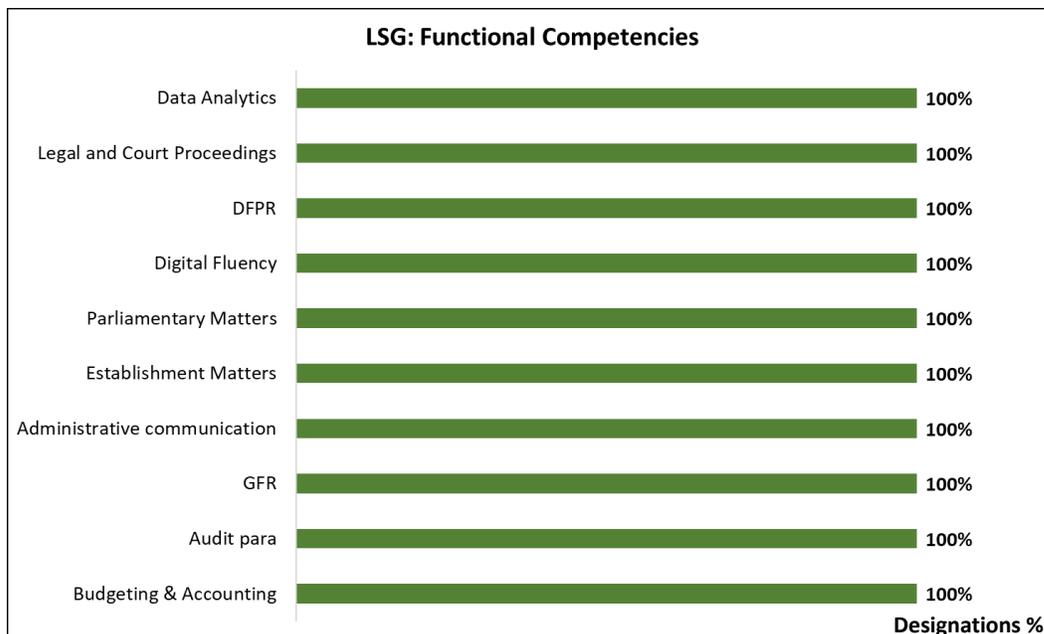
## Behavioral Competency needs

The figure below depicts top behavioral competency requirements of LSG



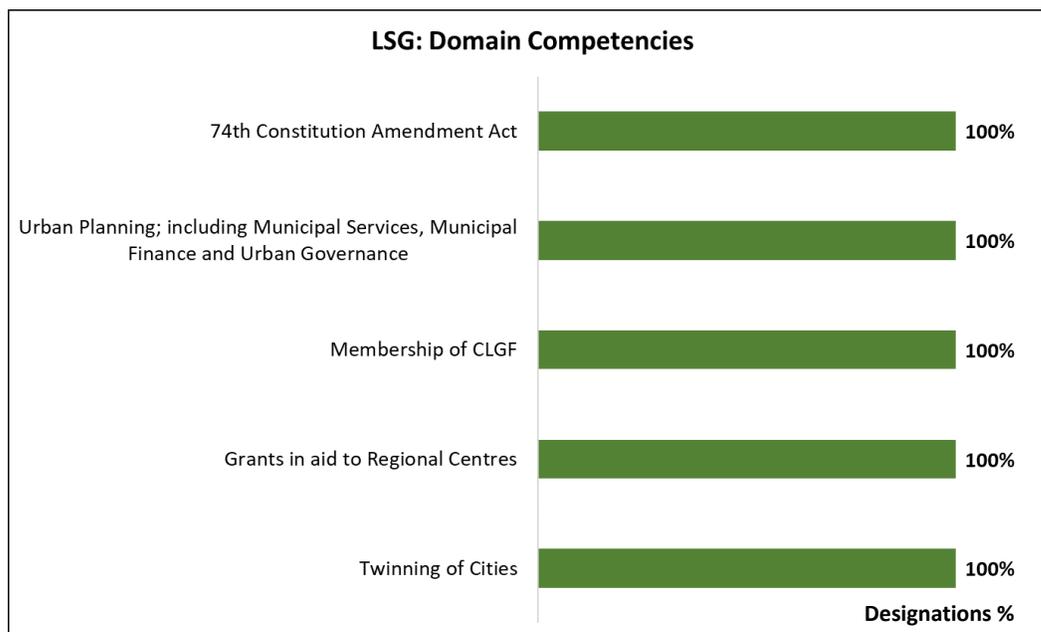
## Functional Competency needs

The figure below depicts top functional competency requirements of LSG



## Domain Competency needs

The figure below depicts top domain competency requirements of LSG

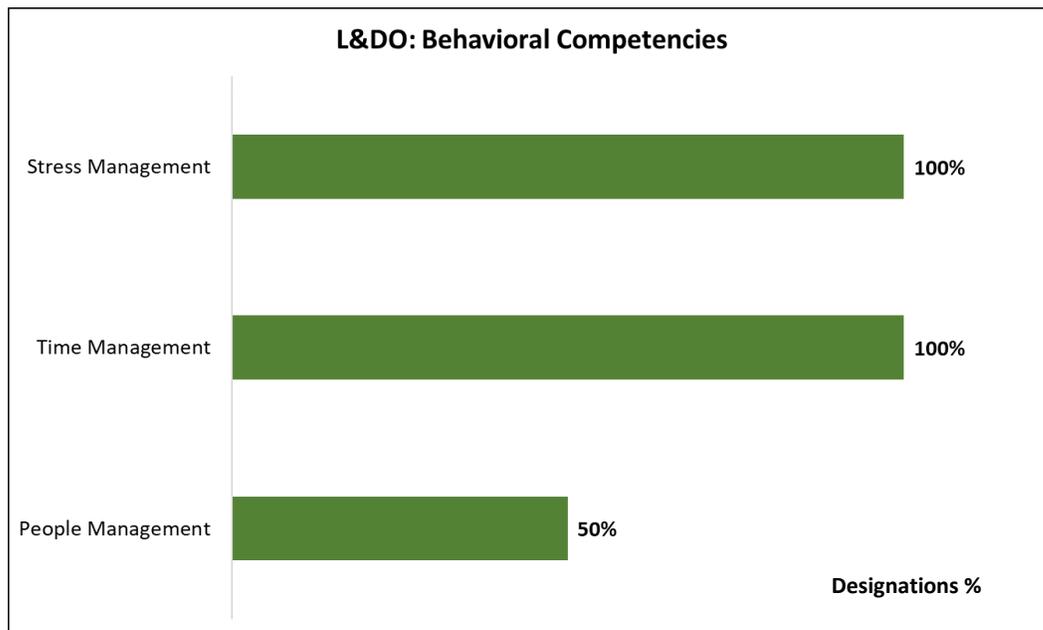


## Land and Development Office (L&DO)

Land and Development Office (L&DO) administers nazul and rehabilitation leases in Delhi, in addition to managing the Central Government lands in Delhi.

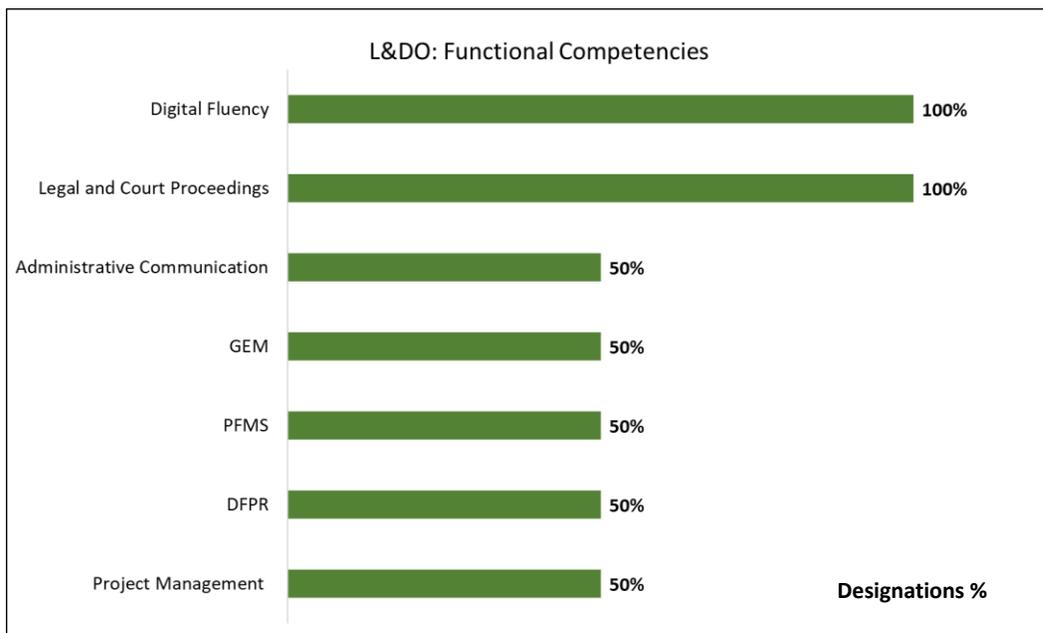
### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of L&DO



## Functional Competency needs

The figure below depicts top functional competency requirements of L&DO



## Domain Competency needs

The figure below depicts top domain competency requirements of L&DO



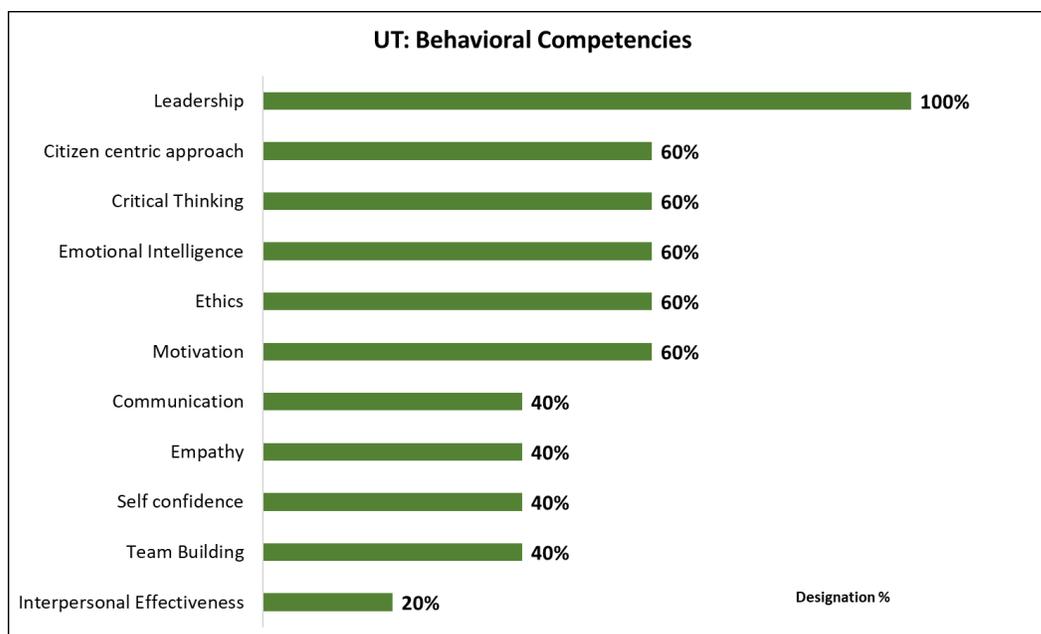
## Urban Transport (UT)

Urban Transport Wing of Ministry of Urban Development is the nodal division for coordination, appraisal and approval of Urban Transport matters including Metro Rail Projects at the central level. All the interventions in the urban transport by the Ministry of Urban Development such as Bus Rapid Transit System (BRTS), urban transit infrastructure or financing of metro rail projects etc, are carried out as per the provisions of National Urban Transport Policy, 2006.

The UT division also deals in proposals that encourages innovative financing mechanisms in transport sector, capacity building at institutional and individual levels under Sustainable Urban Transport Project (SUTP), financing of various traffic/transportation studies and surveys under the Scheme for Urban Transport Planning to encourage cities to better plan and manage their urban transport systems etc. It also organizes annual conference and exhibition on urban transport for knowledge sharing amongst experts and stakeholders.

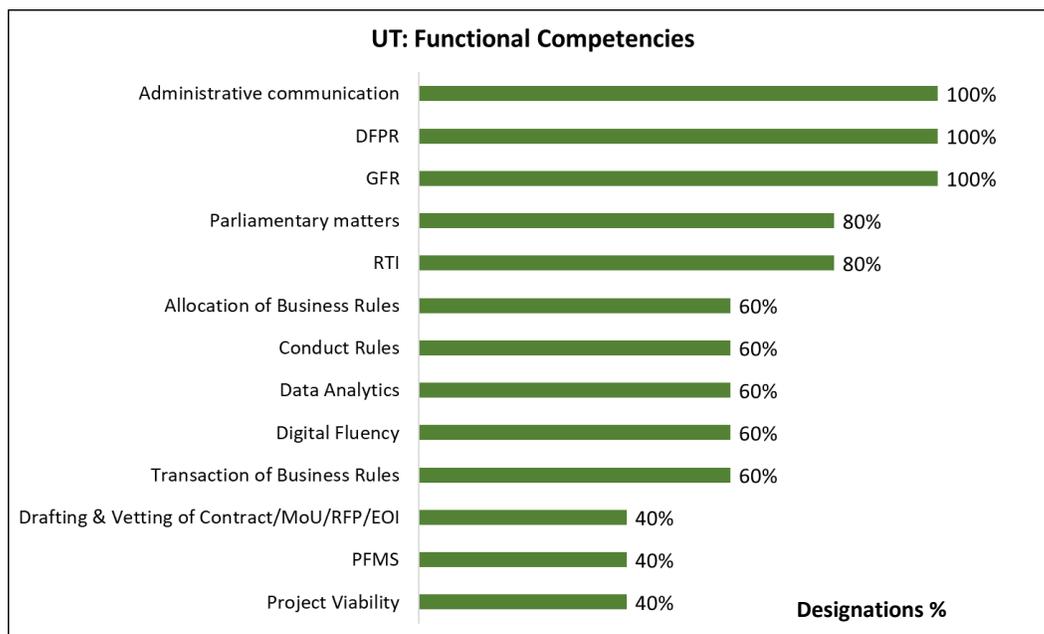
## Behavioral Competency needs

The figure below depicts top behavioral competency requirements of UT



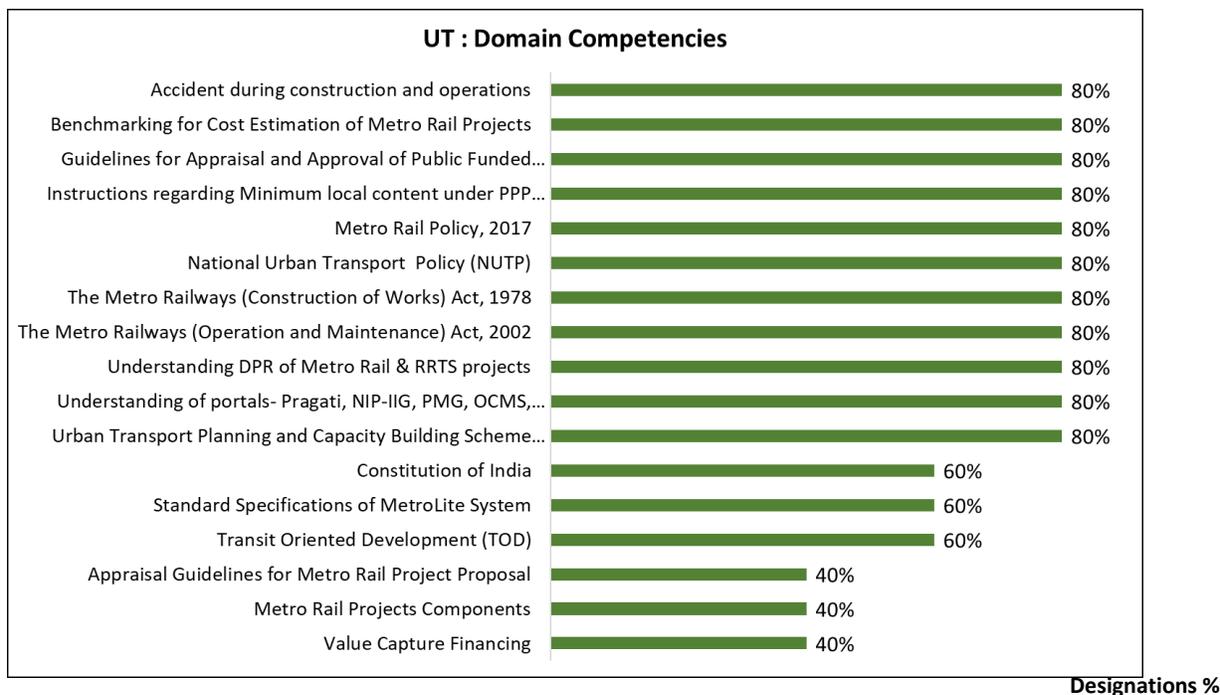
## Functional Competency needs

The figure below depicts top functional competency requirements of UT



## Domain Competency needs

The figure below depicts top domain competency requirements of UT

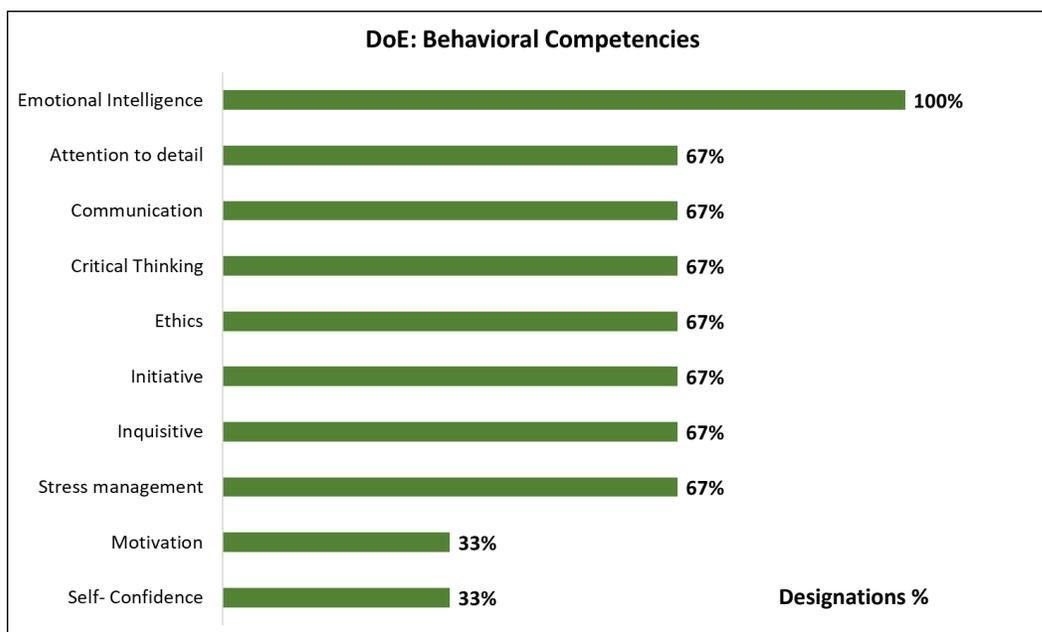


## Directorate of Estates (DoE)

Directorate of Estates (DoE) is mainly responsible for administration of Government Estates and Hostels.

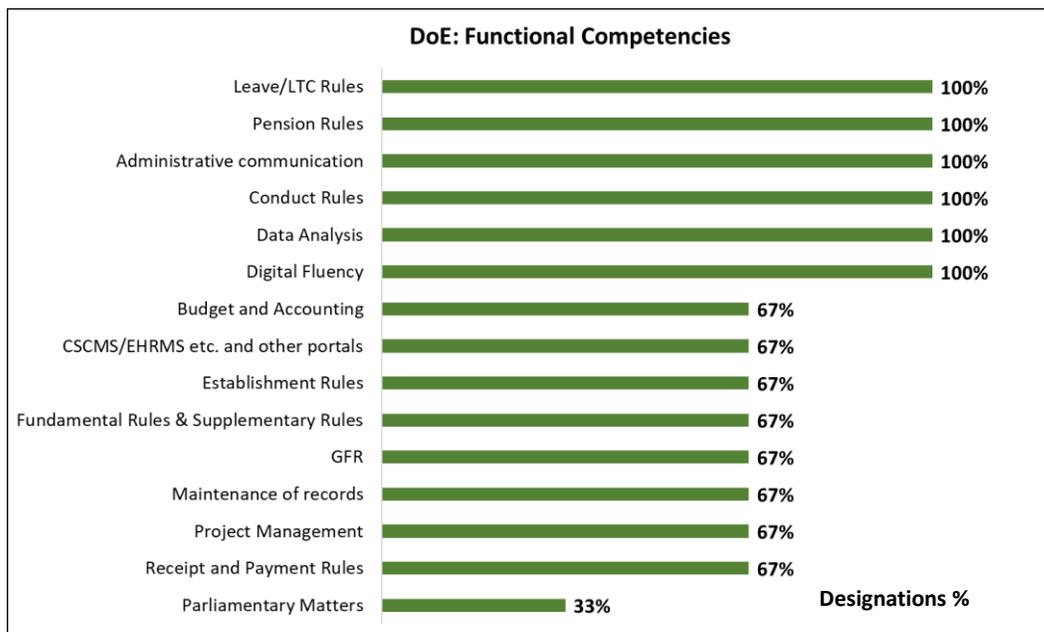
### Behavioral Competency needs

The figure below depicts top behavioral competency requirements of DoE



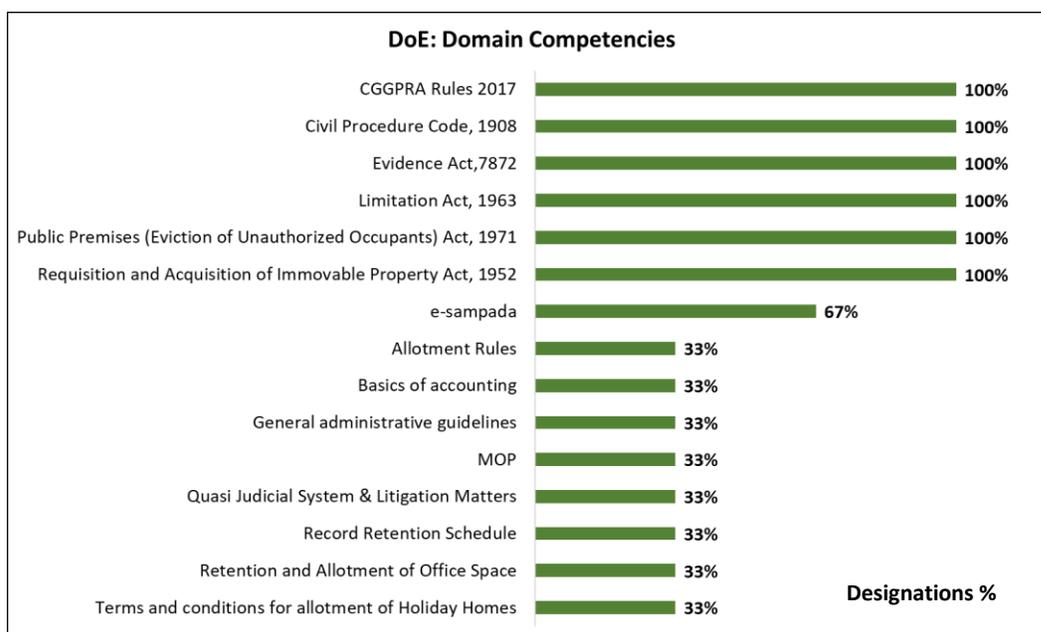
## Functional Competency needs

The figure below depicts top functional competency requirements of DoE.



## Domain Competency needs

The figure below depicts top domain competency requirements of DoE.



### 3.4 Competencies for remaining divisions of MoHUA (based on research & identified training plan)

It is highlighted that the top behavioral and functional competencies as identified in section 3.2 for the remaining divisions may be applied to the divisions as per the list mentioned below (as the responses were not received for these divisions with the exception of PMAY).

The domain level competencies were analyzed as per the information given in the training plan prepared by the department. In addition, a list of additional domain competencies applicable to these divisions as per their roles and responsibilities.

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
1	Pradhan Mantri Awas Yojana - Housing for All (PMAY - HFA)	The Ministry of Housing and Urban Affairs (MoHUA) launched Pradhan Mantri Awas Yojana (Urban) (PMAY-U) on 25 June, 2015 to achieve the objective of "Housing for All" in urban areas of the country. Through a demand driven approach, the Scheme addresses urban housing shortage among -the EWS/LIG and MIG categories, including slum dwellers. The Scheme ensures delivery of a pucca house along with water connection, toilet facilities, 24x7 electricity supply and access to basic services to all eligible urban households.	<ol style="list-style-type: none"> <li>1. Induction Courses <ul style="list-style-type: none"> <li>▪ Understanding and application of Pradhan Mantri Awas Yojana - Housing for All (Urban) guidelines</li> <li>▪ ARHC Operational Guidelines</li> <li>▪ Operational guidelines for construction of Demonstration Housing Projects (DHPs) in the States/UTs using Green and Emerging</li> </ul> </li> <li>2. Transformative Reforms Towards Housing For All</li> <li>3. New officials at all positions across the division and allied organization position</li> <li>2. Housing Statistics</li> <li>3. Integration of advance technologies used by other countries for their housing projects and schemes</li> <li>4. Housing Finance</li> <li>5. Data management- MIS</li> <li>6. GIS application in Housing projects</li> <li>7. Operational Guidelines- Credit Linked Subsidy Scheme for Economic Weaker Section/ Low</li> </ol>	<ol style="list-style-type: none"> <li>1. Social Audit Guidelines</li> <li>2. Third Party Quality Monitoring (TPQM)</li> <li>3. Geo-tagging</li> <li>4. Terms of Reference for SLTC and CLTC</li> <li>5. Understanding of processes involved in CLAP Portal like Aadhaar authentication, de-duplication with other verticals of PMAY-U etc</li> <li>6. Capacity Building Activities (Norms, Fund Disbursal Processes and Plan Templates)</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
			Income Group EWS/LIG and Middle Income Group MIG/ RBI Master Circulars on Housing Finance	
2	Budget	Budget Section is responsible for the preparation and printing of Detailed Demands for Grants and Outcome Budget of the Ministry and laying of these documents on the Tables of both the Houses of Parliament. The Section attends work relating to Public Accounts Committee(PAC), Audit paragraphs and Parliamentary Standing Committee. The Section functions under the direct control of the Chief Controller of Accounts and Joint Secretary & Financial Adviser.	<ol style="list-style-type: none"> <li>1. Budget and its related works</li> <li>2. Parliamentary matters and Department Related Standing Committee</li> <li>3. Audit Paras</li> <li>4. Manual Of Parliamentary Procedures</li> <li>5. FRBM Act</li> <li>6. Appropriation Act</li> <li>7. DFPR</li> <li>8. GFR 2017</li> <li>9. CCS CCA Rules</li> <li>10. Budget And Parliamentary Standing Committee Related Matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Budget planning</li> <li>2. Budgeting, Accounting &amp; Financial Management</li> <li>3. Expenditure Budgeting &amp; Budgetary Control</li> <li>4. Statement of Budget Estimates</li> <li>5. Direct Benefit Transfer (DBT)</li> <li>6. Public Finance Management System (PFMS)</li> <li>7. Detailed Demands for Grants</li> <li>8. Performance Budget</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
3	Integrated Finance Division (IFD)	The Integrated Finance Division (IFD) looks after the budget, finance and internal audit of the Ministry.	<ol style="list-style-type: none"> <li>1. Government procedures and policy framework</li> <li>2. Finance &amp; accounting System</li> <li>3. General Financial Rules (GFR)</li> <li>4. Delegation of Financial Powers (DFPR)</li> <li>5. PFMS related instructions</li> <li>6. Instructions issued by DoPT/Ministry of Finance, etc.</li> <li>7. Schemes of MoHUA</li> <li>8. DFPRs</li> <li>9. Govt. Accounting Rules</li> <li>10. Civil Accounts Manual</li> <li>11. Receipt and Payment Rules</li> <li>12. Contract Management</li> <li>13. Taxation Rules (GST and Income Tax)</li> <li>14. Mission Guidelines of SBM (2.0)</li> <li>15. Policy framework of Directorate of Estates</li> <li>16. Mission Guidelines of PMAYU and CPWD Works Manual</li> <li>17. Mission Guidelines of AMRUT and SMB(U)</li> <li>18. Mission Guidelines of NULM, SVANidhi, Metro Rail Policy, National Urban Transport Policy, UT Planning Scheme)</li> <li>19. Manual Of Public Procurement of Goods, Services and Works</li> <li>20. Various CVC Guidelines on Public Procurement</li> <li>21. FRSR –I (General Rules)</li> <li>22. FRSR-II (TA Rules), / LTC Rules</li> <li>23. FRSR-III (Leave Rules)</li> <li>24. FRSR-IV (DA, DR &amp; Ex-gratia</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial advice on all matters involving government expenditure/concurrence to financial proposals of the Department</li> <li>2. Monitoring and reviewing the progress of expenditure</li> <li>3. Review progress of schemes</li> <li>4. Standing Committee of Parliament on Finance/PAC and Audit Paras.</li> <li>5. Preparation of Budget</li> <li>6. IFD Roles &amp; Responsibilities</li> </ol>



# Capacity Building Commission, Government of India

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
			to CPF beneficiaries) 25. FRSR-V (HRA & City Compensatory Allowance) 26. Government Accounting Rules (GAR)	

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
4	Central Public Health and Environmental Engineering Organization (CPHEEO)	Central Public Health and Environmental Engineering Organization (CPHEEO) is the Technical Wing of the Ministry of Housing and Urban Affairs, Government of India, dealing with the technical matters related to urban water supply and Sanitation including Solid Waste Management (SWM) and Storm Water Drainage in urban areas of the country. CPHEEO plays a vital role in policy formulation and also responsible for technical appraisal of schemes/proposals of State Governments & parastatals where Additional Central Assistance (ACA) (under various programmes of Govt. of India) and external funding has been sought. CPHEEO renders advice in matters related to its mandate in all projects & Missions of the Ministry. It acts as an Advisory Body at Central level to advise the concerned States/UTs and Urban Local Bodies (ULBs) in implementation, operation & maintenance of urban	<ol style="list-style-type: none"> <li>1. Understanding of GIS mapping and Hydraulic modelling of water supply and sewage network through digital software</li> <li>2. Public-Private Partnership (PPP) models for implementation of water supply and sanitation project</li> <li>3. International exposure on the management of water supply, sewerage &amp; Reuse and Solid Waste Management</li> <li>4. Human Resources Development of Institutional strengthening in water supply and sanitation sector at State and ULB level</li> </ol>	<ol style="list-style-type: none"> <li>1. Urban water supply and Sanitation including Solid Waste Management (SWM) and Storm Water Drainage</li> <li>2. Technical appraisal of schemes/proposals of State Governments</li> <li>3. Implementation, operation &amp; maintenance of urban water supply, sanitation and SWM projects</li> <li>4. Public Health/Environmental Engineering</li> <li>5. Implementation of Swachh Bharat Mission-Urban</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		water supply, sanitation and SWM projects and helps to adopt latest technologies in these sub sectors.		
5	Works	<p>Works Division is the Administrative Division of Ministry of U.D. looking after the affairs of CPWD. This Division is the Cadre Controlling Authority of Central Engineering Services both Civil &amp; Electrical as well as Central Architectural Service and Horticulture Service. The Division is entrusted with work relating to framing of Recruitment Rules of all the Cadres of CPWD both technical and subordinate cadre/posts in CPWD. Works Division has also been tasked with the appointment of Arbitrators.</p> <p>Purchase/Acquisition of land by CPWD, five-year plan Annual Plan &amp; Budget of CPWD, Draft Audit Paras and report of C&amp;AG in respect of</p>	<ol style="list-style-type: none"> <li>1. Parliamentary Affairs/Procedures</li> <li>2. RTI Act- Updated version of Act in Context of subsequent CIC decisions</li> <li>3. MS Office</li> <li>4. Establishment matters including roster preparation for promotion/ seniority and disciplinary</li> <li>5. matters</li> <li>6. Cabinet notes and DIB/PIB notes preparation</li> <li>7. Budget and Finance related matters</li> </ol>	<ol style="list-style-type: none"> <li>1. NBCC Projects</li> <li>2. New General Pool Residential Accommodation (GPRA) Projects</li> <li>3. New General Pool Office Accommodation (GPOA) Projects</li> <li>4. Matters related to Lok Sabha/Rajya Sabha House Committees</li> <li>5. Policy formulation for purchase/ acquisition of Land by CPWD for GPRA/ GPOA projects</li> <li>6. GFR provisions relating to works</li> <li>7. Recruitment Rules</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		CPWD are also dealt with in this Division.		
6	Urban Development (UD)	This division works for urban planning, governance & capacity development for effective implementation of plans and rules, efficient urban management and service delivery.	<ol style="list-style-type: none"> <li>1. Service matters, Recruitment Rules, Revival and Creation of Posts</li> <li>2. Urban Planning; including Municipal Services, Municipal Finance and Urban Governance</li> </ol>	<ol style="list-style-type: none"> <li>1. Municipal Finance and Urban Planning</li> <li>2. Standard Operating Procedure (SOP) for Urban Flooding</li> <li>3. Ease of Doing Business</li> <li>4. Review of loan documents/TA reports</li> <li>5. FDI matters relating to urban sector</li> <li>6. Matters relating to Disaster Management</li> <li>7. Financing Urban Infrastructure</li> </ol>
7	Vigilance	The Administrative Vigilance Unit (AV Unit) of the Ministry of Housing and Urban Affairs is responsible for all matters pertaining to vigilance in the Ministry of Housing and Urban Affairs and the Attached/Subordinate Offices, Public Sector Undertakings and Autonomous Bodies/	<ol style="list-style-type: none"> <li>1. Understanding Complaint handling Mechanisms</li> <li>2. CCS (Classification, Control and Appeal) Rules</li> <li>3. CCS (Conduct) Rules</li> <li>4. Prevention of Corruption Act</li> <li>5. Vigilance Manual and Procedures</li> <li>6. Grant of Vigilance Clearance /</li> <li>7. Vigilance Status</li> </ol>	<ol style="list-style-type: none"> <li>1. Prosecution management</li> <li>2. Vigilance planning</li> <li>3. Networking</li> <li>4. Awareness of vigilance rules</li> <li>5. Knowledge of CVC Manual and DoPT guidelines</li> <li>6. Knowledge of procurement rules for works and services.</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		Societies, etc. under its administrative control. The AV Unit functions under the charge of Chief Vigilance Officer who is of the rank of Additional Secretary to the Government of India. The AV Unit processes the complaints, investigation reports and vigilance/ disciplinary cases pertaining to Group 'A' Officers of the Government and Board level officers of the PSUs.		
8	Administration	The Administrative Division takes care of the establishment, cadre matters, Pay & Allowances relating to all the staff members posted in the Secretariat of the Ministry. In addition, it handles cadre matters of the staff belonging to Central Secretariat Service (CSS), Central Secretariat Clerical Service (CSCS) and Central Secretariat Stenographers Service (CSSS) posted in attached and subordinate offices of the Ministry. It also looks after the reservation-based issues pertaining to the	<ol style="list-style-type: none"> <li>1. Understanding of CCS (CCA)</li> <li>2. Understanding of conduct Rules.</li> <li>3. Understanding of office manual procedures</li> <li>4. Understanding of Leave Rules, LTC, TA, Pension</li> <li>5. Understanding of Fundamental Rules and Supplementary Rules</li> <li>6. Understanding of Recruitment Rules.</li> <li>7. Understanding of RTI Act.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishment matters</li> <li>2. Responding RTI queries</li> <li>3. Pay and Allowances</li> <li>4. Holding of workshops, conferences, and presentations</li> <li>5. Reservation Rules</li> <li>6. Other regular administrative works</li> <li>7. Advocacy and Public Awareness on related matters</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		<p>Ministry.</p> <p>In addition to the above, the Division also handles general housekeeping matters including management of the library and various procurements related to running of the Secretariat of the Ministry. The Administration Division has also tasked with the coordination matters in respect of maintenance of the Nirman Bhawan building and its premises including issue of parking labels for all vehicles entering the Bhawan on regular basis.</p>		
9	Parliament	Parliament Section of the Ministry deals with all Parliamentary matters pertaining to the Ministry of Housing and Urban Affairs.	<ol style="list-style-type: none"> <li>1. Parliamentary Procedure</li> <li>2. RTI</li> </ol>	<ol style="list-style-type: none"> <li>1. Parliamentary Procedures</li> <li>2. Provision of funds by Parliament: Demands for Grant and Union Budget</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
10	Economic	<p>The Economic Division looks after the work related to Public Private Partnership (PPP) in urban infrastructure with a focus on PPPs in the water sector, sanitation, urban transportation and solid waste management. In this connection, the Economic Division is involved in preparing Model RFQ and Model RFP for PPP projects in urban water supply, wastewater treatment etc.</p> <p>Economic Division is also involved in the following: Economic Analysis, Monitoring and evaluation of schemes; Research Studies – appraisal, monitoring and evaluation; Analysis of Policy Notes related to the Sector/Ministry; Managing Urban Database (publication of Handbook of Urban Statistics); Updation and comments on Economic Survey and other publications.</p>	<ol style="list-style-type: none"> <li>1. Municipal Finance</li> <li>2. Accounting Practices (Double accounting)</li> <li>3. Use of latest / digital technology in Urban planning</li> <li>4. Data analytics and management</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Analysis</li> <li>2. Monitoring and evaluation of schemes</li> <li>3. Research Studies – appraisal, monitoring and evaluation</li> <li>4. Model Concession Agreement for PPP in Urban Water Supply Sector</li> <li>5. Public Private Partnerships (PPPs) in urban infrastructure</li> <li>6. Economic Survey and other publications.</li> <li>7. Tax proposals for the Union Budget</li> <li>8. Study of Global / India Indices being published by various publishing agencies</li> <li>9. Ranking framework of indices and definition / data source of indicators</li> </ol>

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
	Delhi Division	<ul style="list-style-type: none"> <li>• Master plan of Delhi (MPD) and Zonal Development Plans (ZDP) of Delhi.</li> <li>• Change of Land use proposals submitted by DDA.</li> <li>• Lutyen's Bungalow Zone (LBZ): with respect to LBZ guidelines, LBZ boundary and Development Control Norms in LBZ.</li> <li>• Unified Building Byelaws and policy and matters related to land pooling.</li> <li>• Matters related to additional FAR charges, use conversion charges and charges related to amalgamation of plots, etc.</li> <li>• All matters related to Heritage Conservation Committee (HCC)</li> <li>• National Capital Territory (special provisions) second act, 2011 and related acts</li> <li>• DDA's public housing programme and implementation</li> <li>• All matters related to Delhi Urban Art Commission (DUAC) including budget</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Induction Course:</b> <ul style="list-style-type: none"> <li>▪ Understanding of Delhi Division work profile</li> <li>▪ Understanding and application Lutyen's Bungalow zone guidelines, and development control norms</li> </ul> </li> <li>2. <b>Understanding and application of planning documents</b> <ul style="list-style-type: none"> <li>▪ Master Plan of Delhi: - components, legal entity, past issues, and its examples</li> <li>▪ Zonal Development Plan of Delhi: - components, legal entity, past issues, and its examples</li> <li>▪ Regional and Sub-regional plan</li> <li>▪ Unified Building Byelaws</li> </ul> </li> <li>3. <b>Understanding and application of various acts with case studies</b> <ul style="list-style-type: none"> <li>▪ Delhi Development Act</li> <li>▪ National Capital Region Planning Board Act</li> <li>▪ Delhi Urban Art Commission Act</li> <li>▪ Urban land (ceiling &amp; Regulation) act</li> <li>▪ Delhi Rent Control Act</li> </ul> </li> <li>4. <b>Land Acquisition Methods</b> <ul style="list-style-type: none"> <li>▪ Land pooling</li> <li>▪ Additional FAR charges, Use Conversion Charges, TDR, etc.) Procedure, charges, and best examples of Conversion of property from leasehold to freehold.</li> </ul> </li> </ol>	

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		<p>and administration matters</p> <ul style="list-style-type: none"> <li>• Construction activities and development of Urban infrastructure by DDA</li> <li>• Matters related to conversion from leasehold to freehold (house, flats, residential plots, commercial &amp; industrial units/ land, institutional units/ land)</li> <li>• Matters regarding unauthorised construction and encroachment on public land in Delhi including their demolition/ removal</li> <li>• Matter related to transport infrastructure in Delhi</li> <li>• Policy and matters related to allotment of alternative plots on account of large sale acquisition of land for the Planned Development of Delhi</li> </ul>	<ul style="list-style-type: none"> <li>▪ Heritage conservation Land cost: TOD charges, pre-determined rates, ground rent, Conversion rates, etc. Procedure to determine the land cost / development charges</li> <li>5. Housing policy and various related schemes launched by DDA</li> <li>6. Dealing with Unauthorized construction, encroachment on public land and demolition/ removal</li> <li>7. Framing of policies, rules, or guidelines</li> <li>8. Legal drafting, language reading, comprehension, etc.</li> <li>9. City planning and infrastructure planning procedure and components</li> </ul>	

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
	Central Vista Division	<p>The Central Vista is a grand redevelopment project for building what will be the power corridor of India having a new Parliament building, a common central secretariat and revamped three-km-long Rajpath, from the Rashtrapati Bhawan to the India Gate.</p> <p>The Central Vista division look after the construction of various structure under Central Vista project and other related activities such as coordination with stakeholders, coordination for environmental clearances, documentation, presentations, etc. Vice-President Enclave, Nav Bharta Udyan, MP chambers, Defence enclave, Kartvaya path, CCS-10, and Executive Enclave- 1&amp; 2 are some of the major projects.</p> <p>The division are involved in civil works of all such buildings, coordination with security agencies, traffic issues, CCS 1, 2 &amp; 3, and coordination with JS (L&amp; E) and Director (Estates) for shifting of</p>	<ol style="list-style-type: none"> <li>1. <b>Induction Courses</b> <ul style="list-style-type: none"> <li>▪ Understanding of Central Vista Project (work, stakeholders, etc.)</li> </ul> </li> <li>2. Building Byelaws</li> <li>3. Heritage Conservation</li> <li>4. e-governance: - Online Building Construction Permission System</li> <li>5. Earthquake resistance design techniques for building</li> <li>6. Building Construction (Specifications, schedules of rates, etc.)</li> <li>7. <b>Monitoring and Evaluation of large-scale construction projects</b> <ul style="list-style-type: none"> <li>▪ Procedures involved</li> <li>▪ Components, drawings, and nomenclature</li> <li>▪ Checklists</li> <li>▪ Tools (software)and techniques used</li> </ul> </li> <li>8. Contract management of Construction project <ul style="list-style-type: none"> <li>▪ General condition of contract,</li> <li>▪ FIDIC contract,</li> <li>▪ Engineering, Procurement, &amp; Construction</li> </ul> </li> <li>9. Advance methods &amp; technologies used in building construction (BIM Model)</li> <li>10. Operation and Maintenance plan</li> <li>11. Demolition Plan of existing building</li> </ol>	



# Capacity Building Commission, Government of India

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

S.No	Division Name	Responsibilities of the Division	Domain Competencies (as per Department Training Plan)	Additional Domain Competencies
		ministries in various buildings.		

## 3.5 Additional competencies based on futuristic emerging technologies

India needs to grow its urban areas if it is to accomplish its goal of having a \$5 trillion GDP by 2030, which can only be done by carefully planning urbanization and creating the necessary infrastructure. The Government of India aims to build world-class cities with cutting-edge infrastructure was made clearer with the release of the budget for 2023–24. For urban change to occur, data and technology are essential. This will be in line with the objectives of the government's several programmes, including smart cities, AMRUT, PMAY, etc.

In this regard, few emerging technology competencies are recommended for the Ministry for which the training courses shall be identified and recommended as part of ACBP report. These competencies are required to equip employees with the knowledge and skills needed to leverage cutting-edge technologies. **There are several technologies that are transforming urban development, including the Internet of Things (IoT), big data analytics, cloud computing, and artificial intelligence. IoT devices, such as sensors, cameras, and other connected devices, allow cities to collect and analyze data in real time, providing a deeper understanding of the needs and behaviors of residents. Big data analytics and cloud computing provide the tools to store, manage, and process large amounts of data, enabling cities to make more informed decisions about resource allocation and service delivery. Finally, artificial intelligence is being used to optimize city operations, from traffic management to public safety and beyond.** These technologies shall help in creating fast, efficient, and eco-friendly systems and in conformity with the green and sustainable development. Through these competencies in emerging technologies, the Ministry can prepare its workforce for the future, unlock new opportunities, and stay at the forefront of innovation in the sector.

The following technological aspects may be incorporated and augmented into capacity building exercise for MoHUA in order to maintain relevance and continuity with respect to the objectives of the Ministry.

1. **Digital Twin:** The process of producing a virtual version of a physical thing, system, or environment is referred to as digital twin technology. A digital twin is a virtual copy of a city or urban area in the context of urban planning. This digital representation can include the city's infrastructure, buildings, transit networks, utilities, and even social interactions. Some examples of how digital twin technology might help with urban planning:
  - **Data Integration and Visualization:** Digital twins combine data from a variety of sources, including sensors, satellite imaging, geographic information systems (GIS), and social media. This integrated data may be comprehensively visualized, allowing urban planners to make informed decisions based on real-time and historical data.
  - **Predictive Analysis:** By analyzing historical data and current trends, digital twins can provide insights into future developments. Urban planners can use this predictive analysis to anticipate population growth, resource demands, and potential areas of concern.
  - **Public Engagement:** Digital twins can be used to engage citizens in the urban planning process. People can explore virtual representations of proposed projects and provide

feedback. This participatory approach can lead to more inclusive and community-driven urban development.

- **Monitoring and Maintenance:** Once a project is implemented, digital twins continue to be useful for monitoring infrastructure and systems. Maintenance teams can use real-time data to identify issues, optimize performance, and ensure the longevity of assets.
  - **Risk Assessment and Resilience:** Planners can use digital twins to assess the city's vulnerability to natural catastrophes, climate change, and other threats. They can improve the city's resilience and preparation by detecting potential vulnerabilities.
2. **GIS based master planning:** GIS-based master planning can significantly benefit urban planning in India by providing data-driven insights, efficient decision-making, and improved infrastructure development.
- **Data Integration and Visualization:** GIS combines diverse data sources, aiding planners in understanding urban complexities and identifying opportunities.
  - **Rural-Urban Integration:** It helps manage rapid urbanization, ensuring orderly growth and essential services.
  - **Efficient Land Use:** GIS optimizes land allocation for residential, commercial, industrial, and green spaces, promoting balanced development.
  - **Tourism and Culture:** GIS preserves historical and cultural landmarks, supporting sustainable tourism and heritage conservation.
  - **Disaster Management:** GIS assists in disaster preparedness by mapping high-risk areas, planning evacuations, and resource allocation during emergencies.
  -
3. **Drones and Remote Sensing:** Drones and satellite imagery provide high-resolution data for land surveying, monitoring construction progress, and assessing the impact of development on the environment.
- **Aerial Surveys & Mapping:** Drones capture high-resolution aerial imagery to create accurate maps of urban areas, aiding planners in visualizing landscapes and infrastructure
  - **Land Use Planning:** Aerial imagery helps identify suitable land for development, enabling informed decisions on zoning and land use
  - **Public Engagement:** Drones facilitate public understanding of proposed changes by capturing visual content for community presentations
  - **Emergency Response:** Drones provide real-time imagery for assessing disaster impacts, aiding rescue coordination and recovery planning
4. **Use of blockchain technology:** Blockchain technology has the potential to transform various aspects of urban planning by providing transparency, security, and efficiency in data management and processes

- **Land Title and Ownership Records:** Blockchain creates unchangeable and transparent records of land ownership and property transactions, reducing the risk of fraud and simplifying property title verification.
  - **Smart Contracts for Zoning and Development Approvals:** Smart contracts on blockchain automate and streamline the approval process for zoning changes and development permits, ensuring adherence to predefined rules.
  - **Citizen Participation and Voting:** Blockchain-based platforms enable secure and transparent citizen involvement in urban planning decisions, allowing residents to vote on proposed projects or policies.
  - **Crowdfunding for Urban Projects:** Blockchain-based crowdfunding platforms enable residents and investors to contribute to urban development initiatives, democratizing funding and supporting community-driven projects.
5. **Development of collaborative platforms:** The creation of collaborative platforms has the potential to significantly improve urban planning by encouraging communication, data exchange, and involvement among the numerous parties involved in the planning process.
- **Stakeholder Communication:** Collaborative platforms provide a centralized area for many stakeholders to communicate and share information, such as government agencies, urban planners, architects, developers, citizens, and community organisations.
  - **Public Participation:** Collaborative platforms can include members of the public in the planning process. Citizens can learn about proposed projects, provide feedback, and take surveys, generating a sense of ownership and inclusivity.
  - **Project Tracking:** Through collaborative platforms, stakeholders can follow project milestones, timeframes, and progress. This minimises the possibility of delays and guarantees that projects are completed on time.
  - **Streamlined Decision-Making:** Collaborative platforms help streamline decision-making by centralizing information, facilitating discussions, and providing a platform for consensus-building.

## 4. Quick wins

“Quick wins” have been categorized as the training interventions which can be initiated by the department on priority for long term impact on capacity building. Following are training intervention that can be implemented within the Organization on priority basis:

1. **Recommended training courses via iGOT:** Certain courses haven been identified for MoHUA based on survey response (refer to annexures). The identified courses have been categorised under “Digital Mandatory” Trainings which can be undertaken by the official at immediate basis.
2. **DAKSHTA Programme (Development of Attitude, Knowledge, Skill for holistic transformation in Administration):** MoHUA can undertake a 10-day online training programme followed by a 5-day in-person training course at ISTM targeted for Under Secretary and below.

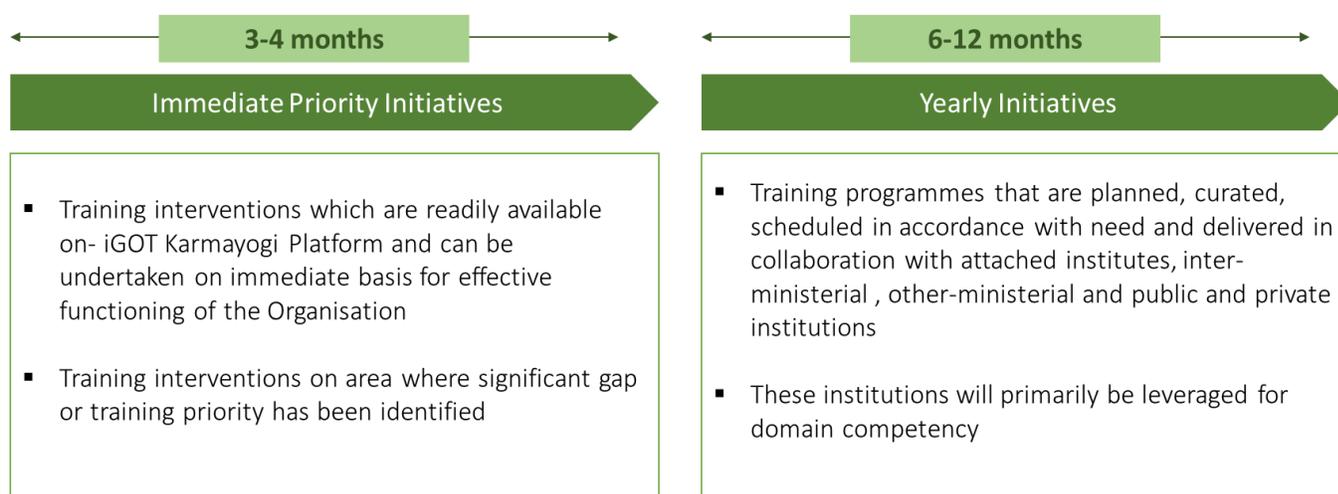
Domain Competencies	Functional Competencies	Behavioral Competencies
<ul style="list-style-type: none"> <li>✓ Right to Information Act- Part 1</li> <li>✓ Right to Information Act- Part 2</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leave rules</li> <li>✓ Noting and Drafting</li> <li>✓ Office Procedure</li> <li>✓ Government E Marketplace</li> <li>✓ Public Procurement Framework of GOI</li> <li>✓ Parliamentary procedures</li> <li>✓ Pay fixation</li> <li>✓ Annual Performance Appraisal Report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Code of conduct for Government Employees</li> </ul>

3. **Courses mandated by DoPT:** In the workshop conducted by the iGOT Karamyogi team, it was highlighted that certain courses have been mandated by DoPT which needs to be undertaken on immediate priority basis. These courses are as follows:
  - Code of conduct for government employees
  - Prevention of sexual harassment of women at workplace
  - Introduction to emerging technologies
  - Y-break Yoga at workplace
  - Orientation module on mission LiFE
  - Stay safe at cyber space

## 5. Annual Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Ministry. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Ministry. Based on ease of implementation (effectiveness, time required to roll-out the plan, cost & budget requirements, stakeholder buy-in) the capacity building initiatives have been categorized into two priority levels- Immediate and Mid/ Long term).

The immediate priority initiatives are those that can be implemented within 3 to 4 months through online mode. On the other hand, the mid/long-term capacity building initiatives may be undertaken within 6 to 12 months in offline/physical mode.



**Figure 13: Categorisation of training interventions**

Immediate priority initiatives are ones that can be implemented immediately for a high impact and can address concerns without requiring a large budget or extensive planning. Priority efforts must also be done that may be operationalized in a very short period of time in order to satisfy the critical competency development/upgradation requirement on a priority basis.

In terms of long-term capacity building projects, these can be implemented in the medium term on the conclusion of the in-depth study and assessment of wider institutional and technological concerns that can be common across the Ministry. This review would need to be a constant and iterative process, and the initiatives suggested may need to be updated / amended on a regular basis, with required customisation. The advantage of such capacity building strategy is that it will increase expertise within the Ministry and better align them with organisational goals/objectives. However, based on the preliminary assessment, the Ministry may undertake and implement the immediate priority initiatives, and critical initiatives followed by long-term capacity enhancement initiatives.

## 5.1 Potential Training Institutes and Platforms

Potential training interventions have been suggested through various courses available on multiple training platforms/Institutions. Training Interventions include induction programs, online trainings, classroom training programs, internal knowledge sharing sessions, regular/refresher/ progressive courses etc. Based on the availability of courses and the level of training required, the potential interventions have been categorized under aforesaid types.



**Figure 14: Categorization of Training Institutes and Platforms**

*The list displayed below the categories are illustrative and non-exhaustive*

## 5.2 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 3, 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 digital training platforms – iGOT Karmayogi Platform (Refer to annexures for detailed description)

### 1. Training Interventions for Behavioral Competencies

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
1	Communication	Effective communication	Basic	5 Hours 34 mins
2	Communication	Citizen Centric Communication	Basic	50 mins
3	Decision Making & Problem Solving	Data driven decision making for the government	Basic	2 Hour 30 mins
4	Decision Making & Problem Solving	Problem Solving and Decision Making	Basic	1 Hour 40 mins
5	Decision Making & Problem Solving	Problem Solving	Basic	35 mins
6	Critical Thinking	Problem Solving and Decision Making	Basic	1 Hour 40 mins
7	Emotional Intelligence	Increasing your Emotional Quotient	Basic	1 Hour
8	Emotional Intelligence	Emotional Intelligence	Basic	45 mins
9	Empathy	Emotional Intelligence	Basic	45 mins
10	Empathy	Ethics & Values	Basic	50 mins
11	Empathy	Code of conduct for government employees	Basic	35 mins
12	Leadership	COMMIT: Leadership	Basic	1 hour 30 mins
13	Leadership	Self-Leadership	Basic	1 hour 16 mins
14	Presentation Skills	Ways of enhancing presentation	Basic	1 hour 25 mins
15	Self-Confidence	Increasing your emotional quotient	Basic	1 hour 17 mins

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
16	Motivation	Motivation	Basic	1 hour 8 mins
17	Motivation	Understanding motivation	Basic	1 hour 35 mins
18	Stress Management	Stress Management	Basic	1 hour 15 mins
19	Stress Management	Yoga for excellence	Basic	1 hour 10 mins
20	Teamwork	COMMIT: Teambuilding	Basic	1 hour 20 mins
21	Time Management	Time Management	Basic	1 hour 15 mins
22	Initiative	Motivation	Basic	1 hour 8 mins
23	Initiative	Understanding motivation	Basic	1 hour 35 mins

## 2. Training Interventions for Functional Competencies

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
1	Administrative Communication	Preparation of Cabinet Notes	Basic	5 hours 10 mins
2	Administrative Communication	Noting & Drafting	Basic	2 hours
3	Administrative Communication	Office Procedure	Basic	1 hour 15 mins
4	General Financial Rules	Public Procurement Framework of Gol	Basic	1 hour 55 mins
5	Parliamentary Matters	Parliamentary Procedures	Basic	2 hours
6	Parliamentary Matters	Parliament at work	Basic	5 hours 41 mins
7	Digital Fluency	Microsoft Excel for Beginners	Basic	7 Hours 3 mins
8	Digital Fluency	Excel Advanced	Advanced	3 hours 49 mins
9	Digital Fluency	Microsoft PowerPoint for Beginners	Basic	3 hours 17 mins
10	Digital Fluency	PowerPoint Advance	Advanced	2 hours 18 mins
11	Digital Fluency	Microsoft Word for Beginners	Basic	2 hours 56 mins
12	Digital Fluency	Word Advanced	Advanced	2 hours 49 mins
13	Digital Fluency	Microsoft Teams	Basic	2 hours 24 mins
14	Digital Fluency	Microsoft Outlook	Basic	2 hours 3 mins
15	Digital Fluency	Microsoft One Drive	Basic	1 hour 22 mins
16	Budgeting & Accounting	Budget	Basic	1 hour 40 mins
17	Budgeting & Accounting	Govt Accounting System	Basic	54 mins
18	Budgeting & Accounting	Budgetary System in Government	Basic	45 mins
19	Budgeting & Accounting	Accrual Accounting	Basic	47 mins
20	Budgeting & Accounting	Finance & Accounts	Basic	41 mins

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
21	Data Analytics	Data driven decision making	Basic	2 hours 30 mins
22	RTI	Right to Information Act - Part 1	Basic	55 mins
23	RTI	Right to Information Act, 2005 - Part 2	Basic	41 mins
24	RTI	Landmark Judgement- RTI Act 2005	Basic	1 hour 10 mins
25	Establishment Matters	Annual Performance Appraisal Report (APAR)	Basic	30 mins
26	Establishment Matters	Leave Rules	Basic	55 mins
27	Establishment Matters	Pay Fixation	Basic	43 mins
28	Establishment Matters	Pensionary Benefits	Basic	55 mins
29	Establishment Matters	Consultation with UPSC in disciplinary cases	Basic	22 mins
30	Establishment Matters	Consolidated instruction on suspension	Basic	1 hour
31	Establishment Matters	Central Government Employees Group Insurance Scheme (CGEGIS)	Basic	11 mins
32	Establishment Matters	FR&SR	Basic	50 mins
33	Establishment Matters	FR&SR	Basic	3 hours 54 mins
34	Establishment Matters	Prevention, Prohibition and Redressal of Sexual Harassment of women at workplace	Basic	1 hour 51 mins
35	Establishment Matters	Conduct Rules	Basic	55 mins
36	Establishment Matters	Leave Travel Concession	Basic	1 hour 7 mins
37	Project Management	Project Management	Basic	41 mins
38	Project Management	Project Management	Basic	2 hours

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
39	Conduct Rules	Conduct Rules	Basic	55 mins
40	Conduct Rules	Code of conduct for government employees	Basic	35 mins
41	GeM	Catalogue Management	Basic	42 min 16 sec
42	GeM	Introduction to GeM for buyers	Basic	1 hour 2 min
43	GeM	Government E Marketplace	Basic	1 hour 9 mins
44	GeM	Mode of Procurement (Product)	Basic	3 hours 15 mins
45	GeM	Procurement Process	Basic	3 hours 6 mins
46	GeM	Mode of Procurement (Service)	Basic	1 hour 40 mins
47	GeM	Invoicing & Payment Process	Basic	17 mins 53 sec
48	GeM	Payment Process for buyers	Basic	2 hours 7 mins
49	GeM	Introduction to sellers and service providers	Basic	5 mins 27 sec
50	GeM	Bid Participation	Basic	21 mins 6 sec
51	GeM	Vendor Registration	Basic	20 mins
52	GeM	Buyer Dashboard	Basic	1 hour 28 mins

### 3. Training Interventions for Domain Competencies

S.No.	Competency Name	Training Course	Training Level (Basic/ Advance)	Training Duration
1	E-Governance	Basics of e-governance & Digital India	Basic	1 hour 35 mins
2	Sustainable Finance-ESG	A course on Environmental Social and Governance	Basic	1 Hour 21 mins
3	Accident during construction and operations	Safety, Accident Prevention and Disaster Management	Advanced	11 hours 37 mins
4	Sanitation	Orientation on faecal sludge and septage management	Basic	2 hours 8 mins
5	Sanitation	Co-treatment of faecal sludge and septage with sewage at STP	Basic	2 hours 44 mins
6	SBM Guidelines	Swachh Bharat Mission-An overview	Basic	45 mins
7	Public Finance	Public Finance under Cooperative Federalism	Basic	2 hours 35 mins
8	Knowledge of portals: Pragati, NIP IIG, PMG, OCMS, Gati Shakti, e samiksha	PM Gati Shakti	Basic	2 hours 9 mins

## 5.3 Mid to Long Term Priority Initiatives

Mid- to long-term efforts may include training initiatives that are specially arranged/ curated/ scheduled according to the needs of the Ministry and delivered in partnership with inter-Ministerial/ Government/ Commercial institutes, and these may be taken up within 4 to 12 months timeline.

To provide such training, the Ministry may collaborate with its own attached institutions, 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. (Refer to the annexures for detailed description)

### 1. Training Interventions for Behavioral Competencies

S.No	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
1.	Communication	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Be a Master Communicator	Basic	1 Hour
2.	Communication	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Brisk Business Administrator - All about Communications	Basic	1 hour 30 mins
3.	Communication	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Speaking Effectively	Basic	8 Hours
4.	Communication	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Workshop on Communication Skills	Advanced	--
5.	Communication	Other - Ministerial Institutes	Indian Institute of Mass Communication	Communication Theory & Development communication	Advanced	--
6.	Communication	Other Govt. Institute (Indian Universities)	IIM Calcutta	Communication and Presentation Skills	Advanced	5 Days
7.	Decision Making & Problem Solving	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Making Decision	Basic	5 Hours 35 mins

S.No	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
8.	Decision Making & Problem Solving	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Problem Solving and Knowledge Application	Basic	1 Hour
9.	Decision Making & Problem Solving	Other - Ministerial Institutes	National Institute of Labor Economics Research and Development (NILERD)	Problem Solving, Decision Making and Stress Management	Advanced	--
10.	Critical Thinking	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Connecting the dots	Basic	3 Hours
11.	Critical Thinking	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Problem Solving and Knowledge Application	Basic	1 Hour
12.	Critical Thinking	Other - Ministerial Institutes	Indian Institute of Public Administration (IIPA)	Strategic Thinking	Basic	--
13.	Critical Thinking	Other Govt. Institute (Indian Universities)	IIM Indore	Strategic Thinking	Advanced	4 Days
14.	Emotional Intelligence	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Emotional Intelligence - Basic & Intermediate	Basic	3 Hours
15.	Emotional Intelligence	Other - Ministerial Institutes	National Institute of Defence Estates Management	Nurturing Emotional Quotient	--	--
16.	Emotional Intelligence	Other - Ministerial Institutes	Indian Railways Institute of Transport Management	Ethical leadership and emotional intelligence	--	--
17.	Empathy	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Stress management, OB, ethics, values, gender sensitization, emotional intelligence,	Basic	--

S.No	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
				leadership and communication skills, sexual harassment, critical thinking and problem solving		
18.	Empathy	Private Sector (Online Platform)	Udemy	Communicating with empathy	Basic	1 Hour
19.	Ethics	Other - Ministerial Institutes	National Institute of Defence Estates Management	Ethics and Values in Public Governance	--	--
20.	Leadership	Other Govt. Institute (Indian Universities)	IIM Lucknow	Strategic Thinking and Leadership	Advanced	4 days
21.	Leadership	Other Govt. Institute (Indian Universities)	IIM Calcutta	Interpersonal Effectiveness and Leadership Excellence	Advanced	5 days
22.	Presentation Skills	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Making Presentations like a Pro	Basic	2 Hours
23.	Presentation Skills	Other Govt. Institute (Indian Universities)	IIM Calcutta	Communication and Presentation Skills	Advanced	5 Days
24.	Self-Confidence	Other - Ministerial Institutes	IIPA	Self Confidence	Basic	--
25.	Motivation	Other - Ministerial Institutes	Central Bureau of Investigation Academy	Stress Management & Motivation	Advanced	--
26.	Motivation	Other - Ministerial Institutes	Indian institute of mass communication	Motivation/Team Building/ Leadership	Advanced	--

S.No	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
27.	Stress Management	Other - Ministerial Institutes	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	Advanced	--
28.	Stress Management	Other - Ministerial Institutes	Lal bahadur shastri national academy of administration	Stress management and mental wellbeing	Advanced	
29.	Stress Management	Other - Ministerial Institutes	Central Bureau of Investigation Academy	Stress Management & Motivation	Advanced	--
30.	Stress Management	Other - Ministerial Institutes	Institute of Government Accounts and Finance	MDP on Managing Stress and Improving Organizational Effectiveness	Advanced	
31.	Stress Management	Other Govt. Institute (Indian Universities)	IIM Lucknow	Managerial effectiveness through stress management	Advanced	--
32.	Initiative	Other - Ministerial Institutes	Central Bureau of Investigation Academy	Stress Management & Motivation	Advanced	--
33.	Initiative	Other - Ministerial Institutes	Indian institute of mass communication	Motivation/Team Building/ Leadership	Advanced	--

## 2. Training Interventions for Functional Competencies

S.NO	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
1.	Administrative Communication	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Noting, Drafting and Preparing Cabinet Notes	Advanced	--
2.	General Financial Rules	Other - Ministerial Institutes	Indian Statistical Service Training Division	GFR- procurement of goods and services	--	--
3.	Parliamentary Matters	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Handling Parliamentary Matters	Basic	--
4.	Parliamentary Matters	Other - Ministerial Institutes	Indian Institute of Mass Communication	Parliament Attachment	--	--
5.	Parliamentary Matters	Other - Ministerial Institutes	National Academy of Indian Railways	Centralized training- personnel: legal management, gender sensitization, project management, reservation and parliament training	--	--
6.	Digital Fluency	Other - Ministerial Institutes	Institute of Secretariat Training and Management	MS Office	--	--
7.	Budgeting & Accounting	Other - Ministerial	Institute of Secretariat Training and Management	Formulation and Implementation	--	--

S.NO	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
		Institutes		of budget and income tax		
8.	Budgeting & Accounting	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Outcome Budget Workshop	--	--
9.	Budgeting & Accounting	Other - Ministerial Institutes	Indian Statistical Service Training Division	Budget	Advanced	--
10.	Budgeting & Accounting	Other - Ministerial Institutes	Arun Jaitley National Institute of Financial Management	Budgeting, Accounting & Financial Management in Govt. sector	Advanced	3 weeks
11.	Budgeting & Accounting	Other - Ministerial Institutes	Arun Jaitley National Institute of Financial Management	MDP on Finance for Non-Finance Executives	Advanced	
12.	Data Analytics	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Big Data Foundation	Advanced	50 hours
13.	Data Analytics	Other - Ministerial Institutes	Arun Jaitley National Institute of Financial Management	Python for Data Science	Advanced	40 hours
14.	Data Analytics	Other - Ministerial Institutes	Arun Jaitley National Institute of Financial Management	Financial Econometrics using R	Advanced	40 hours
15.	Data Analytics	Other - Ministerial Institutes	Indian Statistical Service Training Division	IT and Data Analytics	--	--

S.NO	Competency Name	Training Platforms Type	Training Platforms (Institute)	Training Course	Training Level (Basic/ Advance)	Training Duration
16.	Data Analytics	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Big data analytics in government	--	--
17.	RTI	Other - Ministerial Institutes	Institute of Secretariat Training and Management	RTI-Public Information Officers	--	--
18.	RTI	Other - Ministerial Institutes	Institute of Secretariat Training and Management	Right to Information - Appellate Authority	--	--
19.	RTI	Other - Ministerial Institutes	National Institute of Defence Estates Management	Vigilance, Contract Management and RTI ACT	--	--
20.	Project Management	MeitY - Future Skills Prime	The National Association of Software and Service Companies (NASSCOM) - MeitY	Project Management	Basic	6 hours

## 6. Organisational Capacity Building Plan Initiative

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

1. Processes
2. Resources and Assets
3. Partnerships & Relationship
4. Technology and Data
5. Personnel management

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

Intervention Type	Category	Recommendations
Processes	Knowledge generation and management	<ul style="list-style-type: none"> <li>• <b>Process and output documentation:</b> Documenting all processes and related outputs of MoHUA such that they are easily accessible</li> <li>• <b>Knowledge transfer:</b> Knowledge transfer or brain-storming 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. This can also be done by organizing team building retreats and leadership workshops for senior management officers</li> </ul>
Resources and Assets	Infrastructure development	<ul style="list-style-type: none"> <li>• Documenting case studies of successful projects/ programs/ schemes conducted by MoHUA through workshops</li> <li>• Establishment of training labs with proper budget allocation for MoHUA Training Centres, Institutes and Academies</li> </ul>
Partnerships and Relationships	Partner and outreach program	<ul style="list-style-type: none"> <li>• Outreach system for citizens through mobile/ web-based applications/contact centre for MoHUA schemes and initiatives</li> <li>• Forging strategic partnerships with state departments, civil society organizations, and academic institutions to enhance coordination, information sharing, and community engagement. These collaborations will leverage expertise, resources, and knowledge to address issues related to urban planning and</li> </ul>

Intervention Type	Category	Recommendations
		promote evidence-based policymaking and professional skill development for ministry personnel
Technology and data	Data and Asset Management	<ul style="list-style-type: none"> <li>• 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</li> <li>• Comprehensive data management system to centralize and streamline data collection, storage, and retrieval processes across different departments and agencies within the ministry</li> <li>• An automated asset tracking system to monitor the acquisition, allocation, utilization, and disposal of assets within the ministry</li> </ul>
Personnel Management	Training Support (Learning and Development)	<ul style="list-style-type: none"> <li>• Continuous support of Capacity Building Unit (CBU) for leading the Learning and Development agenda of MoHUA</li> <li>• Identification of policy interventions to improve and sustain capacity building efforts. In this regard, a training policy can be formulated which will help in sustaining the efforts of capacity building initiatives</li> <li>• A monitoring and evaluation framework should be developed to measure the efforts of capacity building initiatives</li> <li>• Hiring/appointing/bringing onboard Subject Matter Experts either on a part-time or full-time basis</li> </ul>

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



**Capacity Building Commission, Government of India**

22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

# Annexures

## Annexure 1: List of training interventions for functional competencies

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
1	Administrative Communication	Preparation of Cabinet Notes	5 hours 10 mins	Online	iGOT	Basic	Q1
2		Noting & Drafting	2 hours	Online	iGOT	Basic	Q1
3		Office Procedure	1 hour 15 mins	Online	iGOT	Basic	Q1
4		Noting, Drafting and Preparing Cabinet Notes	--	--	Institute of Secretariat Training and Management	Advanced	Q2
5	General Financial Rules	Public Procurement Framework of Gol	Online	1 hour 55 mins	iGOT	Basic	Q1
6		GFR- procurement of goods and services	--	--	Indian Statistical Service Training Division	--	Q2
7	Parliamentary Matters	Parliamentary Procedures	Online	2 hours	iGOT	Basic	Q1
8		Parliament at work	Online	5 hours 41 mins	iGOT	Basic	Q1
9		Handling Parliamentary Matters	--	--	Institute of Secretariat Training and Management	Basic	Q2
10		Parliament Attachment	--	--	Indian Institute of Mass Communication	--	Q2

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
11		Centralized training-personnel: legal management, gender sensitization, project management, reservation and parliament training	--	--	National Academy of Indian Railways	--	Q2
12	Digital Fluency	Microsoft Excel for Beginners	7 Hours 3 mins		iGOT	Basic	Q1
13		Excel Advanced	3 hours 49 mins		iGOT	Advanced	Q1
14		Microsoft PowerPoint for Beginners	3 hours 17 mins		iGOT	Basic	Q1
15		PowerPoint Advance	2 hours 18 mins		iGOT	Advanced	Q1
16		Microsoft Word for Beginners	2 hours 56 mins		iGOT	Basic	Q1
17		Word Advanced	2 hours 49 mins		iGOT	Advanced	Q1
18		Microsoft Teams	2 hours 24 mins		iGOT	Basic	Q1
19		Microsoft Outlook	2 hours 3 mins		iGOT	Basic	Q1
20		Microsoft One Drive	1 hour 22 mins		iGOT	Basic	Q1
21			MS Office	--		Institute of Secretariat Training and Management	--

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
22	Budgeting & Accounting	Budget	1 hour 40 mins		iGOT	Basic	Q1
23		Govt Accounting System	54 mins	Online	iGOT	Basic	Q1
24		Budgetary System in Government	45 mins	Online	iGOT	Basic	Q1
25		Accrual Accounting	47 mins	Online	iGOT	Basic	Q1
26		Finance & Accounts	41 mins	Online	iGOT	Basic	Q1
27		Formulation and Implementation of budget and income tax	--	--	Institute of Secretariat Training and Management	--	Q2
28		Outcome Budget Workshop	--	--	Institute of Secretariat Training and Management	--	Q2
29		Budget	--	--	Indian Statistical Service Training Division	Advanced	Q2
30		Budgeting, Accounting & Financial Management in Govt. sector	3 weeks	--	Arun Jaitley National Institute of Financial Management	Advanced	Q3
31		MDP on Finance for Non-Finance Executives			Arun Jaitley National Institute of Financial Management	Advanced	Q3
32	Data Analytics	Data driven decision making	2 hours 30 mins	Online	iGOT	Basic	Q1

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
33		Big Data Foundation	50 hours	Online	FutureSkills Prime	Advanced	Q2
34		Python for Data Science	40 hours	Online	Arun Jaitley National Institute of Financial Management	Advanced	Q2
35		Financial Econometrics using R	40 hours	Online	Arun Jaitley National Institute of Financial Management	Advanced	Q2
36		IT and Data Analytics	--	--	Indian Statistical Service Training Division	--	Q2
37		Big data analytics in government	--	--	Institute of Secretariat Training and Management	--	Q2
38	RTI	Right to Information Act - Part 1	55 mins	Online	iGOT	Basic	Q1
39		Right to Information Act, 2005 - Part 2	41 mins	Online	iGOT	Basic	Q1
40		Landmark Judgement- RTI Act 2005	1 hour 10 mins	Online	iGOT	Basic	Q1
41		RTI-Public Information Officers	--	--	Institute of Secretariat Training and Management	--	Q2
42		Right to Information - Appellate Authority	--	--	Institute of Secretariat Training and Management	--	Q2
43		Vigilance, Contract Management and RTI ACT	--	--	National Institute of Defence Estates Management	--	Q2

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
44	Establishment Matters	Annual Performance Appraisal Report (APAR)	30 mins		iGOT	Basic	Q1
45		Leave Rules	55 mins		iGOT	Basic	Q1
46		Pay Fixation	43 mins		iGOT	Basic	Q1
47		Pensionary Benefits	55 mins		iGOT	Basic	Q1
48		Consultation with UPSC in disciplinary cases	22 mins		iGOT	Basic	Q1
49		Consolidated instruction on suspension	1 hour		iGOT	Basic	Q1
50		Central Government Employees Group Insurance Scheme (CGEGIS)	11 mins		iGOT	Basic	Q1
51		FR&SR	50 mins	Online	iGOT	Basic	Q1
52		FR&SR	3 hours 54 mins	Online	iGOT	Basic	Q1
53		Prevention, Prohibition and Redressal of Sexual Harassment of women at workplace	1 hour 51 mins	Online	iGOT	Basic	Q1
54		Conduct Rules	55 mins	Online	iGOT	Basic	Q1

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
55		Leave Travel Concession	1 hour 7 mins	Online	iGOT	Basic	Q1
56	Project Management	Project Management	41 mins	Online	iGOT	Basic	Q1
57		Project Management	2 hours	Online	iGOT	Basic	Q1
58		Project Management	6 hours	Online	FutureSkills Prime	Basic	Q2
59	Conduct Rules	Conduct Rules	55 mins	Online	iGOT	Basic	Q1
60		Code of conduct for government employees	35 mins	Online	iGOT	Basic	Q1
61	GeM	Catalogue Management	42 min 16 sec	Online	iGOT	Basic	Q1
62		Introduction to GeM for buyers	1 hour 2 min	Online	iGOT	Basic	Q1
63		Government E Marketplace	1 hour 9 mins	Online	iGOT	Basic	Q1
64		Mode of Procurement (Product)	3 hours 15 mins	Online	iGOT	Basic	Q1
65		Procurement Process	3 hours 6 mins	Online	iGOT	Basic	Q1
66		Mode of Procurement (Service)	1 hour 40 mins	Online	iGOT	Basic	Q1

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
67		Invoicing & Payment Process	17 mins 53 sec	Online	iGOT	Basic	Q1
68		Payment Process for buyers	2 hours 7 mins	Online	iGOT	Basic	Q1
69		Introduction to sellers and service providers	5 mins 27 sec	Online	iGOT	Basic	Q1
70		Bid Participation	21 mins 6 sec	Online	iGOT	Basic	Q1
71		Vendor Registration	20 mins	Online	iGOT	Basic	Q1
72		Buyer Dashboard	1 hour 28 mins	Online	iGOT	Basic	Q1

## Annexure 2: List of training interventions for behavioral competencies

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
1.	Communication	Effective communication	5 Hours 34 mins	Online	iGOT	Basic	Q1
2.		Citizen Centric Communication	50 mins	Online	iGOT	Basic	Q1
3.		Be a Master Communicator	1 Hour	Online	Future Skills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
4.		Brisk Business Administrator - All about Communications	1 hour 30 mins	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
5.		Speaking Effectively	8 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
6.		Workshop on Communication Skills	--		Institute of Secretariat Training and Management	Advanced	Q2
7.		Communication Theory & Development communication	--	--	Indian Institute of Mass Communication	Advanced	Q2
8.		Communication and Presentation Skills	5 Days	--	IIM Calcutta	Advanced	Q3
9.	Decision Making &	Data driven decision making for the government	2 Hour 30 mins	Online	iGOT	Basic	Q1

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
10.	Problem Solving	Problem Solving and Decision Making	1 Hour 40 mins	Online	iGOT	Basic	Q1
11.		Problem Solving	35 mins	Online	iGOT	Basic	Q1
12.		Making Decision	5 Hours 35 mins	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
13.		Problem Solving and Knowledge Application	1 Hour	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
14.		Problem Solving, Decision Making and Stress Management	--	--	National Institute of Labor Economics Research and Development (NILERD)	Advanced	Q3
15.	Critical Thinking	Problem Solving and Decision Making	1 Hour 40 mins	Online	iGOT	Basic	Q1
16.		Connecting the dots	3 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
17.		Problem Solving and Knowledge Application	1 Hour	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
18.		Strategic Thinking	--	--	Indian Institute of Public Administration (IIPA)	Basic	Q2
19.		Strategic Thinking	4 Days	--	IIM Indore	Advanced	Q3

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
20.	Emotional Intelligence	Increasing your Emotional Quotient	1 Hour	Online	iGOT	Basic	Q1
21.		Emotional Intelligence	45 mins	Online	iGOT	Basic	Q1
22.		Emotional Intelligence - Basic & Intermediate	3 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
23.		Nurturing Emotional Quotient	--	--	National Institute of Defence Estates Management	--	Q3
24.		Ethical leadership and emotional intelligence	--	--	Indian Railways Institute of Transport Management	--	Q3
25.	Empathy	Emotional Intelligence	45 mins	Online	iGOT	Basic	Q1
26.		Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking and problem solving	--	--	Institute of Secretariat Training and Management	Basic	Q2
27.		Communicating with empathy	1 Hour	Online	Udemy	Basic	Q2
28.		Ethics & Values	50 mins	Online	iGOT	Basic	Q1

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
29.		Code of conduct for government employees	35 mins	Online	iGOT	Basic	Q1
30.	Ethics	Ethics and Values in Public Governance	--	--	National Institute of Defence Estates Management	--	Q2
31.	Leadership	COMMIT: Leadership	1 hour 30 mins	Online	iGOT	Basic	Q1
32.		Self-Leadership	1 hour 16 mins	Online	iGOT	Basic	Q1
33.		Strategic Thinking and Leadership	4 days	Offline	IIM Lucknow	Advanced	Q3
34.		Interpersonal Effectiveness and Leadership Excellence	5 days	--	IIM Calcutta	Advanced	Q3
35.	Presentation Skills	Ways of enhancing presentation	1 hour 25 mins	Online	iGOT	Basic	Q1
36.		Making Presentations like a Pro	2 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2
37.		Communication and Presentation Skills	5 Days	--	IIM Calcutta	Advanced	Q3
38.	Self-Confidence	Increasing your emotional quotient	1 hour 17 mins	Online	iGOT	Basic	Q1
39.		Self Confidence	--	--	IIPA	Basic	Q2

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
40.	Motivation	Motivation	1 hour 8 mins	Online	iGOT	Basic	Q1
41.		Understanding motivation	1 hour 35 mins	Online	iGOT	Basic	Q1
42.		Stress Management & Motivation	--	--	Central Bureau of Investigation Academy	Advanced	Q2
43.		Motivation/Team Building/ Leadership	--	--	Indian institute of mass communication	Advanced	Q2
44.	Stress Management	Stress Management	1 hour 15 mins	Online	iGOT	Basic	Q1
45.		Stress Management	1 hour 54 mins	Online	iGOT	Basic	Q1
46.		Yoga for excellence	1 hour 10 mins	Online	iGOT	Basic	Q1
47.		Stress management, OB, ethics, values, gender sensitization, emotional intelligence, leadership and communication skills, sexual harassment, critical thinking, and problem solving	--	--	Institute of Secretariat Training and Management	Advanced	Q2
48.		Stress management and mental wellbeing			Lal bahadur shastri national academy of administration	Advanced	Q2
49.		Stress Management & Motivation	--	--	Central Bureau of Investigation Academy	Advanced	Q2

S.NO	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform/Location	Level of Course	Timeline
50.		MDP on Managing Stress and Improving Organizational Effectiveness			Institute of Government Accounts and Finance	Advanced	Q2
51.		Managerial effectiveness through stress management	--	--	IIM Lucknow	Advanced	Q3
52.	Teamwork	COMMIT: Teambuilding	1 hour 20 mins	--	iGOT	Basic	Q1
53.	Time Management	Time Management	1 hour 15 mins		iGOT	Basic	Q1
54.	Initiative	Motivation	1 hour 8 mins	Online	iGOT	Basic	Q1
55.		Understanding motivation	1 hour 35 mins	Online	iGOT	Basic	Q1
56.		Stress Management & Motivation	--	--	Central Bureau of Investigation Academy	Advanced	Q2
57.		Motivation/Team Building/ Leadership	--	--	Indian institute of mass communication	Advanced	Q2

## Annexure 3: List of training interventions for domain competencies

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
E-Governance	Basics of e-governance & Digital India	1 hour 35 mins	Online	iGOT	Basic	Q1	AMRUT SCM SBM
	E-Gov and Digital India	5 Days	--	Indian Institute of Public Administration	Basic	Q2	
	E-Governance			National Centre for Good Governance		Q2	
Municipal Finance	Municipal Finance			Indian Institute of Public Administration	Advanced	Q3	LSG SCM
	Municipal Finance			IIT	Advanced	Q3	
	Municipal Finance	3 days	Offline	ISTM	Basic	Q3	
	Alternate Sources of Municipal Finance	25 mins	Online	IIT, Roorkee ((Lecture by Prof. Uttam Kumar Roy)	Basic	Q3	
Sustainable Finance-ESG	A course on Environmental Social and Governance	1 Hour 21 mins	Online	iGOT	Basic	Q1	SBM

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
	ESG: Key to sustainable business	6 months	Online	Indian Institute of Corporate Affairs	Advanced	Q3	
	Sustainable Finance	15 days	Online	IIM-A	Advanced	Q3	
Urban Planning and Management	Urban Development	3 days	Offline	ISTM	Basic	Q3	LSG SCM Economic Urban Development AMRUT
	Urban Development	5 days	Offline	IIPA	Basic	Q3	
	Local Area Plan and Town Planning	3 days	Hybrid	NRSC, Hyderabad	Basic	Q3	
	Local Area Plan and Town Planning	3 days	Hybrid	CEPT SPA IIRS (Dehradun)	Basic	Q4	
Accident during construction and operations	Safety, Accident Prevention and Disaster Management	11 hours 37 mins	Online	iGOT	Advanced	Q1	Urban Transport
	Accident during construction and operations	2-3 Hours	Online	Commissioner of Metro Railway Safety	Basic	Q3	
Application of Drone/UAV Technology for formulation of GIS based Master Plan for Small and Medium towns.			Hybrid	CEPT, IIPA, ITPI, SPA (Delhi), IIRS Dehradun and NRSC Hyderabad		Q2	AMRUT

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
IoT	Introduction to IoT	40 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Basic	Q2	SBM SCM AMRUT
	Foundation IoT	51 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Advanced	Q2	
	Course on Internet of Things	48 Hours	Online	FutureSkills Prime (The National Association of Software and Service Companies (NASSCOM) – MeitY)	Advanced	Q2	

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
Sustainable Sanitation Systems/ Solid Waste Management/Liquid Waste Management	In-house knowledge sharing session	2-3 days	Hybrid	MoHUA	Advanced	Q2	SBM
	Sanitation Safety and Planning			Centre for Science and Environment		Q2	
				Institute of Town Planners		Q3	
				CEPT (Centre for water and sanitation)		Q4	
	Orientation on faecal sludge and septage management	2 hours 8 mins	Online	iGOT		Q1	
	Co-treatment of faecal sludge and septage with sewage at STP	2 hours 44 mins	Online	iGOT		Q1	
	Sustainable Solid Waste Management	2 weeks	Hybrid	WASH Institute	Advanced	Q3	
	Sustainable Solid Waste Management			Centre for Science and Environment		Q3	
	Sustainable Solid Waste Management			Institute of Town Planners		Q4	
	Sustainable Solid Waste Management			CEPT (Centre for water		Q4	

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
				and sanitation)			
	Understanding of enablers of SBM (IEC, BCC, Swachh Survekshan, Swachhta certification: ODF, ODF+, Water+, GFC, digitalization in waste management: ICT, IoT, GIS, RFID, etc.,			MoHUA		Q3	
Understanding Detailed Project Report (DPR) of Metro Rail ( i.e DMRC Projects) & RRTS ( Regional Rapid Transit Systems) projects		3-5 days	Online	Institute of Urban Transport	Advanced	Q3	Urban Transport
				Delhi Metro Rail Academy		Q3	
Metro Rail Policy & Project	In-house knowledge sharing session			MoHUA		Q3	Urban Transport
				Delhi Metro Rail Academy		Q3	
Social Mobilization and Institutional Development	In-house knowledge sharing session			MoHUA		Q3	NULM PM SVANidhi
Ease of Living	In-house knowledge sharing session			MoHUA		Q3	SCM
SBM Guidelines	Swachh Bharat Mission- An overview	45 mins	Online	iGOT	Basic	Q1	SBM

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
	In-house knowledge sharing session	2-3 days	Hybrid	MoHUA		Q2	
Innovation and Special Projects	In-house knowledge sharing session			MoHUA		Q3	
National Urban Transport Policy (NUTP)	In-house knowledge sharing session			MoHUA		Q3	Urban Transport
	Understanding of national urban transport	1-2 days	Hybrid	Institute of Urban Transport	Advanced	Q3	
Shelter for Urban Homeless	In-house knowledge sharing session			MoHUA		Q3	NULM
	In-house knowledge sharing session			Human Settlement Management Institute		Q3	
Support for Urban Street Vendors	In-house knowledge sharing session			MoHUA		Q3	PM SVANidhi NULM
Urban Transport Planning and Capacity Building Scheme	In-house knowledge sharing session			MoHUA		Q3	Urban Transport
	Understanding of national urban transport	1-2 days	Hybrid	Institute of Urban Transport	Advanced	Q3	
PM SVANidhi scheme guidelines	In-house knowledge sharing session			MoHUA		Q3	PM SVANidhi
Constitution (74th Amendment) Act, 1992	74th Amendment Act	2 days	Offline	ISTM	Advanced	Q3	LSG SCM

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
Model Building Byelaws	In-house knowledge sharing session			MoHUA		Q3	Central Vista SCM
Guidelines for Appraisal and Approval of Public Funded Schemes/Projects	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
				Janagraha Centre for Citizenship & Democracy		Q4	
Street Vendors (Protection of Livelihood and Regulation of Street Vending Act), 2014	In-house knowledge sharing session			MoHUA		Q4	PM SVANidhi
	Induction training, including Global best practices on poverty alleviation, Welfare Schemes of Govt related to poor, Street Vendors Act, Entrepreneurship to urban poor etc.	5 days	Offline	National Institute of Urban Affairs (NIUA)	Advanced	Q4	
RERA Act	In-house knowledge sharing session			MoHUA		Q1	Housing-I
Model Tenancy Act	In-house knowledge sharing session			MoHUA		Q1	Housing-I
Induction training, including Global best practices on poverty alleviation, Welfare Schemes of Govt related to			Offline	National Institute of Urban Affairs		Q1	NULM

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
poor, Street Vendors Act, Entrepreneurship to urban poor etc.							
Guidelines on framing of Micro-credit scheme			Offline	National Institute of Financial Management		Q2	PM SVANidhi
Promotion of a non-handicapping Environment for the Disabled Elderly Persons	In-house knowledge sharing session			MoHUA		Q4	SCM
Solid Waste Management Rules, 2016	In-house knowledge sharing session			MoHUA		Q4	SBM
Land Reforms Act	In-house knowledge sharing session			MoHUA		Q4	AMRUT Delhi Division
The Metro Railways (Construction of Works) Act, 1978	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
The Metro Railways (Operation and Maintenance Act), 2002	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
Smart Cities Mission Guidelines	In-house knowledge sharing session			MoHUA		Q4	SCM
CHEEPO manual on SWM, 2016	In-house knowledge sharing session			MoHUA		Q4	SBM
Induction courses	In-house knowledge sharing session			MoHUA		Q4	AMRUT

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
a. Understanding and Application AMRUT 2.0 guidelines. b. Structure of City Water Balance Plan, City Water Action Plan, Aquifer Management Plan and State Water Action Plan c. Framework and procedure of Pey Jal Survekshan							
Benchmarking for Cost Estimation of Metro Rail Projects	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
Guidelines for Appraisal and Approval of Public Funded Schemes/Projects	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
Instructions for Minimum local content under PPP (Make in India)	In-house knowledge sharing session			MoHUA		Q4	Urban Transport
Understanding of Value Capture Financing (VCF)				Institute of Urban Transport		Q3	Urban Transport

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
Understanding the concept of circular economy - Intelligent production, use and waste routes for the Environment and society				International Council for Circular Economy		Q3	SBM
Understanding of Green Bonds/ Climate Bonds				UNDP (Learning For Nature)		Q4	SBM
Understanding of Land Issues (Convergence, Mutation and Substitution)			Hybrid	Administrative Staff College of India		Q2	Urban Transport
Understanding of Transfer of property acts			Hybrid	Administrative Staff College of India		Q2	L&DO
Understanding of Hindu Properties Act			Hybrid	Administrative Staff College of India		Q2	L&DO
Understanding of Land acquisition act			Hybrid	Administrative Staff College of India		Q3	L&DO
Understanding of Power of attorney 1892			Hybrid	Administrative Staff College of India		Q3	L&DO

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
Understanding of Land rates (Misuse Charge, damage charges)			Hybrid	Administrative Staff College of India		Q3	L&DO
Understanding of Sanction Building Plan			Hybrid	Administrative Staff College of India		Q3	L&DO
E-Sampada	In-house knowledge sharing session		Offline	MoHUA		Q1	DoE
Public Premises (Eviction of Unauthorized Occupants) Act, 1971	In-house knowledge sharing session		Offline	MoHUA		Q1	DoE
Requisition and Acquisition of Immovable Property Act, 1952	In-house knowledge sharing session		Offline	MoHUA		Q1	DoE
Understanding and application of Central Vista Project guidelines	In-house knowledge sharing session		Offline	MoHUA		Q1	Central Vista
Heritage Conservation	In-house knowledge sharing session		Offline	MoHUA		Q1	Central Vista
e-governance and online building construction permission system	In-house knowledge sharing session		Offline	MoHUA		Q1	Central Vista
Understanding Complaint handling Mechanisms			Hybrid	Central Vigilance Commission (CVC)		Q1	Vigilance

Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Mode of delivery	Platform /Location	Level of Course	Timeline	Division
Prevention of Corruption Act				Central Vigilance Commission (CVC)		Q1	Vigilance
Grant of Vigilance Clearance / Vigilance Status				ISTM		Q1	Vigilance
Knowledge of portals: Pragati, NIP IIG, PMG, OCMS, Gatishakti , e samiksha	PM Gatishakti	2 hours 9 mins	Online	iGOT	Basic	Q1	Urban Transport
	Understanding of PRAGATI Portal, NIP-IIG portal, PMG portal, OCMS portal, PM GatiShakti, e-Samiksha portal	2-3 hours	Online	Institute of Urban Transport	Basic	Q2	

## Annexure 4: List of overall competencies

### 1. 35 distinct behavioural competencies

1. Communication
2. Leadership
3. Emotional Intelligence
4. Presentation Skills
5. Stress Management
6. Decision Making & problem Solving
7. Initiative
8. Professionalism
9. Self Confidence
10. Critical Thinking
11. Motivation
12. Time Management
13. Empathy
14. Ethics
15. Teamwork
16. Analytical Thinking
17. Strategic Thinking
18. Outcome Orientation
19. Inquisitiveness
20. Accountability
21. Attention to Detail
22. Citizen centric approach
23. Delivering at pace
24. Flexible thinking
25. Innovative thinking
26. Self-Confidence
27. Resilience
28. Stakeholder Management
29. Team Building
30. Conflict Resolution & Negotiation
31. Interpersonal Effectiveness
32. People Management
33. Planning and organizing
34. Problem solving
35. Self Motivation

## 2. 42 distinct functional competencies

1. Administrative communication
2. GFR
3. Parliamentary matters
4. Digital Fluency
5. Budgeting & Accounting
6. Data Analytics
7. DFPR
8. RTI
9. Establishment Matters
10. PFMS
11. Project Management
12. Conduct rules
13. Legal and court proceedings
14. Drafting & Vetting of Contract/MoU/RFP/EOI
15. GeM
16. Financial Management
17. Planning and Organization
18. Data Management
19. Leave Rules/LTC Rules
20. Manual for Procurement of Consultancy and Services
21. Manual of Procurement for Goods & Services
22. Pension Rules
23. Social Media
24. Allocation of Business Rules
25. Audit
26. Delegation
27. Impact assessment of Government schemes
28. Transaction of Business Rules
29. Comparison/examination of proposal with existing policy guidelines of scheme
30. CSCMS/EHRMS etc. and other portals
31. E-Office
32. Fundamental Rules & Supplementary Rules
33. Maintenance of records
34. Management of MIS portal
35. Output/Outcome Assessment
36. Project Viability
37. Receipt and Payment Rules
38. 15th Finance Commission
39. Manual of Procurement for Works
40. Mission-mode management
41. Vigilance related issues
42. VIP references

## 3. Domain Competency Areas

### ▪ 62 Domain Knowledge Areas

- |   |  |   |
|---|--|---|
| 1. e-Governance   | GIS-based Master, Plans for AMRUT  | 42. DARPG/ Department of Consumer Affairs framework for disposal of Grievances      |
| 2. Municipal finance  | Cities/LAP/TPS/Urban Planning/Centre of Excellence                                       | 43. Ease of Doing Business  |
| 3. Financial Instruments  | 23. Machine Learning   | 44. Environment issues  |
| 4. Sustainable finance- ESG (Environmental, Social and Governance)  | 24. Membership of CLGF   | 45. Establishment matters of TCPO   |
| 5. Urban Planning and Management  | 25. Mission Mode Management  | 46. Functions and framework prescribed by Ministry of Finance/ Un-habitat           |
| 6. Accident during construction and operations  | 26. Preparing stand of MoHUA for Court cases pertaining to DAY-NULM Scheme               | 47. Implementation and Supplementary agreements for Technical Cooperation projects. |
| 7. Internet of Things (IoT)   | 27. Procedures to deal with Centrally Sponsored Schemes                                  | 48. Infrastructure planning   |
| 8. Sustainable Sanitation Systems   | 28. Public-Private Partnership   | 49. Mass Rapid Transit System   |
| 9. Sustainable Solid waste management system and its components   | 29. Sustainability   | 50. Micro-Credit  |
| 10. Understanding Detailed Project Report (DPR) of Metro Rail (i.e DMRC Projects) & RRTS ( Regional Rapid Transit Systems) projects | 30. Technologies specific to Water Supply & Sewerage Management                          | 51. Organizing challenges/surveys   |
| 11. Knowledge of housing sector   | 31. Twinning of Cities   | 52. Policies & Technologies specific to Water Supply & Sewerage Management          |
| 12. Technologies specific to Urban Infrastructure, Land Management, Planning & Monitoring etc. E.g., GIS                            | 32. Understanding of court cases pertaining to land relates issues                       | 53. Processes involved in filing OA.  |
| 13. Circular Economy  | 33. Understanding of Land Issues (Convergence, Mutation and Substitution)                | 54. Public Health   |
| 14. Climate Change, Disaster Management and Resilient Cities  | 34. Understanding of Land rates (Misuse Charge, damage charges)                          | 55. Quasi Judicial System & Litigation Matters                                      |
| 15. Data Analytics  | 35. Understanding of Sanction Building Plan  | 56. Record Retention Schedule   |
| 16. Digital Payments  | 36. Urban Planning; including Municipal Services, Municipal Finance and Urban Governance | 57. Regional Rapid Transit System   |
| 17. Drafting legislations   | 37. Urban Transport  | 58. Retention and Allotment of Office Space   |
| 18. e-sampada   | 38. Allotment Rules  | 59. Smart Cities  |
| 19. Grants in aid to Regional Centers   | 39. Appraisal Guidelines for Metro Rail Project Proposal                                 | 60. Standing Committee  |
| 20. Green Bond Framework  | 40. Bank Linkage   | 61. Submission of matter related to DCN   |
| 21. IEC, BCC and Capacity building  | 41. Basics of accounting   | 62. UMTC  |
| 22. Implementation Sub-scheme on: Formulation of  |  |   |

## ▪ 20 distinct Policies and Schemes

- |  |  |                        |
|--|--|------------------------|
| 1. Metro Rail Policy & Project                                   | 11. Capacity Building and Training   | 20. Scheme of DAY-NULM |
| 2. Social Mobilization and Institutional Development             | 12. Ease of doing business   |                        |
| 3. Ease of living  | 13. Employment through skill training and placement, NIPUN                     |                        |
| 4. SBM Guidelines  | 14. Interpretation of articles and rules                                       |                        |
| 5. Innovation and Special Projects                               | 15. National Transit Oriented Development (TOD) Policy                         |                        |
| 6. National Urban Transport Policy (NUTP)                        | 16. Augmentation of City Bus Service and GUMI Scheme (under development stage) |                        |
| 7. Shelter for Urban Homeless                                    | 17. Finance commission reports   |                        |
| 8. Support for Urban Street Vendors                              | 18. NULM scheme  |                        |
| 9. Urban Transport Planning and Capacity Building Scheme (UTPCB) | 19. PM GatiShakti  |                        |
| 10. PM SVANidhi scheme guidelines                                |  |                        |

## ▪ 27 distinct Acts and Regulations

- |   |  |   |
|---|--|---|
| 1. Constitution (74th Amendment) Act, 1992  | 10. Civil Procedure Code, 1908                                     | 24. Public premises eviction act        |
| 2. Model Building Byelaws   | 11. Constitution of India  | 25. Rent control act                    |
| 3. Model Municipal Law  | 12. Evidence Act, 1872   | 26. Transfer of property act            |
| 4. Street Vendors (Protection of Livelihood and Regulation of Street Vending Act), 2014 | 13. Limitation Act, 1963   | 27. Plastic Waste Management Rules 2022 |
| 5. Promotion of a non-handicapping Environment for the Disabled Elderly Persons         | 14. Model Tenancy Act  |   |
| 6. Solid Waste Management Rules, 2016   | 15. Public Premises (Eviction of Unauthorized Occupants) Act, 1971 |   |
| 7. Land reforms act   | 16. Requisition and Acquisition of Immovable Property Act, 1952    |   |
| 8. The Metro Railways (Construction of Works) Act, 1978                                 | 17. RERA Act, 2016   |   |
| 9. The Metro Railways (Operation and Maintenance) Act, 2002                             | 18. Displaced persons (compensation & rehabilitation) act          |   |
|   | 19. FDI Act  |   |
|   | 20. Hindu Property Act   |   |
|   | 21. Land Acquisition Act   |   |
|   | 22. Other municipal / local bodies acts                            |   |
|   | 23. Power of Attorney, 1892  |   |

▪ 29 distinct SoPs/Guidelines and Procedures

- |   |   |  |
|---|---|--|
| 1. Smart Cities Mission Guidelines  | 12. URDPFI guidelines   | 24. Opening of Metro Railways for Public Carriage of Passenger Rules, 2013       |
| 2. CPHEEO manual on SWM, 2016   | 13. Model RFPs for ICCC   | 25. PERT Chart   |
| 3. AMRUT and AMRUT 2.0 guidelines   | 14. Transit Oriented Development (TOD)                                    | 26. Project Financing including Component wise cost                              |
| 4. Benchmarking for Cost Estimation of Metro Rail Projects                | 15. Value Capture Financing   | 27. SOPs issued by GoI relating to implementation of big infrastructure projects |
| 5. Guidelines for Appraisal and Approval of Public Funded Scheme/Projects | 16. Appraisal Guidelines for Metro Rail Project Proposal                  | 28. Terms and conditions for allotment of Holiday Homes                          |
| 6. Instructions for Minimum local content under PPP (Make in India)       | 17. General administrative guidelines                                     | 29. Terms and Conditions for sanctioning of Metro Projects                       |
| 7. Portals- Pragati, NIP-IIG, PMG, OCMS, Gatishakti, e-samiksha           | 18. Guidelines issued by concerned Ministries viz. MoRD, MoSJE, MoWCD etc |  |
| 8. CGGPRA Rules 2017  | 19. Metro Railway General Rules, 2013                                     |  |
| 9. Deendayal Antyodaya Yojna-NULM   | 20. Model Building Bye Laws (MBBL)  |  |
| 10. Guidelines on framing of Micro-credit scheme                          | 21. MOP   |  |
| 11. Standard Specifications of MetroLite System                           | 22. National Municipal Accounting Manual (NMAM)                           |  |
|   | 23. Online Building Permission System guidelines                          |  |