



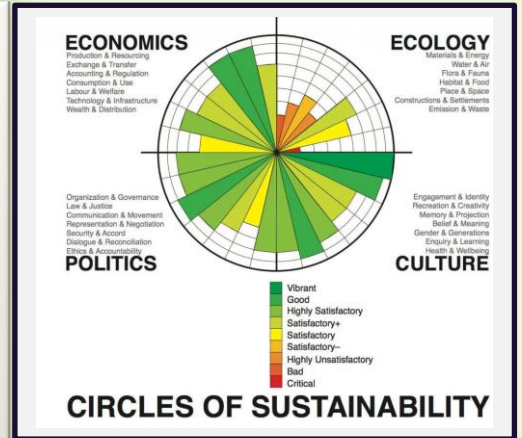
भारत सरकार  
GOVERNMENT OF INDIA

वित्त मंत्रालय  
MINISTRY OF FINANCE



आर्थिक कार्य विभाग  
DEPARTMENT OF  
**ECONOMIC AFFAIRS**

सत्यमेव जयते



# Annual Capacity Building Plan

**THE GLOBAL GOALS**  
For Sustainable Development  
**8 DECENT WORK AND ECONOMIC GROWTH**

**BUSINESS**

**NSI** National Savings Institute  
**FBIL** FINANCIAL BENCHMARKS INDIA PVT. LTD.

**SPMCIL** INFRASTRUCTURE

**CE**  
**COM**  
**ONOMY**



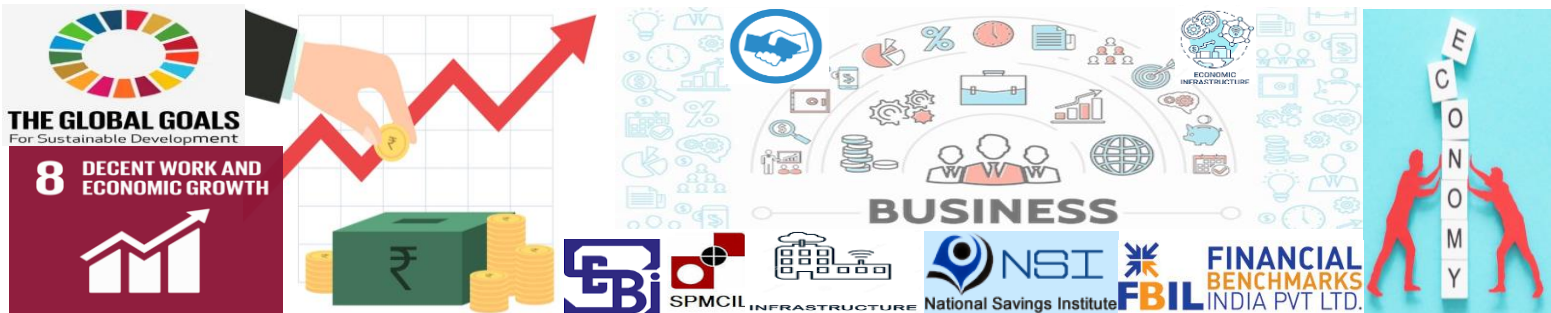
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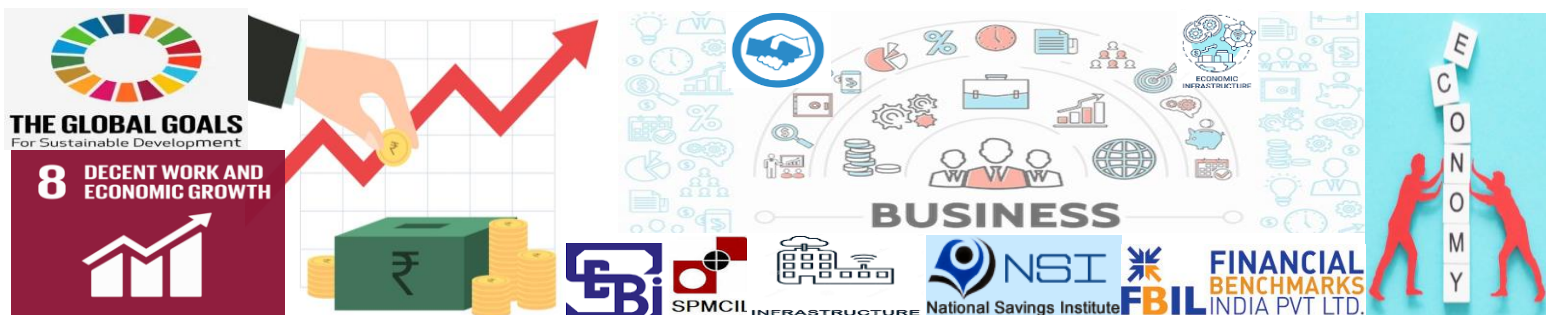
# Ministry of Finance

Government of India

Department of Economic Affairs (DEA)

June 2023





## List of Abbreviations

Abbreviation	Full form
A/SO	Assistant/ Section officer
AAA	Aid, Accounts and Audit
ACBP	Annual Capacity Building Plan
ADB	Asian Development Bank
AjNIFM	Arun Jaitley National Institute of Financial management
AS	Additional Secretary
ASCI	Administrative Staff College of India
BC & SF	Bilateral Cooperation and Sustainable Finance
CAFRAL	Centre for Advanced Financial Research and Learning
CAN	Capacity Need Analysis
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CBU	Capacity Building Unit
CCIL	The Clearing Corporation of India Ltd. (CCIL), Mumbai
CCS	Central civil services (Classification, Control and Appeal) Rules
CTI	Central Training Institutes
DEA	Department of Economic Affairs
DGFT	Director General of Foreign Trade
DoE	Department of Expenditure
EU	European Union
FB	Fund Bank
FM	Financial Markets
FRAC	Framework of Roles, Activities, and Competencies
FSB	Financial Stability Board
FSCS	Financial stability and cyber security
FSRL	Financial Sector reform and legislation
FVCI	Foreign Venture capital Investor
G-20	Group of 20 countries
GARP	Global association of risk professionals
GeM	Government e-marketplace
GeM	Government-marketplace
GFR	General Financial Rules

GFSR	Global Financial Stability Report
Gol	Government of India
GST	Goods and Services Tax
IER	International Economic Relations
IES	Indian Economic Service
IGOT	Integrated Government Online Training
IICM	Indian Institute of Capital Markets, Vashi Mumbai
IIFT	Indian Institute of Foreign trade, New Delhi
IIM	Indian Institute for Management
IIMC	Indian Institute of Mass communication, New Delhi
IIPA	Indian Institute of Public Administration, New Delhi
IIT	Indian Institutes of Technology
IITK	Indian Institute of Technology Kanpur
IMF	International Monetary Fund
IPP	Infrastructure Policy and Planning
ISB	India School of Business
ISD	Infrastructure Support and Development
ISTM	Institute of Secretariat Training and Management, New Delhi
ISTM	Institute of Secretariat Training and Management, New Delhi
JS	Joint Secretary
KPI	Key performance indicators
LBSNAA	Lal Bahadur Shastri National Academy of Administration, Mussoorie
LS Sectt/ RS Sectt	Lok Sabha/ Rajya Sabha secretariat
MDI	Management Development Institute, Gurugram
MDB	Multilateral Development Banks
MDO	Ministry, Department, Organization
MoPA	Ministry of Parliamentary Affairs
NACIN	National Academy of Customs, Indirect taxes and Narcotics
NIBM	National Institute of Bank Management, Pune
NIPFP	National Institute of Public Finance & Policy (NIPFP), New Delhi
NISM	National Institute of Securities Markets, Mumbai
NSSTA	National Statistical Systems Training Academy, New Delhi
OCED	Organisation for economic cooperation and development
ODA	Official Development Assistance
OMI	Other Multilateral Institutions
PFMS	Public Financial management system
PMHRC	Prime Minister's Public Human Resource Council
RBSC	Reserve Bank Staff College, Chennai
RTI	Right to information

SEBI	Securities and Exchange Board of India
TNA	Training needs analysis
ToR	Terms of Reference
UK/USA	United Kingdom/ United States of America
WB	World Bank

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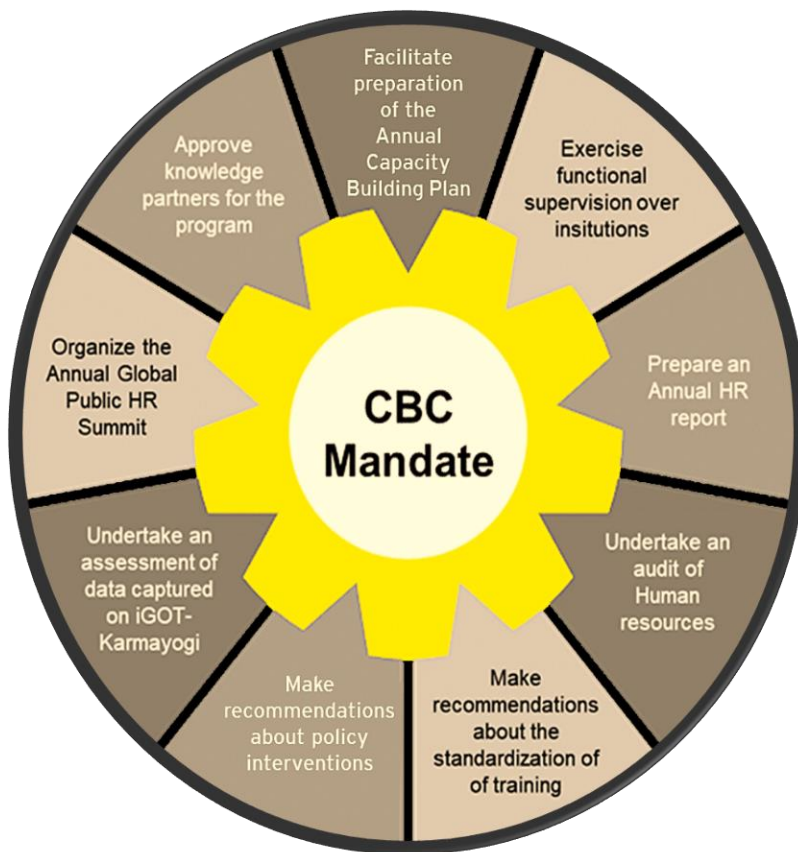
## 1. Executive Summary

Learning is a never-ending process and training is a self-motivated action required for growth and work requirements, executed in-conjunction with interests in mind, roles to be fulfilled and available opportunities. Towards this recognition, a systematic and institutionalised process for training and capacity building with appropriate and need based prospects to learn and train can be provided to public service officers as a continuous process. This report summarises training and capacity building needs at the Department of Economic Affairs (DEA) developed as a consultative process with its officers across seventeen divisions. At the onset approach has been towards a self-assessment and introspection exercise for the divisions and by its personnel. Interventions emanating from this exercise are towards training and others that support capacity building needs at the Department. These can be implemented in a phased manner to achieve short/medium-term to long-term priorities and measures. Present exercise and interventions culled out are a first step towards implementation and assessment. This activity is a rolling and flexible process expected to be incremental in nature replete with a dedicated team. This team may carry forward the exercise and focus on activities such as monitoring progress, updation and evaluation of needs and assess impacts of trainings conducted and outcomes achieved as required for future sustainability.

### 1.1 Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil

**Figure 1: CBC Mandate-Responsibilities of CBC**



Source: DoPT gazette order

Services Capacity Building (NPCSCB) (the "Programme"), in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on a philosophy of creating an ecosystem of "competency driven training and human resource management" by transitioning from a 'rules-based' system to a 'roles-based' system". Mission Karmayogi has six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework (integrated government online training Karmayogi platform (iGOT-Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework. The institutional framework of the Mission includes (i) the apex body, Prime Minister's Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building, (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs), (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of

annual CBPs, (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and (v) programme management unit (PMU) to provide program management and support services.

Under this Programme, the Capacity Building Commission (CBC) was constituted vide a gazette notification dated 1st April 2021 notified by the Department of Personnel and Training (DoPT), Ministry of Personnel, Public grievances and pension. CBC has been set up for functional supervision of civil services training institutions and help develop Capacity Building Plans (CBPs) for all central ministries that includes the Ministry of Finance (MoF). As one of its responsibilities to facilitate preparation of Annual Capacity Building Plans of Ministries, Departments & Organizations (MDO)s and submit collated Plans for approval to the PMHRC. The CBC will monitor and report periodical progress of implementation to the Government too. This document shall be the first ACBP report for Department of Economic Affairs at the MoF.

Under this Program, the Capacity Building Commission (CBC) has been set up for undertaking 11 core tasks, refer figure 1, alongside functional supervision of civil services training institutions and other activities. Towards the tasks of facilitation in preparation of ACBPs, CBC supports various Ministries / Departments/ Organisations (MDO)s towards its development in the initial year. To this end, it has conceptualized and developed Capacity Building Plans (CBPs) for the various Ministries that includes Department of Ministry of Finance, and this particular report is for the Department of Economic Affairs.

## **1.2 Introduction to the exercise**

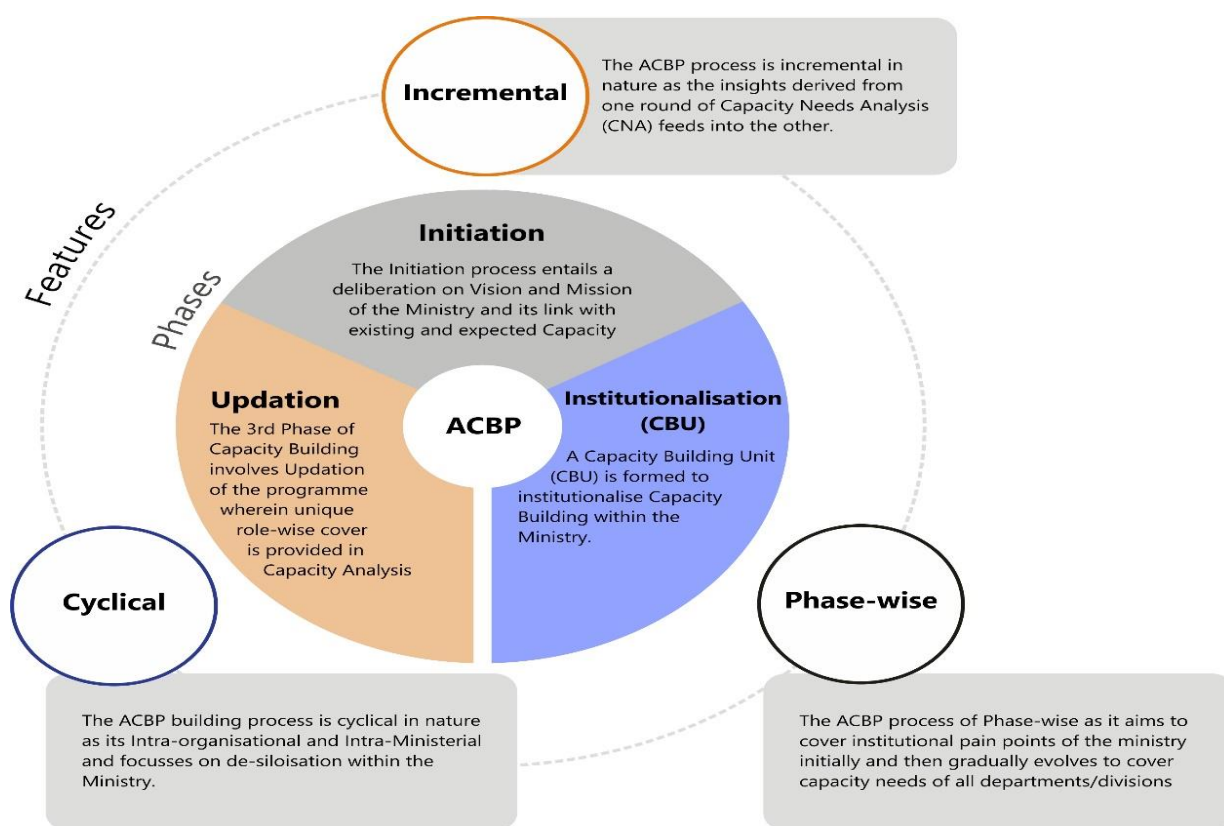
Department of Economic Affairs (DEA), MoF with facilitation from the CBC has committed to creation of annual capacity building plans (ACBP) as a rolling and an incremental exercise. ACBP document intends to fulfill vision set under the 'Mission Karmyogi'- to enhance governance in the country through transformational change in civil service capacity building. The Mission aims to create a 'citizen-centric, future-ready civil service with the right attitudes, skills and knowledge aligned to the vision of a New India'. This ACBP report has been developed in a consultative manner with line associated divisions of the Department. Provided ahead is an overview of the process and allied analysis.

### **1.2.1 Annual Capacity Building Plan (ACBP)**

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas that require intervention within the MDO and provides a macro picture of year-wise capacity building initiatives that cater to those areas. The plan builds on available strengths, it identifies few initial focus areas that demand immediate attention and will gradually evolve over time into a full-fledged plan. The plan follows a cyclical process of preparation as it involves working in tandem with all departments and its divisions. Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded phase-wise wherein a few institutes/divisions are selected for capacity building in the first phase of the exercise.



**Figure 2: ACBP Process flow**



Source: CBP

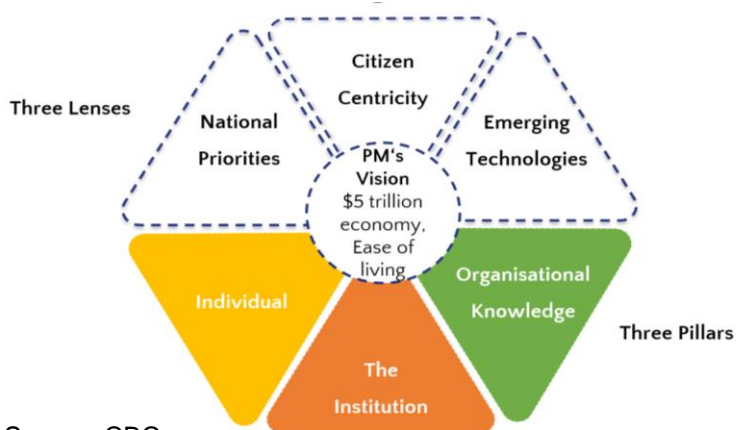
Under the aegis of this highly aspirational initiative, to enhance competency and efficacy at all the levels – individual capacities, organizational processes, and institutional structures. CBC shall oversee planning and implementation of Mission Karmayogi programme, to enable:

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

At an individual level, identification of competency requirements for every unique role at the institution, are targeted for (i) Domain competency which is related to knowledge and expertise related to the sector, division, and the respective focus areas, (ii) Behavioural competency which is related to behaviour and soft skills, and (iii) Functional competency which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

At an organizational level, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimisation, personnel management, partnerships and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc.

**Figure 3: Lenses of capacity needs analysis**



Source: CBC

As highlighted, 'national priorities', 'emerging technologies' and 'citizen centricity' remain the three key lenses of all the interventions planned by CBC, including within the Annual Capacity Building Plans. These lenses have been elaborated below.

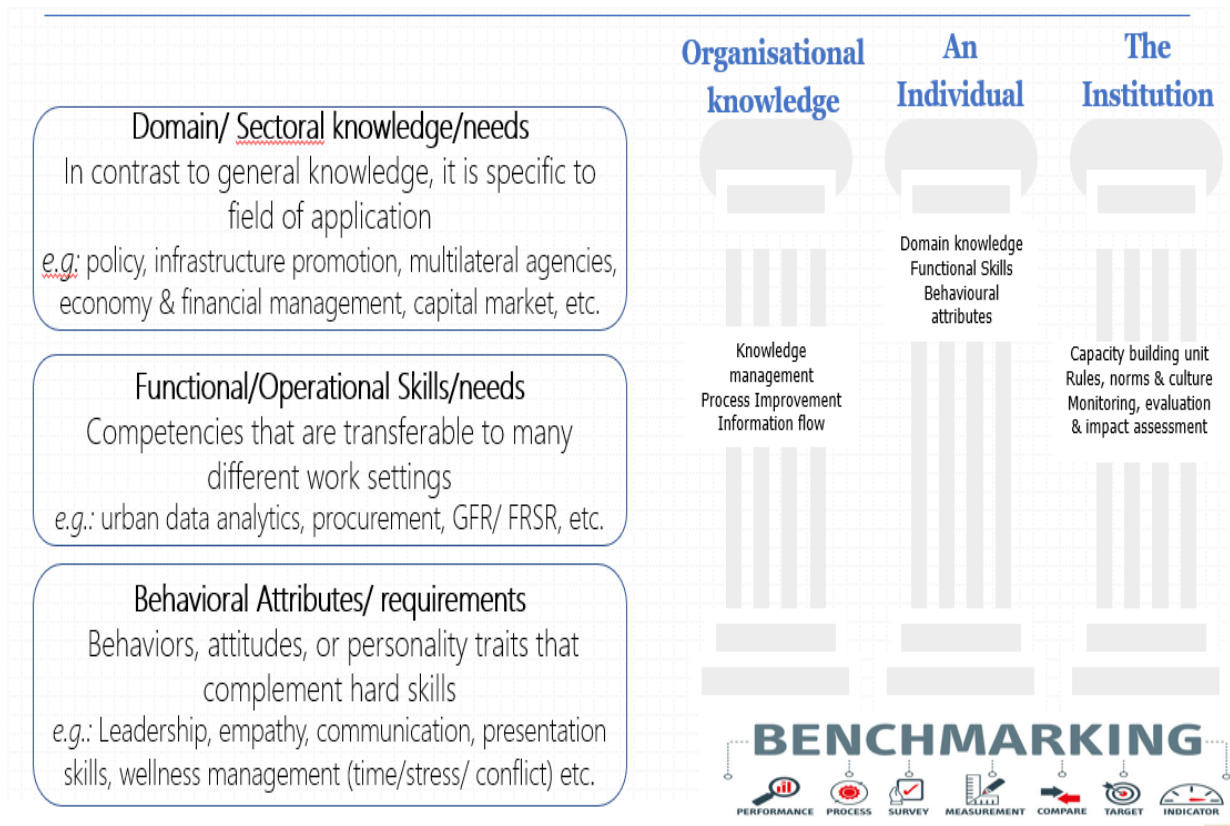
**National Priorities:** This lens examines how the MDO contributes to the national priorities. The national priority lens includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the MDO (whose ACBP is being prepared) are studied to ensure that capacity building interventions are aligned towards contributing to achieve national priorities. The ACBP is envisaged to build a roadmap for the concerned MDO to perform its mandate in a more streamlined fashion and build the capacity of not just individual personnel under the MDO, but the overall organization as a whole.

**Emerging Technologies-** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector/ domain in which the MDO is operating. The objective of the ACBP is to gauge the capacity the MDO currently has and needs to have in order to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.

**Citizen centricity-** The initiative aims to raise a civil service which promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen centric initiatives such as – transparent and effective public delivery, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organizational levels.

In order to develop the ACBP, a detailed Capacity Needs Analysis (CNA) was conducted at the DEA, for this multiple orientation sessions, one-on-one discussions, focus group discussions (FGDs) and individual position interviews with stakeholders within divisions selected for the ACBP. The main tenets of capacity and training needs analysis are provided in figure below

**Figure 4: Capacity Needs analysis tenets**



Source: CBC

Benchmarking various aspects such as performance parameters, process mapping of activities other than ones listed in this exercise, any surveys or measurements that DEA conducts, comparative activities and other indicators or targets that DEA intends to achieve can be made a part of capacity building exercise in this phase or next phases of the exercise.

The data collection and collation exercise leveraged the use of a TNA questionnaire within a parallel exercise for FRAC i.e., Framework for Roles, Responsibilities and Competencies. This exercise was conducted to develop the as-is benchmarking of various divisions and positions within the Ministry and assessment of gaps and improvement potential in competencies required for effective and efficient functioning of the MDO and implementation of its vision and mandate. Chapter 2 of this report presents the detailed approach and methodology for creating the ACBP. After assessing gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision and outlook of the Ministry.

Domain competency assessment considers current roles and responsibilities of the divisions and departments, and outline needs for changing national and international landscape and dynamics in the field of housing and urban affairs including urban planning and development across Indian towns and cities. Further, functional and behavioural competencies identified for capacity building at the individual level encompass capacities that will enable various divisions and personnel to, respectively,

Andragogy proposed for basic levels of training may largely be online in nature for addressing level 1 needs, others at level II and level III can be provided in online/hybrid or offline mode as deemed essential for training purposes alongside field visits/immersion program for new joinees into the ministry or as per ongoing requirements deemed appropriate by divisions heads or concerned approval authority.

This acbp exercise is a starting point and a minimum training plan for the department and its allied institutions, towards an inward training and capacity building exercise and providing training to others, which are external

to the ministry and allied institutions. The training plan as culled out from the needs analysis exercise is presented ahead in section 1.8. Next part of the report explains the process and steps followed for carrying out the needs analysis exercise in specific at the DEA.

### 1.3 ACBP for the Department of Economic Affairs (DEA)

ACBP exercise is being undertaken to meet DEA's continuous requirements of its vision and mission fulfilment and align its functions with efficiency and effectiveness. This shall be in line with the national priority of creating a \$ five (%) trillion Indian economy through its resources; human resources and other such as departmental technologies, partnerships, etc.

**DEA's vision:** "To promote faster, equitable and sustainable growth of Indian economy", as per Citizen's charter.

**DEA's Mission statement:** "To assist the Central Government in maintaining sound public finances through efficient use of the nation's economic resources, promoting conditions that accelerate sustainable economic growth through developing sound economic policies and preparing for future economic challenges and opportunities, and leading India's bilateral and multilateral economic and financial engagements".

Functions of the Department and allocation of business, roles and responsibilities are detailed out in chapter 3 of this report, training needs assessment and capacity building exercise has been based on the same.

Given the above, DEA envisioned streamlining of an institutionalised mechanism to develop capacity within its department as a rolling exercise to meet present and future requirements. Further ahead in the report, onset of the ACBP exercise at DEA has been explained alongwith initial requirements. DEA envisages a system of capacity development, implementation, regular monitoring and evaluation exercise in order to bring about desired results of its vision and mission.

The ACBP preparation process of the Department of Economic Affairs (hereby referred to as "DEA") began in month of September 2022 with a kick-off meeting held under the chairpersonship of the Secretary, DEA. The Hon'ble Secretary emphasised on inclusion of all divisions within the department and each division acting as a capacity building unit for developing the ACBP during the 1<sup>st</sup> phase of the exercise and spearheaded by the Joint Secretary/ Adviser nominated for the same. As another supporting measure in the month of March 2023, an Adviser has been appointed to take care of capacity building initiatives related to the infrastructure divisions, mainly the Infrastructure Policy and Planning (IPP) and Infrastructure Support and Development (ISD).

Seventeen (17) divisions/offices were covered under this exercise during phase 1. The overall in position strength at DEA is 127 comprising officers and staff from positions of ASO to Secretary level against the sanctioned strength of 157 officers. In this phase of the exercise, positions from an equivalent of ASO to JS levels have been taken ahead for the exercise. Based on responses to templates circulated received across 16 division/offices analysis has been prepared. At one division, the International Economic Relations (IER) division, analysis has been based on focused group discussions held with the team and meeting at adviser level owing to exigencies related to G20 work. Details of responses received as per the structured questionnaire circulated are provided at Annexure 1. Annexure 2 provides the typical questions discussed with division heads during consultations to know more about divisions and their work and requirements thereof.

In the first phase, the exercise is deemed as a self-assessment exercise and demand-based trainings have been captured towards implementation in year 1 and updated thereon. Non-trainings interventions identified to improve the eco-system or others as discussed with stakeholders have been noted. Trainings proposed are focused on learning outcomes and certification is deemed as one key components of the exercise. To assess the impact of trainings undertaken by participants, a further stage of impact evaluation is suggested. This can be undertaken by a third party in tri-assessment methods to include scenarios before training, after training and assessment by a participant's supervision.

Development of ACBP has been a consultative process and the work plan considered the same. Divisional level information has been validated at the level of Sr. Adviser/Joint Sectary/ Adviser or nominated head as domain competencies are vast and extremely specialized and nuances requiring policy, finance inputs as a underling base. This has been kept in mind at the time of development of the training plan, which has been derived based on the responses and validation exercise. This exercise has been demand led towards trainings and non-training interventions identified to support either the trainings or the eco-system of capacity enhancements.

Work plan timelines were hugely dependent on timely and appropriate responses of the templates by the officials, other than these for divisional level information focused group discussions were undertaken with officials of the ministry. Multiple other varied factors to be taken into account during the development of the ACBBP which affected the development of the work plan. These were transfers of officers, promotion, retirements, and consequent changes to allocation of work. Besides these factors relating to budget session, G-20 meetings, parliament session, etc., also impacted the development timeline. A few other challenges were with respect to inadequacies/lack of information in the responses.

ACBP is meant to be an incremental and rolling exercise. First phase coverage is targeted for officers from equivalent levels of Assistance Section officer (ASO) to Joint Secretary (JS) levels, in consultation with the Ministry and CBC to prepare an annual capacity building plan.

In the initial stage, secondary research was conducted to understand the Vision, Mission and Goals of the Ministry, subsequently, focused discussions were held with the Joint Secretaries (JS)/ heads of various divisions at the DEA and various officials forming part of the divisions, departments or cells. The research and discussions assisted in understanding the vision and goals of the DEA and understand the role of each division within it.

Next steps in the exercise involved multiple interactions held with the leadership of the Ministry through an orientation session with the Secretary, one-on-one discussions with Additional Secretaries/ Senior Advisers, Joint Secretaries/Advisers, Directors/Deputy Secretaries (DS) and others at the division. Additionally, multiple FGDs and closed group or individual interviews were conducted across all hierarchical levels within the Ministry. These consultations laid the foundation for a detailed capacity needs assessment (CNA) that was conducted through the dissemination of a CNA questionnaire across various levels of the Ministry. The following table presents an overview of these consultations.

**Table 1: Capacity needs assessment consultations at the DEA**

Type of consultation	Targeted Audience	No. of Discussions
Orientation Session	<b>Secretary</b> , Additional Secretaries, Joint Secretaries	1
Focus Group Discussions	Additional Secretaries/ Senior advisers, Joint Secretaries Advisers/ Directors/ Deputy Secretary, Economic officers Under Secretary, Section officers/ Assistant Section Officers	25
Validation and closure meetings	Additional Secretaries/ Senior advisers, Joint Secretaries Advisers/ Directors/ Deputy Secretary	45
Key Informant Interviews	Joint Secretaries Advisers/ Directors/ Deputy Secretary, Economic officers Under Secretary, Section officers/ Assistant Section Officers	50
Chief Economic Advisor, Economic Advisor	CEA and IES cadre officers	2
Secretary- final output presentation	Secretary	1

Source: Need analysis exercise at DEA



The baseline capacity assessment and competency training requirements of each position within each selected division of the MDO is presented in this document as a matrix of roles and responsibility of officials at each position. The consultations with the leadership of various divisions led to the selection and prioritization of priority, and long-term training and non-training interventions presented in the form of a division-specific Annual Capacity Building Plan. Based on the goals and focus area of each division, training needs across domain, functional and behavioural identified encompass a broad swathe of requirements ranging from knowledge on emerging technologies, domain-specific developments, policy and programme implementation, project management, financial management, data analytics, time management, analytical thinking, stakeholder engagement, persuasion and negotiation skills, among others. Approach adopted to develop the ACBP is provided in table 2 ahead

**Table 2: Approach to developing ACBP Approach for Developing ACBP**

Approach	Details
<b>Initiation meetings</b> to understand needs, objective of exercise and alignment	Alignment Meeting with DEA Leadership Meetings conducted with Secretary & Joint Secretaries to discuss the mandate & the objectives of the CBC, CNA formats for data collection, alignment with FRAC exercise, and identification of nodal officer for support.
<b>Understanding Vision, Mission, Mandate and Functions of the Ministry</b>	Next the team conducted a thorough review of the following areas: <ul style="list-style-type: none"> <li>• Ministry’s vision, mission, mandate, policies, roles, functions, recent developments and trendlines from Ministry’s website, portals and documents, web search and study reports</li> <li>• Ministry’s key programs, priorities, strategic objectives and goals, emerging trends/ focus areas</li> <li>• National priorities and how Ministry fulfils/ contributes to same</li> </ul>
<b>Comprehending Roles &amp; Responsibilities of Divisions of the Ministry</b>	The team identified the following details for each division/unit headed by a Additional Secretary (AS)/ Senior Adviser/ Joint Secretary (JS)/Adviser through primary consultations with key nodal officers in CBU and administrative divisions, secondary research and published Annual Reports of the Ministry : <ul style="list-style-type: none"> <li>• Number and mapping of staff working in different designations across various levels</li> <li>• Areas of responsibility of the division/unit and roles of each identified position</li> <li>• Emerging trends, government priorities and Ministry’s objectives that fell within purview of division/unit</li> </ul>
<b>Consultations</b> with Division head (AS/ Senior Adviser/JS/ Adviser and Other Officials	Multiple consultations were conducted with JS, division heads at the Ministry and its undertakings, to understand the following areas: <ul style="list-style-type: none"> <li>• The spectrum of roles and responsibilities, functions and activities undertaken by each division</li> <li>• Mapping of domain, functional, and behavioural competencies required to perform the responsibilities at each position; this was done through a hybrid approach of Focus Group Discussions, one-on-one interviews, and completion of a CNA questionnaire</li> <li>• Current and emerging trends and future possibilities and how it could impact the role and functioning of the division and officials therein</li> <li>• Broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome</li> </ul>

Approach	Details
	<p>Apart from getting a comprehensive understanding of the roles and responsibility of each division, consultations were held with the divisions to understand the:</p> <ul style="list-style-type: none"> <li>• Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives</li> <li>• Competency gaps as per the experience of the head of the division based on self-assessment</li> <li>• Competency required to execute the critical functions of the division</li> </ul>
<b>As-is Analysis Competency Gap Analysis and Key findings</b>	<p>Based on the consultation with the key stakeholders, the team noted self-assessed competency gaps and skills required in the DEA</p> <p>The team then identified the key interventions that the Ministry can undertake for the identified gaps which included training courses and other systemic / institutional interventions</p>

Based on the above approach of the study, the broad structure and overview of the subsequent sections of the report is provided below in Table 3:

**Table 3: Scope coverage of ACBP report**

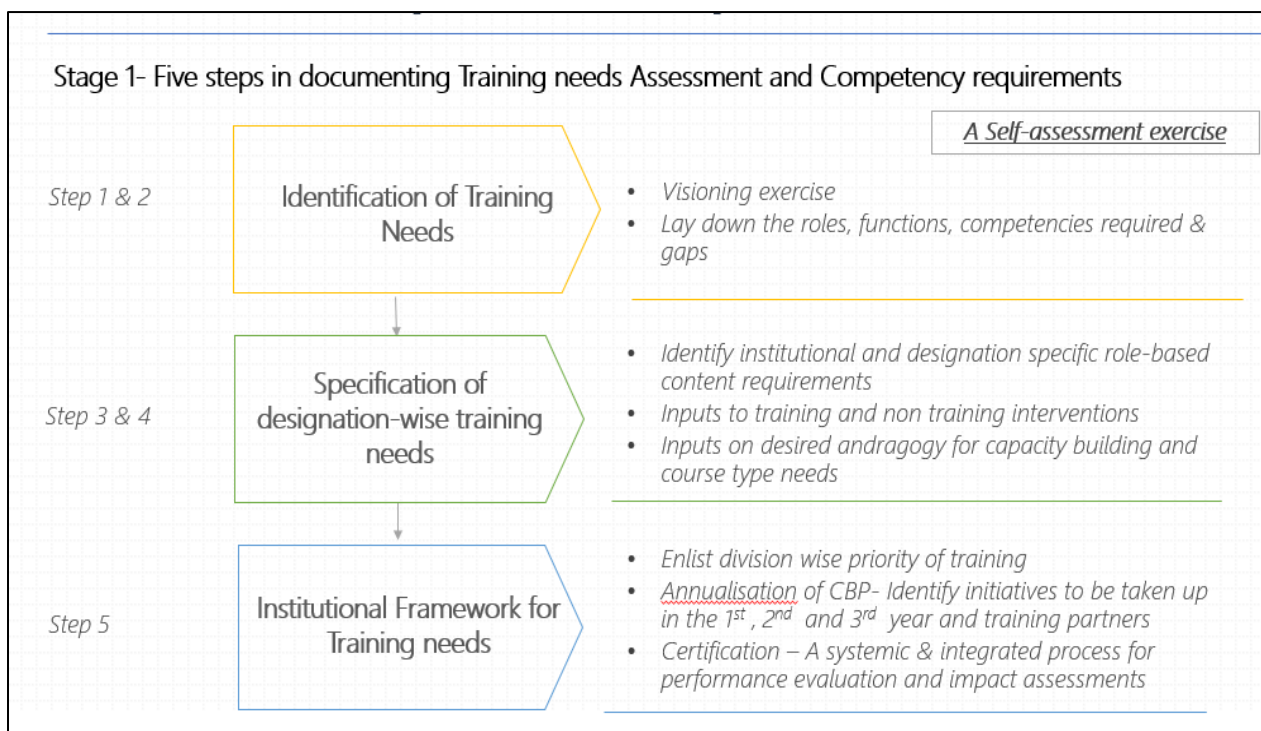
Scope Coverage in the Section	
<b>Capacity Building Plan</b>	Interventions required to address identified competency gaps have been outlined. Initiatives have been categorized as Quick Wins and non-training interventions areas, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across DEA divisions and can be furthered for more structured action
<b>Overview of the Ministry</b>	This section focuses on the Ministry's Vision, Mission and Goals. It includes various areas of responsibilities of the Ministry's' divisions.
<b>Mandate and Objectives of the Ministry Divisions</b>	This section incorporates division specific mandates and the role these divisions. The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&R) of various divisions of the Ministry and its undertaking that have specific focus areas and defined goals that was derived through consultations with these divisions and assists in identification of the critical areas.
<b>Requirements of the divisions</b>	This section covers the areas of work responsibilities of the divisions and identification of various competencies required to deliver in a streamlined manner. This section also captures the domain, functional and behavioural gaps as identified by the various divisions.

Next section provides details on the methodology adopted for the exercise at DEA.

### 1.3.1 Methodology of TNA at DEA

The purpose of this exercise is to identify the position wise demands of trainings, capacity building gaps and competency requirements at the DEA and suggest improvement initiatives to enable DEA in realizing its vision & goals in a streamlined manner. These improvement initiatives will form part of its annual CBP. ACBP process adopted for training needs assessment at DEA-A five-step process has been adopted to develop DEA's ACBP, showcased below:

**Figure 5: Training needs analysis process steps**



Source: DEA ACBP exercise

### Data collection and collation

Data collection and collation exercises were initially targeted to prepare a baseline for training and capacity building at the institutional level. Primary surveys were carried out in a consultative mode and utilizing a structured questionnaire for a self-assessment process. Table 4.0 provided below showcase the respondent profile, a total of 191 officers participated in the TNA across levels. *Annexure 1* provides the template utilised for capturing training needs. Consultations held were by way of interviews and workshops and across levels within the organization, and as decided by the head of the divisions. These activities were held to gauge the extent of demand of various competency topics and to chart a unique, role-wise matrix of roles and responsibilities of the officials within the role. This was followed by in-depth consultations with the leadership of the divisions and allied institutions to cull out critical priority and long-term training interventions as well as non-training interventions. The results of these consultations and data collection exercises were collated and accounted for the representative needs of officials.

Other primary interactions and discussions were held in groups and workshop mode. Collaborative consultations across all divisions/verticals of DEA were undertaken. Discussions with officers established the framework for further information gathering from various divisions and its sections. Consultations were conducted using a structured format. Free wheel discussions were held with various levels of the employees in divisions to understand vision, priorities, existing challenges & possible solutions. Department level requirements with respect to competencies, plans were collected, which has provided required inputs, majorly in terms of non-training interventions for improvement of functioning of the ministry. One-to-one in-depth consultations with the leadership of the various divisions of DEA helped validate training needs captured, understand capacity building interventions, cull out institutional priorities towards short and long-term training interventions and other non-training interventions that are required to support capacity building. *Annexure 2* provides its format, to capture priorities in a consultative mannerism with division heads.

**Table 4.0: TNA respondent type**

Position	AAA	Admn	BC&SF	Budget	C&C	Eco	FB+ADB	FM	FSCS	FSRL	IES	Invst	IPP	ISD	OMI
Sr. PPS														2	
Sr. Sect Asst.				1											
ASO	1	0	14	3	3	4	10	8	2	1	0	2	1	5	1
SO	0	4	4	3	2	0	2	6	0	0	0	0	1	0	1
Assistant Director	0	0	0	2	0	4	2	1	1	0	0	2	1	0	0
Deputy Director	0	0	1	1	0	6	1	6	0	1	1	3	1	3	1
Joint Director	0	0	0	2	0	1	0	3	0	1	0	3	0	0	0
Under Secretary	0	0	2	4	2	0	3	2	1	1	0	1	0	1	1
Director	0	0	1	0	0	1	0	2	3	0	0	1	0	0	2
Economic Officer	0	0	0	1	0	2	0	0	0	0	0	2	1	1	1
OSD	0	0	0	3	0	4	0	1	1	0	0	0	0	0	0
JS	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0
AS	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
Sr. Acc. Officer	3														
Jr. Acc. Officer	1														
Auditor	5														
Dy. CAAA	2														
Jt. CAAA	1														
<b>Total</b>	<b>13</b>	<b>4</b>	<b>22</b>	<b>20</b>	<b>7</b>	<b>22</b>	<b>18</b>	<b>30</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>14</b>	<b>7</b>	<b>13</b>	<b>8</b>

Source: TNA survey at DEA, Empty boxes represent nil representation.

### Validation of competency Requirements

Validation of identified competencies was carried out for all the sections with the respective Director or Deputy secretary and head so the verticals at Joint Secretary/OSD/Adviser followed with presentation at the Secretary level. The validation was majorly for concurrence on the identified competencies. Depending on requirements of the ministry, the officials have suggested few additional competencies required for different designations.

At an individual level, for every unique role at the institution, the competency requirements were identified as (i) Domain competency which is related to knowledge and expertise related to the sector, division, and the respective focus areas, (ii) Behavioural competency which is related to behaviour and soft skills, and (iii) Functional competency include crosscutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise. At an organizational level, the dimensions for capacity building are for non-training interventions, like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimization, personnel management, partnerships and stakeholder engagement methods, use and enhancement of digital tools especially for future.

## 1.4 Quick wins interventions for DEA.

'Quick wins' are interventions that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. These 'quick wins', for instance, development and uploading Induction Training Modules on iGOT, completion of domain, functional and behavioural competency specific modules can be undertaken by the Ministry officials immediately after implementation of the ACBP for high impact.

Potential quick wins at DEA that can be taken up in the upcoming quarters are many. CBU/appointed team may initiate trainings in line with the section 1.8 training plan, which details training needs as per the ACBP exercise and mentions few institutional providers. This is to be read in-conjunction with non-training interventions listed below. Illustrative examples of quick in interventions are as noted during the exercise are enlisted below, many of these trainings are available at IgOT at basic level, which can be commenced steadfast:

Quick-win Training Requirements	Level of Officers or equivalent
Induction module- 'Know your ministry' with know-how on various processes such as sanction etc	All Levels –for incoming officers
Development and making of presentations – Simple and Complex	All Levels – ASO to Additional Secretary Level, as per self-assessed needs mentioned during the exercise
Basics of MS – Excel – Use of Tables, Formulae, Sorting, Printing	ASO to Deputy Secretary / Director Level
Drafting different kinds of letters – Punctuation, Formatting, Spacing, Paragraphs etc.	ASO, SO & US levels
General Financial Rules	ASO, SO, US
Procurement of Goods and Services	ASO to Deputy Secretary / Director Level
Delegation of Financial Power Rules (DFPR)	ASO, SO, US
Conduct Rules	ASO, SO
Teamwork, Behaviour towards Colleagues, Seniors and Subordinates, Empathy, Conflict Resolution	All Levels – ASO to Additional Secretary Level/ vertical heads at MDO
Stress Management – Taking care of physical and psychological health	All Levels – ASO to Additional Secretary Level/ vertical heads at MDO
Power BI, Dashboard, use of MIS for report generation, data analysis, data import	ASO to Deputy Secretary / Director Level
Gender Sensitivity	ASO to Deputy Secretary / Director Level
Information Technology issues including basic trouble shooting	ASO, SO, US
Working on GeM portal	ASO to Deputy Secretary / Director Level
Evaluation of Proposals and Reports	ASO, SO, US
Team working & Team Building	All Levels – ASO to Additional Secretary Level
Stress Management	All Levels – ASO to Additional Secretary Level
Budget Process & Procedures	ASO, SO, US
Preparation of RfPs, Eols	ASO, SO, US
Program/ Project appraisals	ASO to Director
Basic of negotiations	US to Joint secretary/ vertical heads
Persuasive communications and communication skills	All
Etiquette and diplomacy in oral and written communication and during negotiations	All
Circular economy	US and above
Sustainable financing and financial analysis understanding	US and above



Quick-win Training Requirements	Level of Officers or equivalent
Private sector participation	US and above
Integrating future impending climate change impacts in infrastructure	US to Director level
Policy Drafting	US and above
Report writing	All
Critical thinking and strategic thinking	US and above
Digital fluency	As per self-nomination
Financial management	As per division's needs

- Note: Many of these topics/competencies/courses are reported through self-assessment, either in the templates and/or during discussions. Most common ones are enlisted above. Verticals heads may decide the quick win trainings needed and level of officers during the implementation of trainings based on an internal training policy for mandatory training.

#### Non-training quick win interventions

Details
<ul style="list-style-type: none"> <li>Divisional database of officers/staff: DEA to maintain a detailed database of officers in each division at the DEA portal.</li> <li>Multiple divisional raised requirements of support/help to manage work. A pool of support can be created, and a portal may be utilised to provide such support to officers specific to a task as an interim measure in order to accomplish work. Roles, responsibility of such job profiles to be developed and a repository of such staff to be maintained.</li> </ul>
<ul style="list-style-type: none"> <li>Internal training policy for minimum mandatory hours/mandays of training per role/officer, based on the level, need of training at the time of training nomination towards implementation. Minimum mandatory course/s per division may also be a part of this aspect, as each division has a distinct and nuanced work profile at the DEA.</li> </ul>
<ul style="list-style-type: none"> <li>Templatization of domain and sectoral insights and functional activity outcomes relevant to each division, on periodic basis and tracked so that it can serve as building institutional memory</li> </ul>
<ul style="list-style-type: none"> <li>Compendium of vision and mission of the Ministry, Divisions, and associated bodies disseminated to all officials/staff</li> </ul>
<ul style="list-style-type: none"> <li>Booklet listing all technical jargon, abbreviations, common terms of use in domain areas handled by a division</li> <li>Booklet listing jargon, abbreviations, IT terminologies, and common terms of use inherent within functional skillsets and competencies</li> </ul>
<ul style="list-style-type: none"> <li>Process diagrams and flowcharts of key processes/steps crucial to design, operationalization and implementation of policies, technical sector-based activities, programmes relevant to each division/department</li> </ul>
<ul style="list-style-type: none"> <li>Handover notes in a standard format, upon transfer/retirement/move away from a position.</li> <li>Alongside handover, an overlap period with previous officer was also recommended</li> </ul>
<ul style="list-style-type: none"> <li>Dedicated divisional alumni database to be created within the DEA portal. These officers can be contacted being trainer of trainers or regular discussion of practical know-how</li> </ul>
<ul style="list-style-type: none"> <li>Technology and Data: Solutions employed by Department to improve functioning, e.g., software enabling automation commonly or specific to a division need to be developed, for ex: indices on financial markets, investment patterns across the world etc.</li> <li>Systems and Processes: Improvement of systems and processes for day-to-day functioning, e.g., monitoring mechanisms for schemes, SOPs, Learning and Knowledge Management Systems, flow of information, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Department wide for all officers and staff an institutionalised get together for half day as a calendarised retreat event.</li> </ul>
<ul style="list-style-type: none"> <li>Structured peer group learning platform, these can be organised quarterly and made specific to a division. Representation from private sector or global partners or other relevant to the topics can be dovetailed.</li> </ul>

<b>Details</b>
<ul style="list-style-type: none"> <li>• Divisional database of officers/staff: DEA to maintain a detailed database of officers in each division at the DEA portal.</li> <li>• Multiple divisional raised requirements of support/help to manage work. A pool of support can be created, and a portal may be utilised to provide such support to officers specific to a task as an interim measure in order to accomplish work. Roles, responsibility of such job profiles to be developed and a repository of such staff to be maintained.</li> </ul>
<ul style="list-style-type: none"> <li>• Engagement with trainers: In order to attract talented pool of trainers for DEA divisions, remuneration policy for training/technical institutions, non-institutional trainers, and other private sector partners identified for developing and/or delivering undertaking trainings can be reviewed</li> </ul>
<ul style="list-style-type: none"> <li>• Need for data sharing mechanism for real-time information sharing between regulators and FSDC to avoid delays in decision making by timely preparation of FSDC ATR updates.</li> </ul>
<ul style="list-style-type: none"> <li>• Need for econometric software packages to undertake empirical research on financial stability topics, eg, R, STATA, EViews etc</li> </ul>
<ul style="list-style-type: none"> <li>• MTS staff are a large workforce, they can be provided with upgraded training and know-how on aspects such as facilities management, service management, data entry and incentivised for further growth etc.</li> <li>• e-Office system can be relooked with a view to speed of operation.</li> <li>• Availability of knowledge resources like e-library etc. to all the employees would enable better knowledge enhancement opportunities</li> </ul>

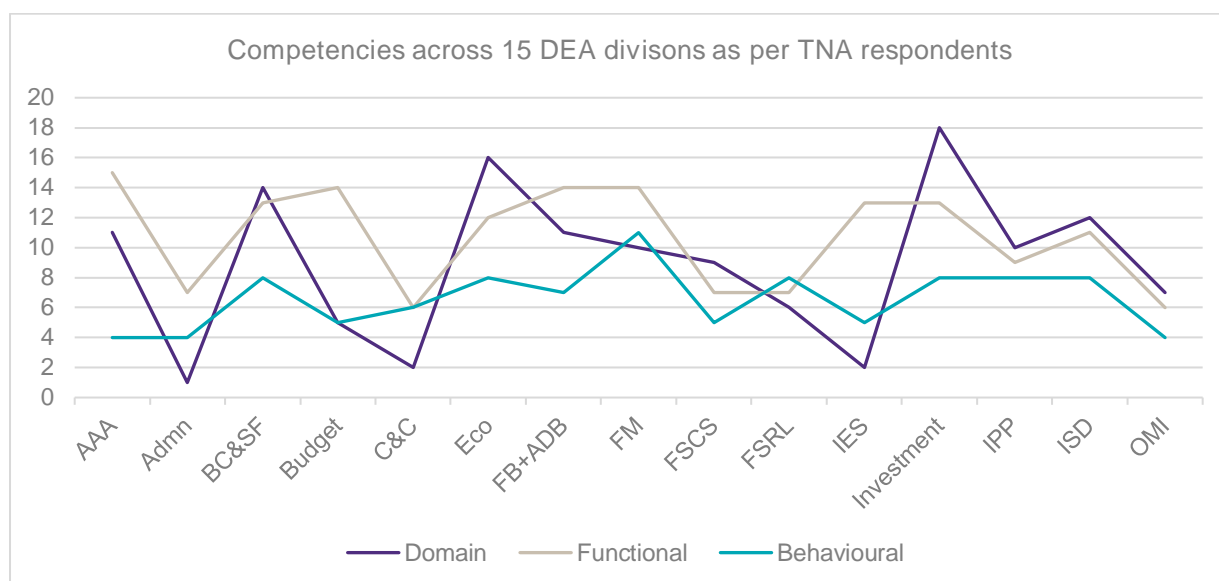
The first round of Training Needs Analysis (TNA) exercise resulted in the identification of some ‘quick wins’ critical to DEA. Few of them are Large Scale Interventions (LSI) on trainings that can dealt with on a priority basis. Dakshta training provides trainings to SO and ASO on multiples aspects enlisted as quickwins and for cross learning purposes ISTM, which organises Dakshta trainings seeks nominations from varied MDO for a wider representation and changing work profile of such officers.

Feedback of training interventions is an important aspects and learning outcome measurement. Under Dakshta, ISTM undertakes a survey of supervisors of the officers trained in order to receive feedback from supervisors on learnings obtained and actual outputs noted after the program. This helps in redesigning the program with focused interventions and outputs.

## **1.5 Common competency needs**

Capacity Building Commission in association with DEA conducted a comprehensive Training Needs Analysis (TNA) exercise with all the departments in the Ministry. This was facilitated by each division vide a nodal officer appointed by the head of the division and administration division provided support towards overall coordination. The data gathered from the TNA exercise was instrumental in providing insights around the demand side of capacity building at the Department. The insights also gave a pattern around the competency needs on an individual level and designation level for officers within the Ministry. Accordingly, training plan was prepared and prioritized by the leadership. Varied divisions displayed various needs with respect to subject three competencies as provided in Figure 6.0 and individually across each competencies namely; domain, function and behavioural aspects at Figure 7.0 and table 5.0 below:

Figure 6: Comparative competencies across 15 divisions of DEA



Source: TNA Survey at DEA

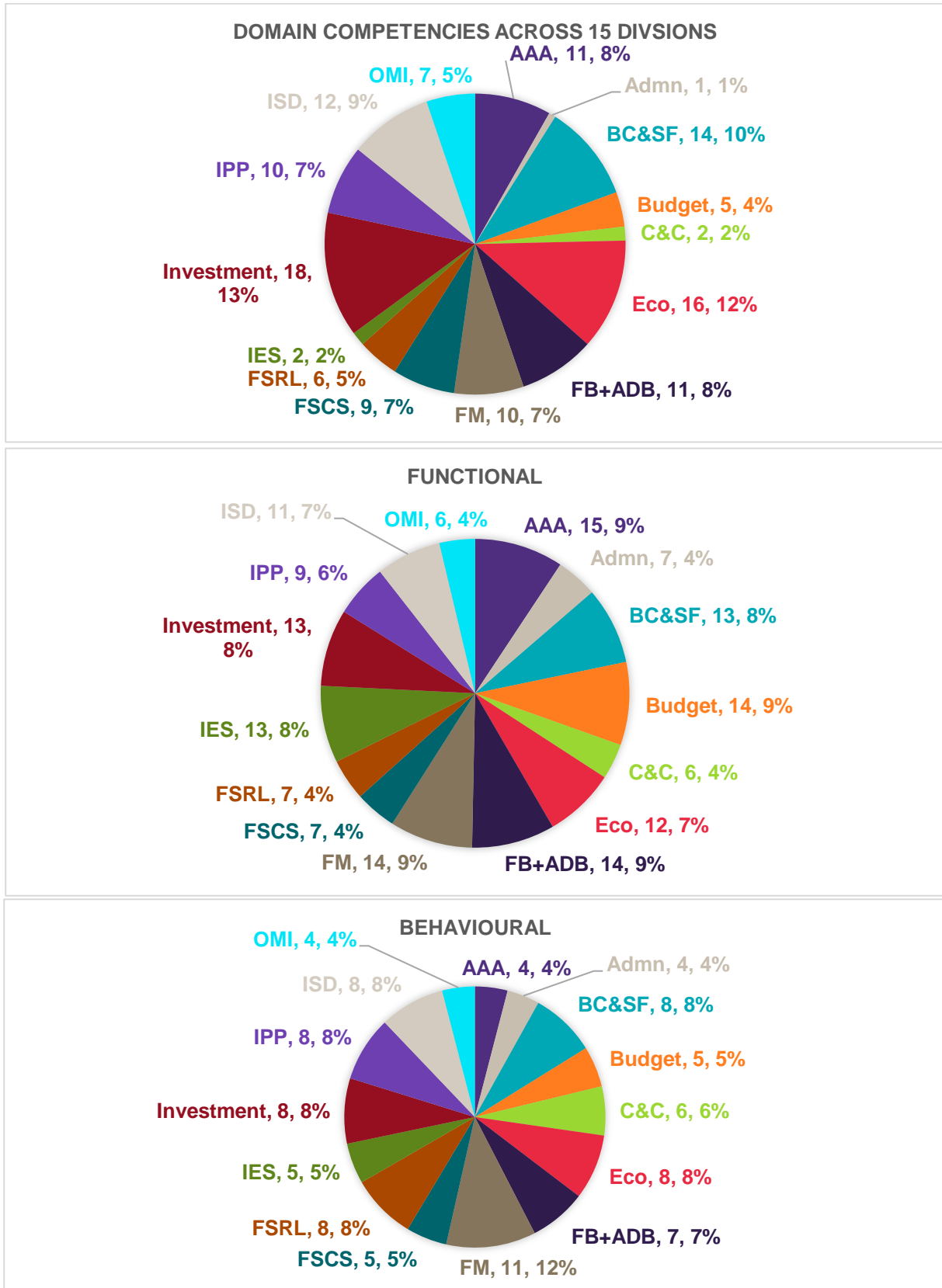
Table 5.0: Competencies across divisions

Competency	AAA	Admn	BC&SF	Budget	C&C	Eco	FB	FM	FSCS	FSRL	IES	Invst	IPP	ISD	OMI
Domain	11	1	14	5	2	16	11	10	9	6	2	18	10	12	7
Functional	15	7	13	14	6	12	14	14	7	7	13	13	9	11	6
Behavioural	4	4	8	5	6	8	7	11	5	8	5	8	8	8	4
<b>Total</b>	<b>30</b>	<b>12</b>	<b>35</b>	<b>24</b>	<b>14</b>	<b>36</b>	<b>32</b>	<b>35</b>	<b>21</b>	<b>21</b>	<b>20</b>	<b>39</b>	<b>27</b>	<b>31</b>	<b>17</b>

Source: TNA survey at DEA

Maximum spread of competencies noted are at the divisions of Investment, Economic, Financial Markets (FM), Infrastructure Support & Development (ISD) and Aids, Audits and Accounts (AAA). Domain competencies noted highest in the investment divisions (Invst) followed Economic divisions (Eco) and Bilateral Cooperation and sustainable finance divisions (BC&SF).

Figure 7: Competencies representation across 15 divisions of DEA



The following table 6.0 outlines the common competencies topics across divisions at the DEA among Domain, Functional and Behavioural competencies. These have been collated based on the responses received for the structure TNA circulated. Most cities top eight common topics as noted were wherein atleast two divisions had most quoted/sought for training need and have been enlisted in the table below. In the first phase 24 topics have been put forth and can be considered while prioritizing the modules for capacity building programs.

**Table 6: Common competencies across divisions and allied institutions**

Competency	Topics *	AAA	Admn	BC	Budget	CnC	Eco	FB	FM	FS CS	FSRL	IES	IPP	ISD	Invt	OMI	Vig
Domain	1.			✓	✓		✓	✓	✓				✓	✓		✓	
	2.			✓				✓							✓	✓	
	3.	✓		✓			✓	✓			✓		✓		✓	✓	
	4.				✓		✓	✓	✓	✓	✓		✓			✓	
	5.	✓			✓		✓	✓	✓	✓	✓				✓	✓	
	6.			✓			✓	✓							✓	✓	
	7.						✓	✓					✓	✓			
	8.		✓			✓									✓		
Functional	9.	✓	✓	✓		✓						✓	✓	✓			✓
	10.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	11.	✓	✓	✓					✓	✓	✓	✓	✓	✓	✓		✓
	12.		✓	✓	✓			✓					✓	✓		✓	
	13.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	14.		✓	✓			✓						✓	✓			
	15.	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓		
	16.	✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓
Behavioural	17.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	18.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	19.			✓			✓	✓							✓	✓	
	20.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	21.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	22.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	23.	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
	24.		✓	✓	✓			✓						✓	✓	✓	

Source: CNA exercise analysis and discussions with various officers at DEA, Blank boxes represent nil requirements in the present exercise. These can change with time and during future years plan.

\* Note: Topics numbered 1-24 in table 1 above are enlisted below:

**Legend of topics:**

**Domain competencies**

- 1. Financial management** covers basic learning on financial architecture and key provisions in relevant financial sector legislations/laws and cross-country financial regulations and securities markets. Analysing balance sheets and other aspects of understanding/gaining knowledge on public finance (revenue and expenditure), allocation of public money in schemes.
- 2. DEA's extant policies and guidelines** covering general terms and conditions.
- 3. Basic Economics and economic policy & analysis.** This includes understanding aspects about World Economic Outlook, GFSR and Fiscal Monitor. India's economic and financial issues, aspects of



global and national economy, macroeconomics, economic and fiscal indicators understanding covering trends and contemporary aspects.

4. **Finance:** Finance and related topics such as understating of fiscal policies, international finance, corporate financing, Green/climate/sustainable financing, understanding application/preparation of financial models and project financing aspects
5. **RBI & monetary policy and Banking systems** and allied aspects such as regulation including matters related to financial regulators, trade policies including foreign trade policies, exim policies, securities, hedging, capital markets and financial markets covering depravities, etc.
6. **Bilateral and multilateral related aspects:** their roles, functioning, DEA's engagement and fund flow mechanisms and processes, lending terms & conditions of partners (including ODA partner), multilateral forums, bilateral investment treaty's.
7. **Sectoral matters** aspects such as urban planning and management, climate mitigations, energy aspects, agriculture and food management
8. **Union budget information systems** and related aspects

### Functional competencies

9. **GRF and DFPR matters:** Understanding and application of aspects related to General Financial Rules (GFR) and Delegation of Financial Power Rules (DFPR).
10. **Noting, Drafting and Cabinet note preparation:**
11. **Legal:** Legal drafting court matters, interpretation and framing of replies, and legal proceedings.
12. **Project monitoring aspects:** Understanding project implementation, management, monitoring and evaluation, esp. from financial impacts
13. **Data analysis, representation and interpretation**
14. **Procurement and tendering procedures:** As per GFR and other types of procurement or understating drafting of RFPs/Model concession agreements/ draft Contracts
15. **Understanding budgeting, budget formulation and implementation**
16. **Parliamentary related matters and Right to Information (RTI) matters:** covering (starred/unstarred questions, case repository and Statement of Cases etc. and RTI understanding and application

### Behavioural competencies

17. **Communication and presentation skills:** Cover written and oral writing, advanced levels of structural report or note writing, presentation skills for various forums and analysis/inference presentation, out of box thinking and effective communication.
18. **Leadership and teamwork:** Covers self-leadership, people leadership and business leadership across levels, management styles and innovation and application at work
19. **Negotiation and dispute resolution**
20. **Initiative, motivation and ownership:** Across levels expectations management and undertaking initiatives/ ownership and ability to motivate others besides self
21. **Coordination across stakeholders and planning:** Covers attention to detail, networking across levels and inter/intra departments and effective planning
22. **Time management and problem solving**
23. **Stress management and crisis management:** covers well-being aspects including concepts of mentors within the department
24. **Consensus building,** covering balanced views representation and tactful disposition, and ability to discern underlying interests

Source: Compilation from training needs analysis (TNA) at DEA

## **1.6 Common issues reported across divisions**

- Knowledge sharing workshops and seminars at Ministry/Department/Division level is needed.
- Field visits of project sites in order to sensitize towards the roadblocks faced and acclimatize towards the functioning of the project.
- Field visits of project sites in order to sensitize towards the roadblocks faced and acclimatize towards the functioning of the project.
- Exposure/field visit to project to understand the project activities including implementation issues
- Absence of regular and updated training modules
- Less informal interaction with senior officials apart from official interaction.
- Lack of internal meetings to discuss the internal working methodology of section/division
- Timely provision of trainings, cadre or role based.

The above issues can be resolved through a structured institutional process for training and non-training interventions. Few issues can be catered too within the training policy, example making field visits specific to a divisional mandatory during induction training or others.

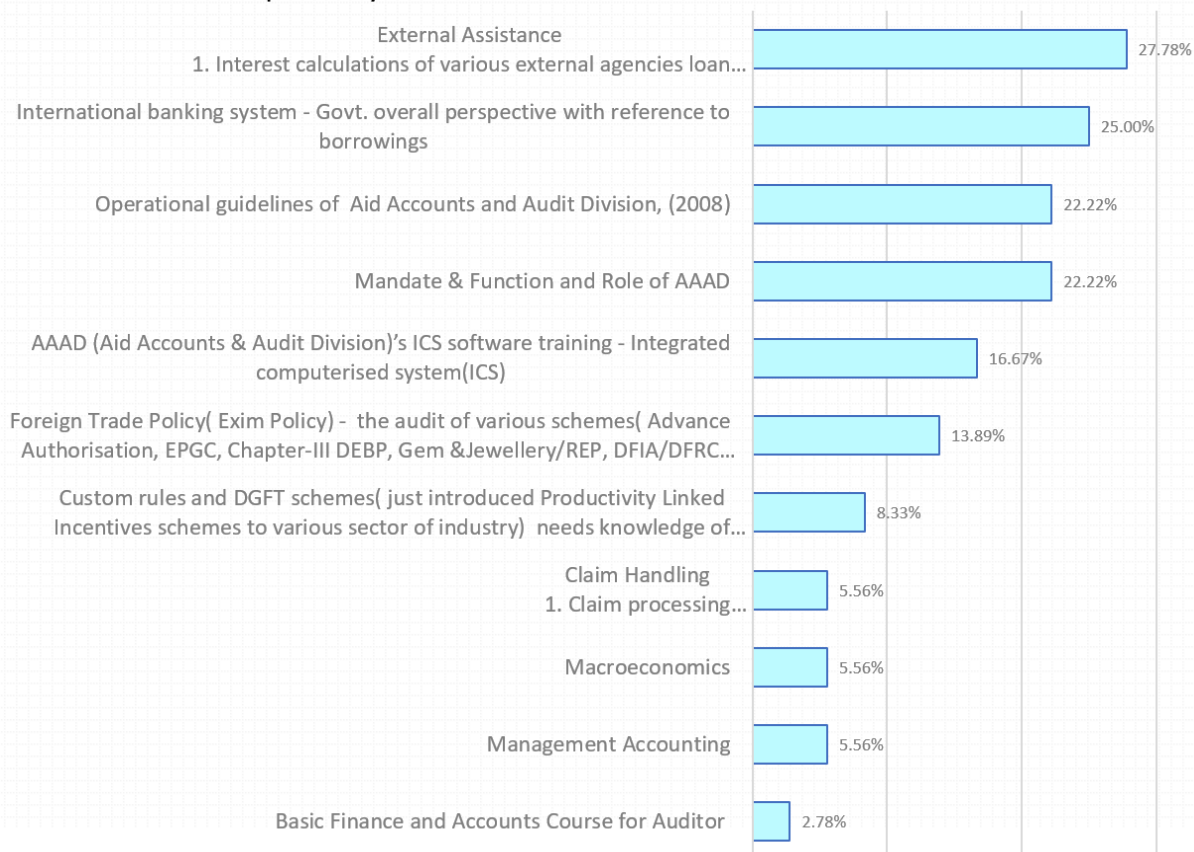
## **1.7 Overall scenario of domain competencies understood during the Training Needs Analysis (TNA) exercise across divisions at DEA**

Across Department's 12 divisions are covered for DEA domain specific competencies analysis, TNA culled out was based on the responses received from participating officers and is presented ahead. These depict participants demands/needs of competencies/course/topics based on which the training pan has been prepared. Besides this exercise, secondary research coupled with primary research was undertaken to understand the job profiles in depth and understating the framework of roles, activities and competencies. This analysis is summarised for all 17 divisions and is provided in chapter 3 ahead.

### 1.7.1 Aid, Accounts and Audit (AAA) Division

As per need analysis, following chart depicts domain competencies most sought at the AAA division. This data was collected based on 13 respondent officers who participated in the exercise. Ten dominant topics sought for understanding across basic and advanced levels for various roles/positions:

#### Domain competency needs: AAA division



#### Ten dominant areas of learning

- Loan Agreement and legal terms & conditions
- Process knowledge of draw-down of external funds process of funding agencies
- Process knowledge of disbursement of external funds process of funding agencies
- Debt servicing liability analysis
- External aid statistics, volume, origin and types of foreign aid and other resource flows from donor countries
- Debt receipt budget for external receipts (part of capital receipt & payment of union budget)
- Debt payment budget estimates for repayment of principal & interest
- Integrated Computerized System (ICS) activities in the loan cycle as reflected in ICS
- Sovereign external debt portfolio
- Audit of Import Licenses & audit process for export promotion schemes and policies

**Training sought across levels at AAA division**

Competency/Training sought	Auditor	Dy. CAAA
Foreign Trade Policy( Exim Policy) - the audit of various schemes( Advance Authorisation, EPGC, Chapter-III DEBP, Gem & Jewellery/REP, DFIA/DFRC etc , of DGFT/RLA/SEZs of M/o Commerce& Industry	A	
AAAD (Aid Accounts & Audit Division)'s ICS software training - Integrated computerised system(ICS)	A	A
Mandate & Function and Role of AAAD		B
Operational guidelines of Aid Accounts and Audit Division, (2008)	A	
International banking system - Govt. overall perspective with reference to borrowings		B

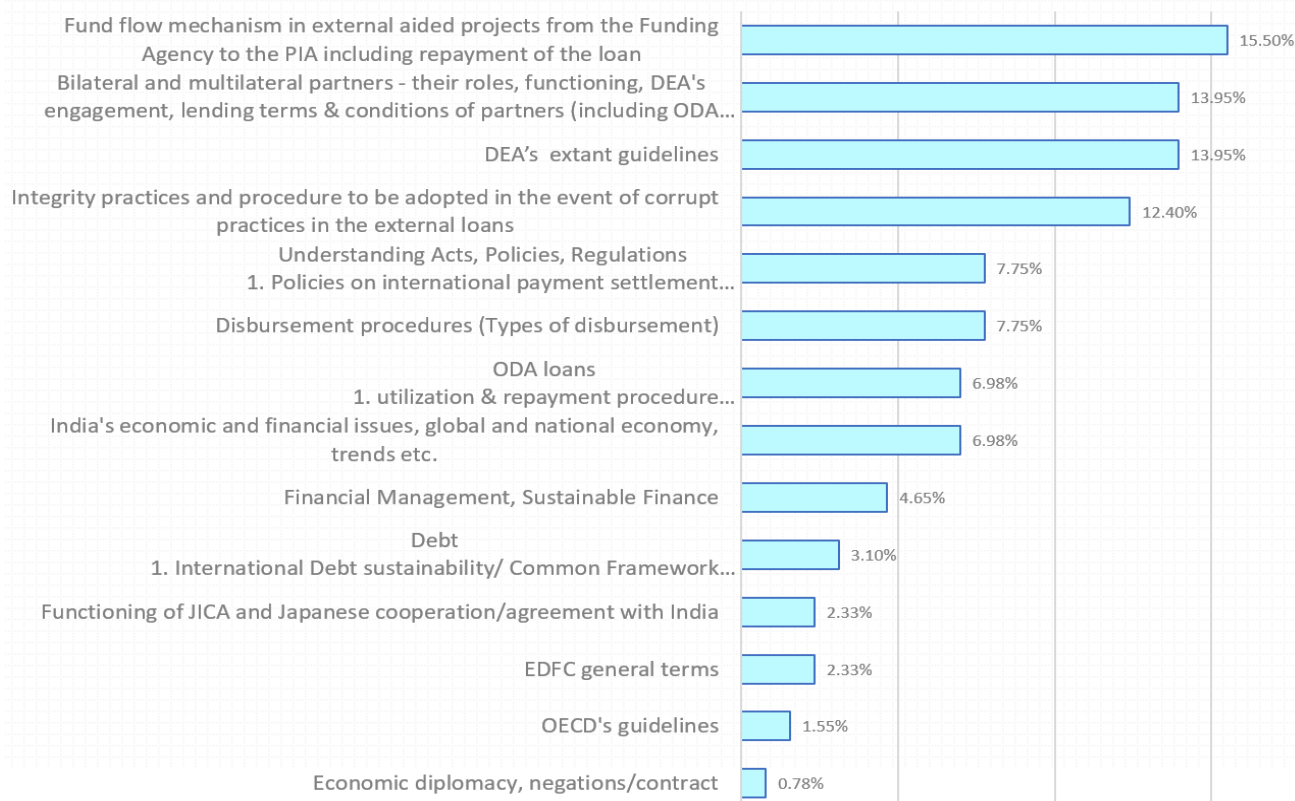
B= Basic, A= Advanced, Source: Training survey exercise at DEA

At AAA, officers recommended mentor concepts and engaging with past officer who have left the division and ones who are interested in training the AAA officers. This is in specific to internal trainings required and are not provided by recruiting officers' institution of the office of Controller general of accounts (CGA) owing to different nature of work at the AAA. It was noted that officers are posted from the CGA office on temporary posting and transferred by the time they become proficient in domain areas. These aspects can be mitigated through training. It was suggested to bring in past senior officers/domain specialist with years of experience at the AAA, who are willing to provide training to the officers and continue to have interest and relevance to the topics demanded at the AAA. This was perceived to reduce induction and spearhead learning on the job time. There by, expected to bring in efficiency.

### 1.7.2 Bilateral Cooperation and Sustainable Finance (BC& SF) Division

As per need analysis, following chart depicts domain competencies most sought at the BC &SF division. This data was collected based on 22 respondent officers who participated in the exercise. Six dominant topics sought for understanding across basic and advanced levels for various roles/positions:

**Domain competency needs: BC & SF division**



#### **Six dominant topics of learning**

1. Fund flow mechanism from funding agency to PIA
2. Bilateral & multilateral partners aspects (roles, etc.)
3. DEA's extant guidelines and ODA loans and disbursement procedures & types
4. Understanding acts, policies (RBI, money market, hedging), regulations, & guidelines including OCED, EDFC general terms
5. Financial management, sustainable finance & debt sustainability
6. Indian & global economic & financial issues, trends

#### **Training sought across levels**

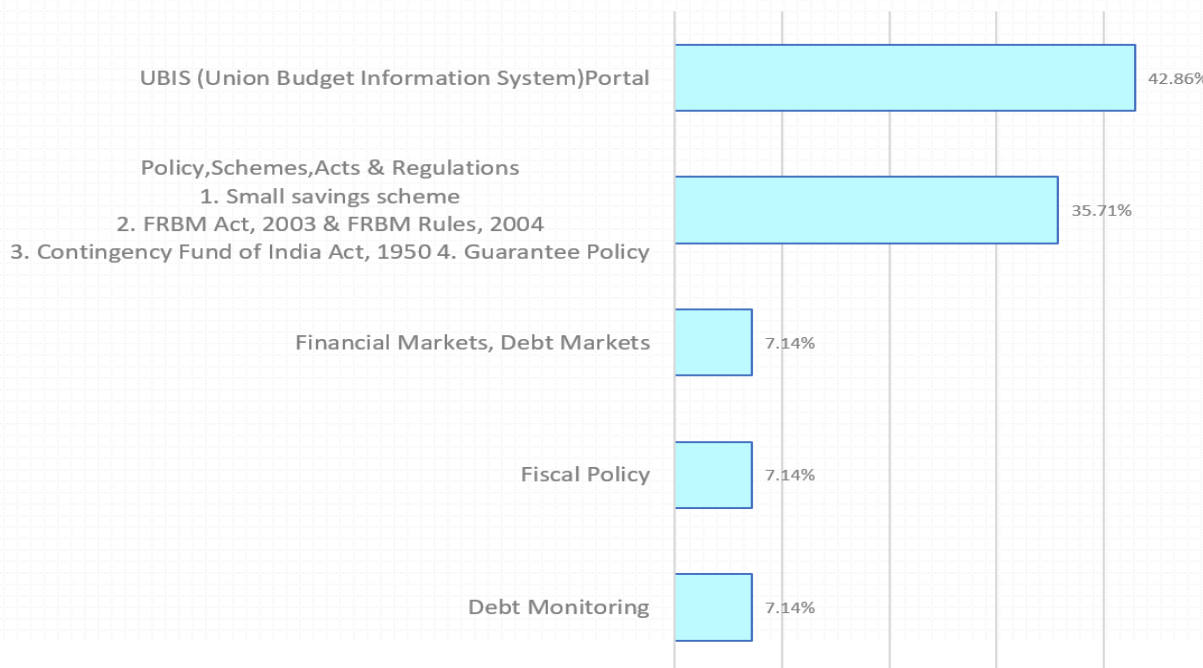
Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	
2	B/A	B/A	B/A	
3	B/A	B/A	B/A	
4	B/A	B/A	B/A	
5	B/A	B/A	B/A	
6	B/A	B/A	B/A	

B= Basic, A= Advanced, Source: TNA exercise at DEA

### 1.7.3 Budget (Bud) Division

As per need analysis, following chart depicts domain competencies most sought at the Bud division. This data was collected based on 20 respondent officers who participated in the exercise. Five dominant topics or areas sought for understanding across basic and advanced levels for various roles/positions:

**Domain competency needs: Budget division**



#### **Five dominant areas of learning**

1. Budget information, development and UBIS portal.
2. Policies & schemes such as small saving scheme, contingency fund, fiscal responsibly & budget management
3. Financial markets and debt markets & global benchmarks
4. Fiscal monitoring, tools & processes
5. Debt monitoring, tools & processes

#### **Training sought across levels**

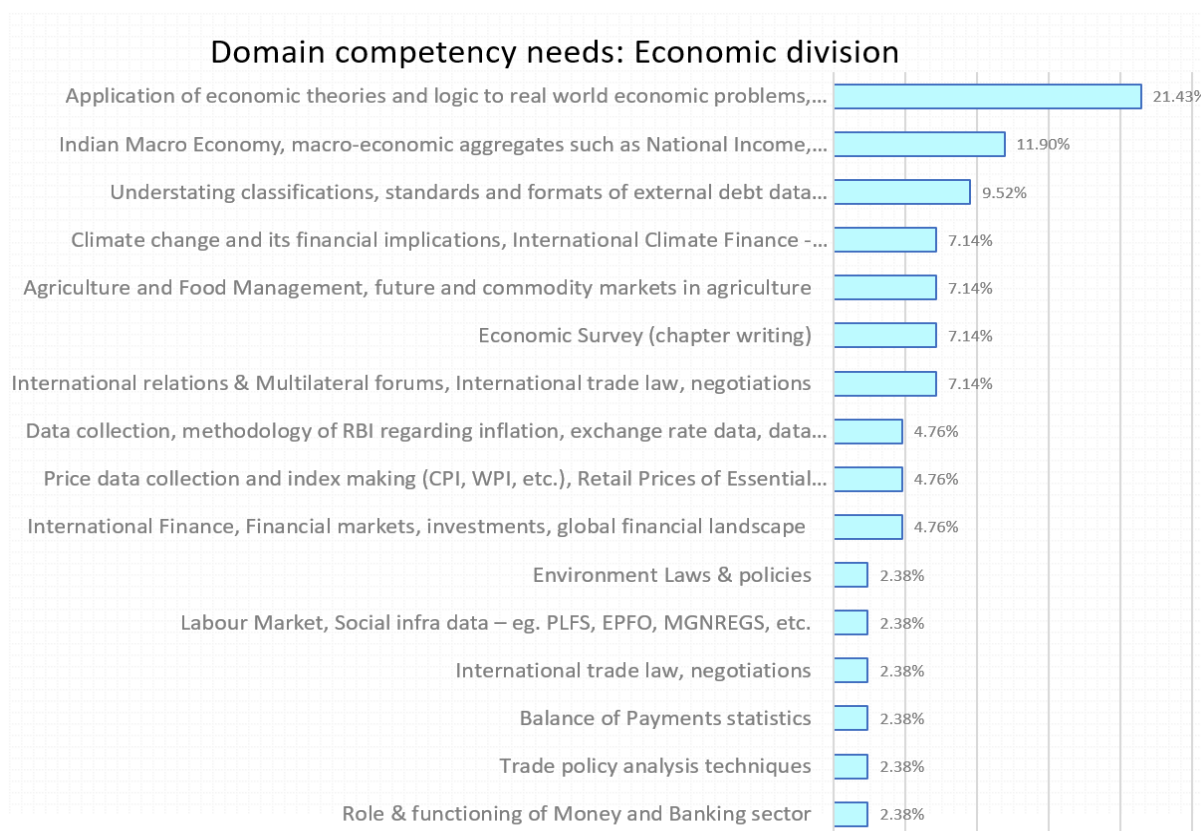
Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	
2	B/A	B/A	B/A	
3			A	
4			A	
5			A	

B= Basic, A= Advanced, Source: TNA survey exercise at DEA



### 1.7.4 Economic (Eco) Division

As per need analysis, following chart depicts domain competencies most sought at the Eco division. This data was collected based on 22 respondent officers who participated in the exercise. Eight dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### Eight dominant areas/topics of learning

1. Macro-economics, micro-economics , econometrics & its application, machine learning
2. Pricing & inflation matters
3. Finance & sustainability & climate change aspect
4. International economics
5. Law- International, environmental
6. Labour & trade
7. Economic survey matters
8. Money & banking sector

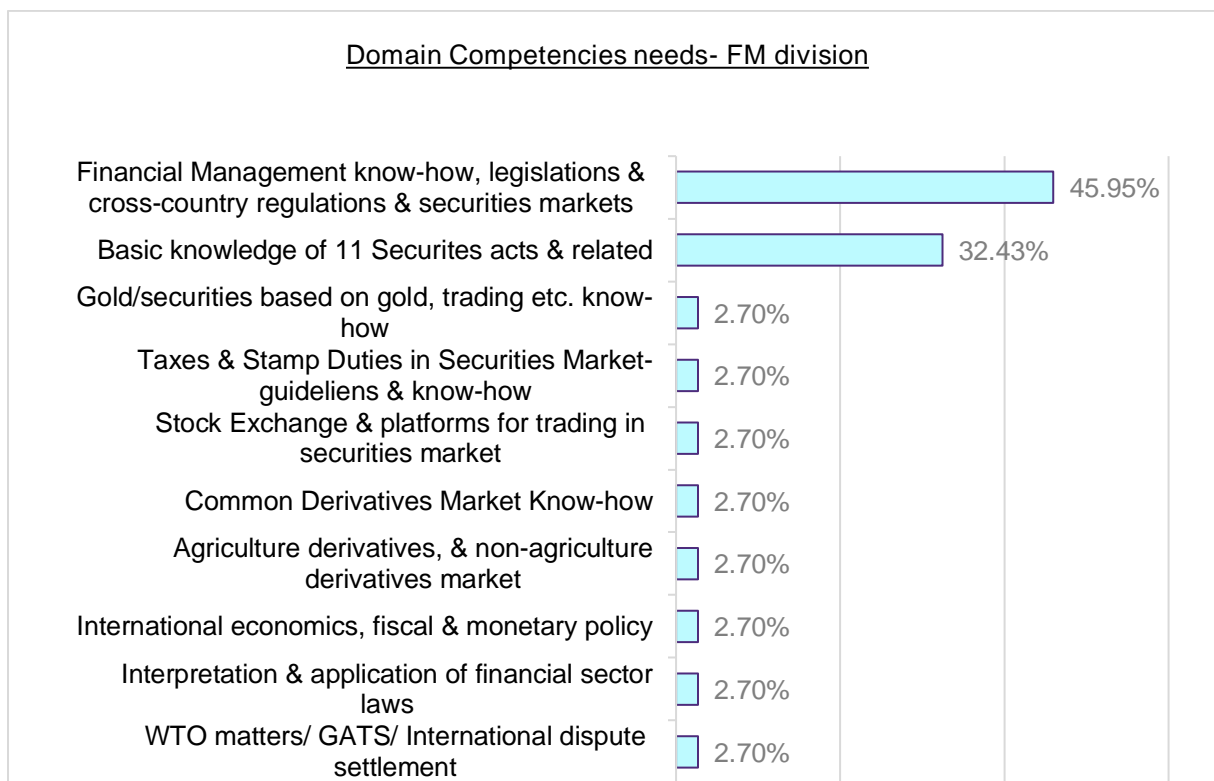
#### Training sought across levels

Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	
2	B	B/A	B/A	
3	B		C	
4	B		B	
5	B		B	A
6	B		A	
7	B		B	
8	B	B	B/A	A

B= Basic, A= Advanced, Source: TNA survey exercise at DEA

### 1.7.5 Financial Markets (FM) Division

As per need analysis, following chart depicts domain competencies most sought at the Financial Markets division. This data was collected based on 30 respondent officers who participated in the exercise. Four dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### Four dominant topics of learning

1. Financial management know-how
2. Securities act and other acts knowledge and related know-how of derivatives & markets
3. Global economic, fiscal & monetary policies & impacts for India & benchmarking
4. Laws in financial sector- interpretation and application know how and global disputes settlements

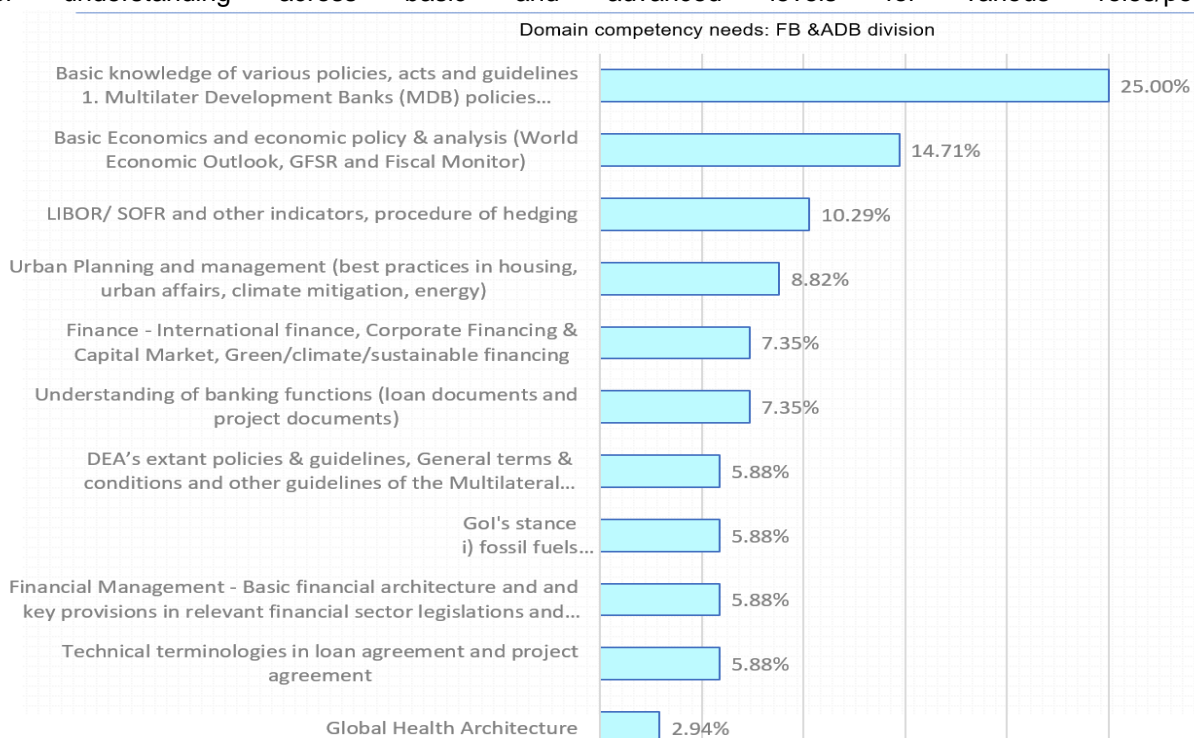
#### Training sought across levels

Topic (as above)	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1.	A	B	A	B/A
2.	A	B	A	B/A
3.	A	B	A	A
4.	B	B	B/A	A

B= Basic, A = Advanced , Source: TNA survey conducted at DEA

### 1.7.6 Fund Bank (FB) and Asian Development Bank (ADB) Division

As per need analysis, following chart depicts domain competencies most sought at the FB division. This data was collected based on 18 respondent officers who participated in the exercise. Five dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### Five dominant topics of learning

1. MDB policies, guidelines, acts, rules & regulations (WB/ADB/IMF/UN) and DEA's extant policies
2. Banking functions (Loans/projects documents/ indicators /hedging) & interest rates + implications
3. Sectoral understanding (Urban + health)
4. Basic Economics and economic policy & analysis (World Economic Outlook, GFSR & Fiscal Monitor)
5. Finance – International/ Corporate Financing & capital market, Green/ Climate/ sustainable financing

#### Training sought across levels

Topic/course (as above)	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1.	B	B	B	B/A
2.	B	B	B	B/A
3.	B	B	B	B/A
4.	B	B	B/A	B/A
5.	B/A	B/A	B/A	B/A

B= Basic,  
A =

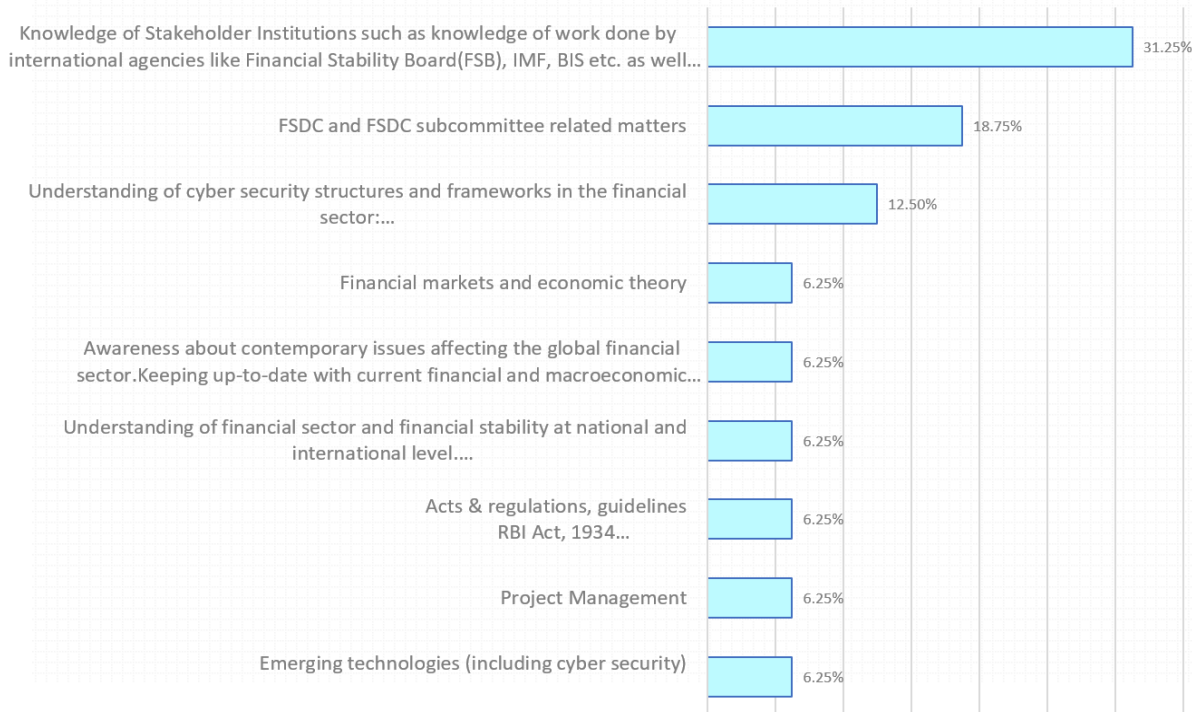
Advanced

Source: TNA survey conducted at DEA

### 1.7.7 Financial stability and cyber security (FSCS) Division

As per need analysis, following chart depicts domain competencies most sought at the FSCS division. This data was collected based on 8 respondent officers who participated in the exercise. Six dominant topics/areas sought for understanding across basic and advanced levels for various roles/positions:

Domain competency needs: FSCS division



#### Six dominant areas of learning

1. Knowledge of global stakeholder institutions on financial stability
2. Financial stability & development council matters & financial sector national & global levels
3. Understanding of cyber security structures, guidelines & frameworks/ RBI Act/IT –Act 2000 (re-2008) & Rules, regulators legislations, circulars, SOPs.
4. Financial markets and economic theory,
5. Emerging technologies & its application esp. global
6. Project management

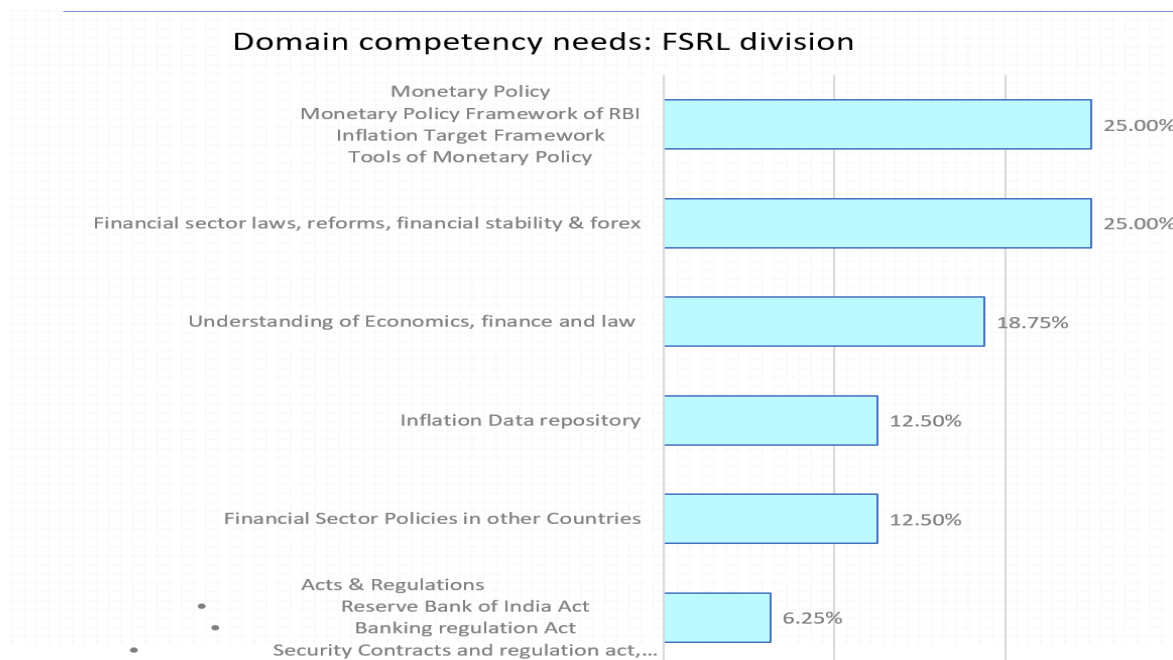
#### Training sought across levels

Topic or Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	B
2	B/A	B/A	B/A	B
3	B	B	A	B
4	B	B	A	B
5	B	B	A	B
6	B	B	A	B

B= Basic, A= Advanced, Source: TNA survey exercise at DEA

### 1.7.8 Financial Sector Reforms and Legislation (FSRL) Division

As per need analysis, following chart depicts domain competencies most sought at the FSRL division. This data was collected based on 4 respondent officers who participated in the exercise. Five dominant topics/areas sought for understanding across basic and advanced levels for various roles/positions:



#### Five dominant areas of learning

1. Monetary Policy, Framework of RBI, Inflation target, tools etc.
2. Financial sector laws, reforms, financial stability & forex
3. Understanding of Economics, finance and law
4. Financial Sector Policies in other countries & inflation data
5. Acts & regulations, RBI Act, Banking regulation act, etc.

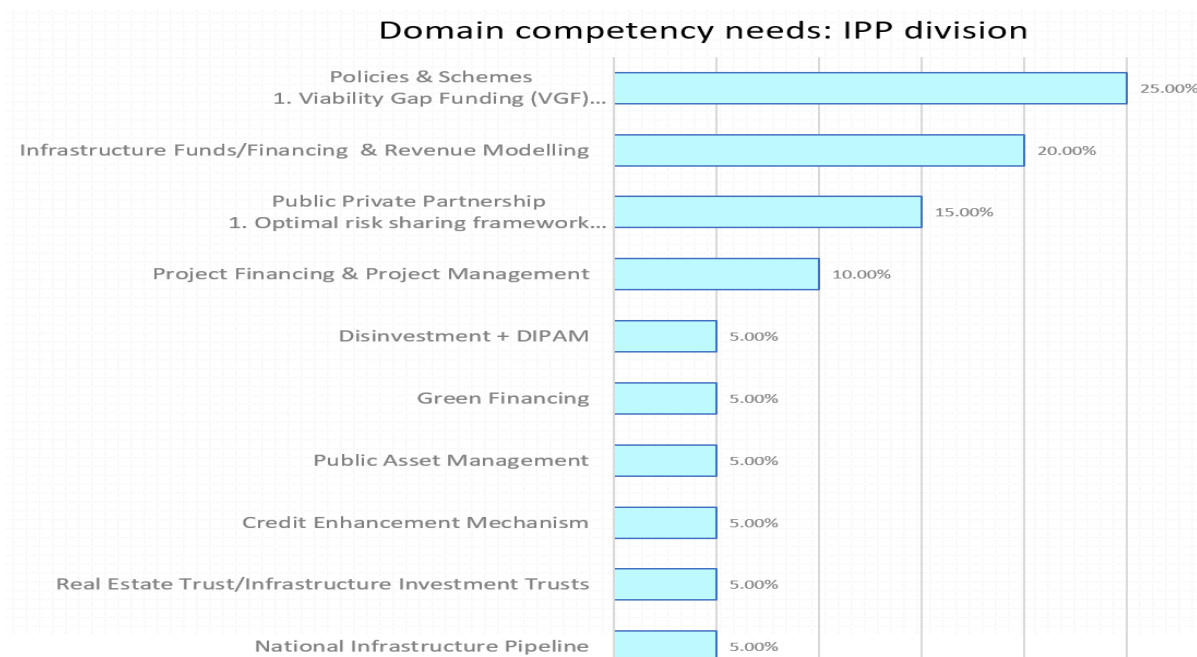
#### Training sought across levels

Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	B
2	B/A	B/A	B/A	B
3				
4			B	
5	B	A	A	

B= Basic, A= Advanced, Source: TNA survey exercise at DEA

### 1.7.9 Infrastructure Policy and Planning (IPP) Division

As per need analysis, following chart depicts domain competencies most sought at the ISD division. This data was collected based on 8 respondent officers who participated in the exercise. Six dominant topics/areas sought for understanding across basic and advanced levels for various roles/positions:



#### Six dominant areas of learning

1. Policies and guidelines of DEA
2. Infrastructure financing, financial/ revenue models, Trusts, funds, divestment, credit enhancement mechanisms etc.
3. PPP know how and benchmarking
4. Financial management- financial models & balance sheet understanding and risk frameworks knowledge
5. Financial sustainability and climate/green finance
6. Project finance & project management

#### Training sought across levels

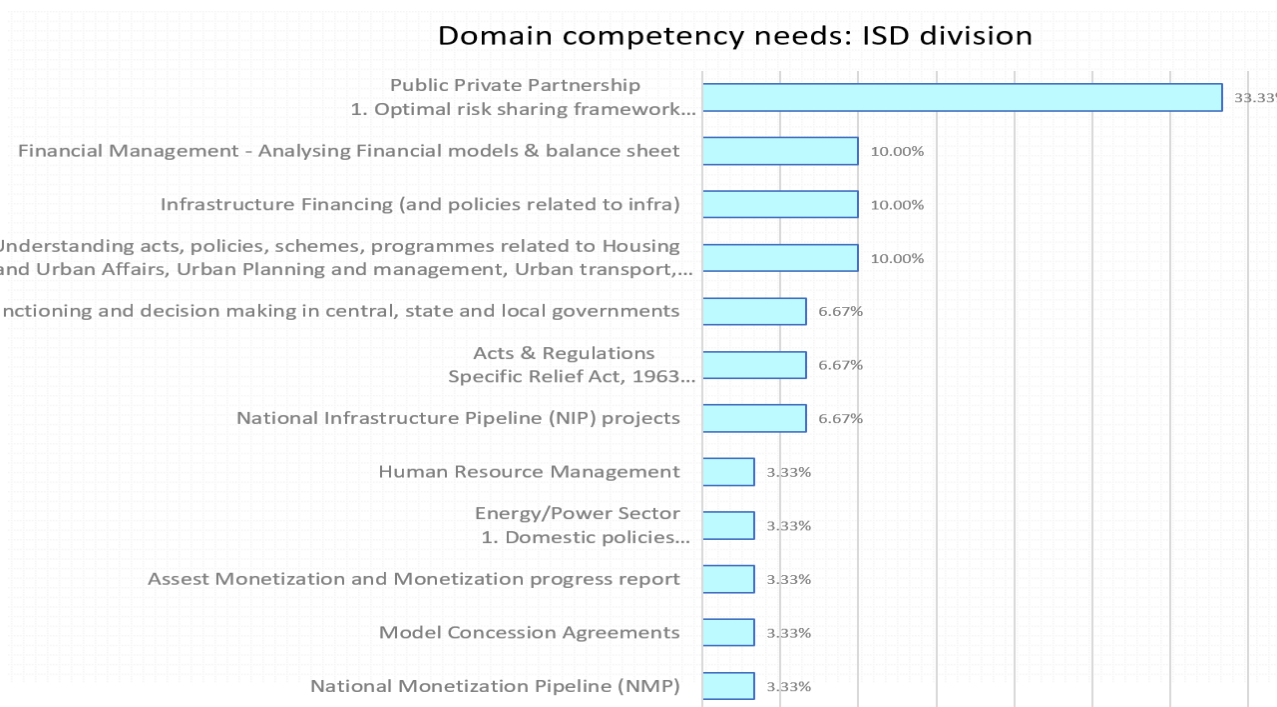
Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1			B	
2	B/A	B/A	B/A	B
3			A	
4			A	
5			A	B
6			A	A

B= Basic, A= Advanced, Source: TNA survey exercise at DEA



### 1.7.10 Infrastructure support and development (ISD) Division

As per need analysis, following chart depicts domain competencies most sought at the ISD division. This data was collected based on 18 respondent officers who participated in the exercise. Seven dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### Seven dominant areas of learning

1. PPP know how and benchmarking
2. Financial management- financial models & balance sheet, infra financing & risk frameworks knowledge
3. Policies across sectors, infra- financing etc.
4. Acts, regulations across sectors
5. NIP projects financing & asset monetisation aspects
6. Laws and regulations, covering MCA, procurement etc.
7. Governance aspects across states, NMP etc.

#### Training sought across levels

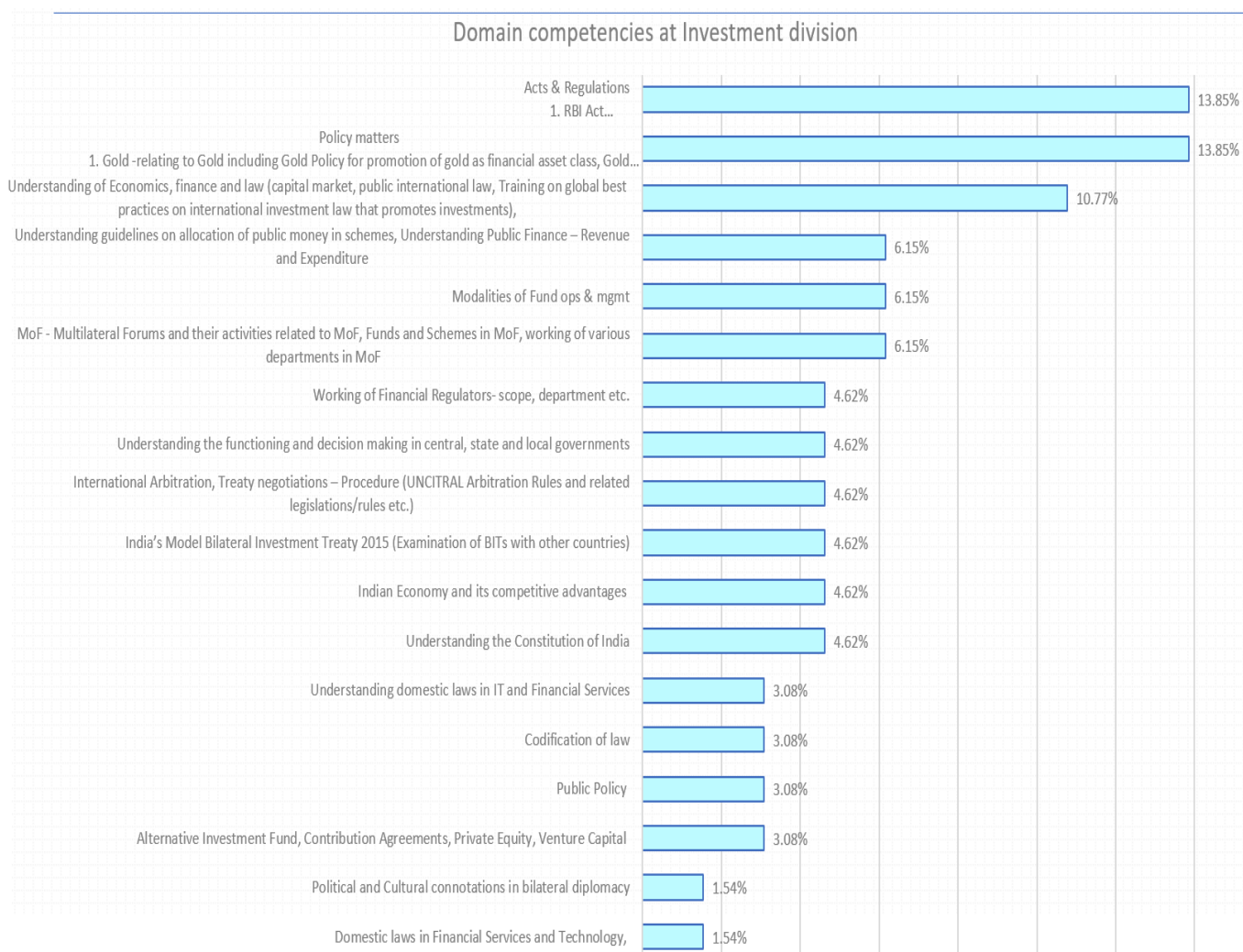
Course/Level	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	B
2	B/A	B/A	B/A	B
3			A	

B= Basic, A= Advanced

Source: TNA survey exercise at DEA

### 1.7.11 Investment (Invst) Division

As per need analysis, following chart depicts domain competencies most sought at the Invst division. This data was collected based on 15 respondent officers who participated in the exercise. Twelve dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### **Twelve dominant areas of learning**

1. Economic concepts of FDI, Indian FDI statistics & priorities, FVCI
2. Foreign Exchange aspects relating to Import/Export of gold/silver
3. Export & Import Policies
4. Domestic investment (pvt. & Pub. investments) & outward investment, policies
5. Fund Operations & Management modalities- Understand structure, policies, regulating, process of monitoring operation & performance
6. Concepts of disinvestment, policies & processes
7. Knowledge of alternate investment funds, performance of the National Investment & Infra Fund (NIIF) & SWAMIH Fund
8. Knowledge of investments vehicles, like Sovereign/ funds, PE Funds, Real Estate Investment Trusts
9. Risks associated with various types of investments
10. Functioning of financial regulators/ their regulatory framework for development ecosystem
11. Digital Economy & Fintech
12. Macroeconomic & investment indicators like GDP, inflation, employment levels

**Training sought across levels at Investment divisions**

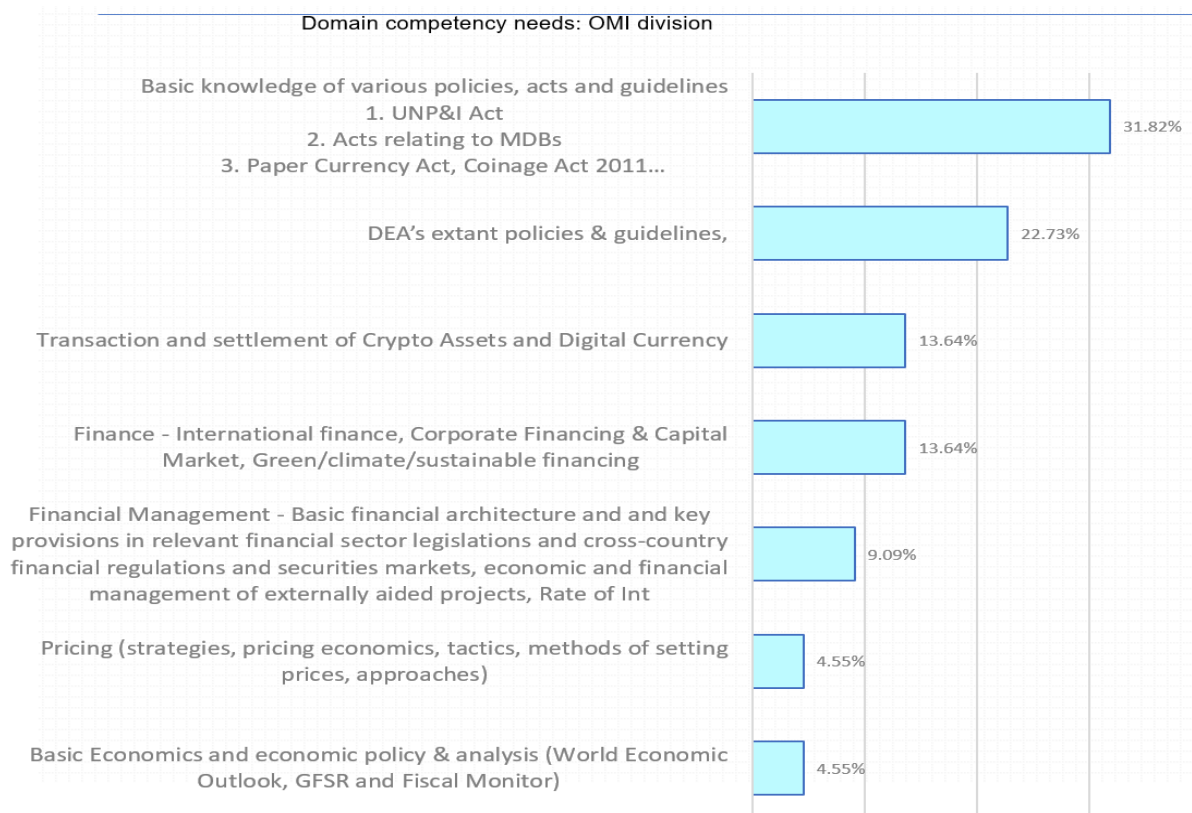
Competency/Training sought	ASO	SO	EO/US/Dy. Dir.	Dir./DS	JS
Domestic laws in Financial Services and Technology,					
Political and Cultural connotations in bilateral diplomacy					
Alternative Investment Fund, Contribution Agreements, Private Equity, Venture Capital	A				
Public Policy					
Codification of law	A	A	A	A	
Understanding domestic laws in IT and Financial Services					
Understanding the Constitution of India	B				
Indian Economy and its competitive advantages			A	A	
India's Model Bilateral Investment Treaty 2015 (Examination of BITs with other countries)	B	B	A	A	
International Arbitration, Treaty negotiations – Procedure (UNCITRAL Arbitration Rules and related legislations/rules etc.)	B	B	A		
Understanding the functioning and decision making in central, state and local governments					
Working of Financial Regulators- scope, department etc.					
<b>MoF</b> - Multilateral Forums and their activities related to MoF, Funds and Schemes in MoF, working of various departments in MoF	B	A	A	B	

B= Basic, A= Advance, Source: TNA survey exercise at DEA

For Andragogy aspects, beside online, offline and hybrid trainings for generic topics, in-house trainings vide structured meetings for specific topics and topics internal to DEA/ Investment divisions were recommended.

### 1.7.12 Other Multilateral institutions (OMI) Division

As per need analysis, following chart depicts domain competencies most sought at the OMI division. This data was collected based on 8 respondent officers who participated in the exercise. Four dominant topics sought for understanding across basic and advanced levels for various roles/positions:



#### Six dominant areas of learning

1. MDB policies, guidelines, acts, rules & regulations (AfDB/RBI/AIIB/NDB/IFAD/EBRD/OFID, UNP&I and DEA's extant policies)
2. Crypto assets and digital currency know-how
3. Financial management know-how
4. Finance – International/ Corporate Financing & capital market, Green/ Climate/ sustainable financing
5. Basic Economics and economic policy & analysis (World Economic Outlook, GFSR & Fiscal Monitor)
6. Pricing aspects and pricing economics

#### Training sought across levels

Course/Topic	ASO	SO/US	AD/DD/DS/Dir	JS/OSD
1	B	B	B	-
2	B	B	B	-
3	B	B	B	-
4	B	B	B	-
5	B	B	B/A	-
6	B/A	B/A	B/A	-

B= Basic, A = Advanced, Source: TNA survey conducted at DEA

## 1.8 Training plan

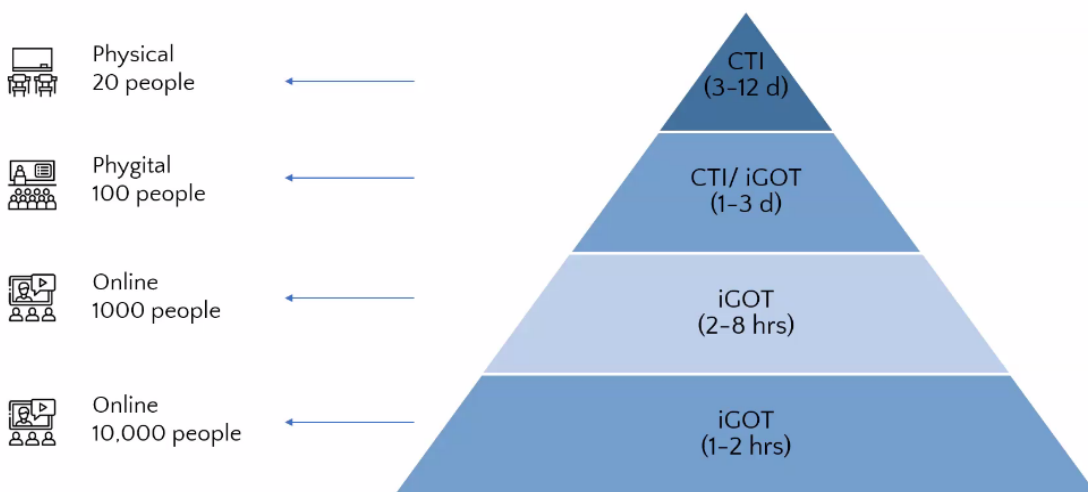
DEA developed a training plan based on training needs analysed during the ACBP exercise. It addresses topics, across the three competencies, that DEA's allied institutions or institutions specialising in the topics/competencies can provide content and training with. Following Table 7 provides a compilation of courses/topics that can be taken up for implementation by the CBU of DEA as way forward. Table lists all competencies with respect to functional competencies and behavioural competencies as well, noted during the ACBP exercise and covering all 17 divisions.

Courses / training can be categorized by MDO and mandatory for work profile and recommendatory for the level of the Target Group they pertain to. Trainings identified as "online" or "offline" will be entirely online or offline respectively. "Hybrid" trainings will have aspects of online as well as aspects of field immersion. For the courses that are not yet ready and need to be designed, the CBU at DEA will decide the various aspects of the training module, in discussion with training partners/ content providers as well as the cost implication on the DEA's budget allocated for 2023-24.

To implement the training plan in cognisance of DEA's divisional needs, curation of multiple courses taking care of nuances within each division is to be undertaken. Numerous divisions required trainings can be met through a structured system of in-house trainings for varied reasons like knowledge of practical issues vests only within DEA, dealing with matters in confidentiality owing to nature of work, etc. such as investment divisions, multinational development banks (MDB)s, issues of etc Provided ahead in Figure 8 is a chart based on level of course and number of persons that may take a relevant course. For large scale training, basic training at Level 1 may be targeted as an online course, for which either existing content by a training provider/partner can be calendarised or can be created. In-house trainings can create a system of mentorship and training of trainers, these can officers interested in training officers for a particular cohort of area of expertise. Officers who have worked in the division concerned are deemed as most appropriate for the same and who can cater to practical knowledge, contemporary relevance and showcase interest and availability. Training need noted division wide in one such topic is basic training on aspects and practical relevance for benchmarking indian economic parameters and indicators of economic growth and assessment relevance for DEA, global comparative analysis and international economics aspects and relevance for understanding with DEA. This can be followed by a phygital (Digital + Physical) course allowing peer interactions and learning within a group. This group can have representatives from other ministries such as ministry of commerce.

**Figure 8: Strategy chart for implementation across proficiency level by MDOs and CBUs**

### Levels of Courses



Source:

CBC















Further, as per the training plan, few policy measures that can be undertaken are enlisted below. Cadre based trainings should be evaluated for relevance in a division and topics that are provided in such training, may not be repeated. Few officer/staff undergo training upon promotion, such training must be self-declared by the trainee to avoid repeats and only relevant trainings which are specific to role within a division and its need can be catered too. Training can be perceived as life-long learning process and a structured training plan can help achieve national goals and MDO specifics for each role:

1. **Training calendarization:** Preparation of an implementable training calendar with training partners, who will provide content and conduct the training. Training content can be developed for varied andragogy as per the training needs represented in the training plan for the Year one in section 1.8 ahead.
  - a. CBC, has strategically put forth and distributed the demand that can be extended to short term intervention of within an year. Mid-term intervention within the next 3 years and few can be provided for the long -term.
  - b. Training facilitators are diverse given the widespread nature of work the DEA divisions undertake. Their competence and historic performance to meet demand needs should be accounted for while finalising the training calendar and implementing the training activities. CBC can support this exercise of facilitation and discussions with training partners.
  - c. The entire design of a demand-based training calendar is based on prioritisation and needs to be catered through an annualization exercise. Annualization of a training calendar provides for a north star in capacity building and gives key insights on the plan of action such as number of training man-hours, courses, participants and frequency of training and training facilitators and content providers.
  
2. **Mandatory mandays:** Annually for each division, mandatory and recommendatory trainings need to be provided. Mandatory trainings must be role specific and an opportunity for each officer/staff to receive training as per specific need and in a structured manner must be provided.
  - a. A minimum of 5 mandays across a year are recommended for training as per training need. This need can be self-assessed and approved in consultation with supervisor and/or division head.
  
3. **Induction training:** DEA induction training should be undertaken by all new joinees irrespective of level with a certain time period of joining. This report can be maintained within the division and by the administration division of the department.
  - a. While Department specific induction module is under preparation, each division may cull out a division specific induction module. This can be provided online for all new officers/staff joining the division.
  
4. **Courses/Topics knowledge repository:** A structured repository for each division such as one developed for OMI division should be curated. Either responsibility of its update and modification can be earmarked to an officer or can be curated with support from external knowledge partner for contents to be updated and relevant to current context.
  - a. Publishing of in-house knowledge material/ case lets can be encouraged by existing officers. An incentive mechanism can be created for the same.
  
5. **Long-term program-** Officers expected to be stationed for long-term within DEA, for more than 5 years, may be provided with a curated long-term management development program covering requirement of various divisions.
  
6. **Diversity of training providers and topics:** DEA divisions are multi-disciplinary in nature and are also addressing multi-sectoral needs. Thereby diversity in training providers will need to be dealt with



cohesively. An illustrative representation of diversity of training providers is showcased in figure 9. below.

**Figure 9: Diversity of training facilitators across divisions**

Common Competency Topic	Competency	Training partner 1	Training partner 2	Training partner 3	Training partner 4
<b>Course Content Development</b>	Domain	 IIM Calcutta	 RSI Content Solutions	 NIIT NNITT	 edx
<b>Cyber Security</b>	Domain	 NIC National Informatics Centre	 CISCO	 IBM	N/A
<b>GeM</b>	Functional	 वित्त मंत्रालय MINISTRY OF FINANCE	 CIPS	 ISTM	N/A
<b>Financial Management</b>	Functional	 वित्त मंत्रालय MINISTRY OF FINANCE	 CIPS	N/A	N/A
<b>Stress Management</b>	Behavioral	 NATIONAL INSTITUTE OF MENTAL HEALTH	 THE ART OF LIVING	 CSTARI	 National Productivity Council
<b>Communication Skills</b>	Behavioral	 IIM-B	 IIPA	 CSTARI	 ISTM

Source: CBC research

7. **Capacity building unit (CBU):** In order to effectively implement the training plan, a dedicated team as a part of the CBU may be nominate. The CBU can be housed within the administration divisions, and they can coordinate with the training providers for specific trainings and oversee monitoring and implantation alongside work towards identification and meeting of non-training interventions in a structured and an institutionalised manner. Para 1.4 above mention few non- training interventions noted during the TNA exercise.
  - a. Capacity building interventions and changes can be made in norms, policies, and regulations guiding the functioning of the individuals and the organisation i.e., policy-level interventions.
  - b. Other capacity enhancement initiatives viz. organizational and institutional interventions acting as the ‘enabling framework’ for sustainable implementation of an ACBP can be initiated in the short to medium term and implemented on a longer time scale based on outcomes of in-depth studies and assessment of larger institutional and technological issues common across DEA’s divisions.
  - c. CBU can refer to following capacity building aspects at the organisation level provided at Table 7 ahead. These can be taken up on a rolling basis.

**Table 7: Capacity building needs across divisions at an organisational level**

Aspect	Capacity building requirement	Intervention Type, Potential Recommendations and Use Cases	Tentative Timeline
<p><b>Technology and Data curation and handling</b></p>	<ul style="list-style-type: none"> <li>• Need for easy access to large and updated datasets pertaining to various domain and cross-sectoral areas of work across divisions, can be made available as soft-knowledge</li> <li>• Departments under the same division observed to be in communication silos hindering free flow of information and may lead to duplication of work</li> </ul>	<p>Upgradation of scheme specific portals, dashboards and user interface is one of the potential interventions, to improve</p> <ul style="list-style-type: none"> <li>• Linkage of ACBP outcomes with iGOT and DEA dashboard, can be restricted to internal use</li> <li>• Intranet learning management system (LMS) can be linked at the same.</li> <li>• Integration of e-office to various other IT applications so that movement of files and data between different applications can be minimized, that can save lot of time of junior level officers.</li> <li>• Utilisation of e-Governance and m-Governance practices to manage schemes</li> <li>• Periodic training of all the officers in computer skills such as MS – Word, MS – Excel, Power Point etc.</li> <li>• More usage of Power BI type dashboards and training in them to all the officers working on dashboards</li> <li>• Robust database management systems and good cyber security measures, since the ministry's schemes cover last mile beneficiaries and has a huge database of beneficiaries and their personal information</li> <li>• Utilisation of emerging technologies such as data mining, big data analytics, Artificial Intelligence (AI) and Block-Chain technologies may be used for better services to the beneficiary</li> <li>• Explore the opportunities for implementation of ERP for integrated technological management</li> <li>• Regulatory Sandboxes: For newer innovations and encouragement of entrepreneurs, regulatory sandboxes can enable real-life/live environment for testing innovative technologies, products, services or approaches, which are not fully compliant with the existing legal and regulatory framework.</li> </ul> <p>In view of the above:</p>	<p>12 months from roll-out of ACBP (Including building data input formats and training officials to use the tools)</p>

		<p><b>Integration of automation technologies and advanced software</b> to effectively undertake aspects of operations, service and delivery, and improve system resilience (reduce turn-around time, redundancies and dependencies) For e.g., developing an automated performance assessment mechanism with large tech providers</p> <p><b>Data Management Unit</b> - Development of division wise specific digital data used at DEA for policy inputs and others</p> <ul style="list-style-type: none"> <li>• Central repository of datasets collected by various Divisions accessible cross-divisionally</li> <li>• Built in approval requirements from data owner(s) (need-to-know basis) if access is needed by other divisions/departments</li> <li>• In-built MIS worksheet functionality (e.g., MS Excel) and saving output on local machine</li> <li>• Quality assurance of data input by ensuring alignment with pre-designed and pre-approved datasets formats for specific domain of work</li> <li>• Regular updation and relevance of data set</li> <li>• Monitoring plan with KPIs developed for knowledge transfer and handover for outgoing resources – linked to Central Knowledge Management Hub</li> </ul>	
<p><b>Monitoring and evaluation framework</b></p>	<ul style="list-style-type: none"> <li>• Need for a comprehensive dashboard for tracking programs progress across the DEA administered schemes/ fiscal monitoring of projects</li> </ul>	<p><b>Monitoring &amp; Evaluation Framework</b> - for tracking progress of schemes, projects and training</p> <ul style="list-style-type: none"> <li>• Dashboard with pre-determined (Division-level) indicators developed for monitoring, evaluation, and reporting</li> <li>• Output and outcome-based framework to track progress, challenges and bottlenecks, and results</li> <li>• Monitoring of KPIs developed for knowledge transfer and handover for outgoing resources – linked to Central Knowledge Management Hub</li> <li>• Formal tagging of each official to courses, e-learning, off-line and on-line training identified in ACBP <ul style="list-style-type: none"> <li>○ Dashboard to be linked to iGOT</li> <li>○ Hybrid update mechanism; iGOT course completion auto populated; manual upload of training completion proof</li> <li>○ <b>System-generated alerts of non-compliance to minimum</b></li> </ul> </li> </ul>	<p>12 months from roll-out of ACBP (Including developing relevant MRV indicators)</p>

		<p><b>achievement of annual training types and hours to tagged officials and leadership</b></p> <ul style="list-style-type: none"> <li>○ E-file alerts and red flag software to notify leadership on file processing delays and challenges</li> <li>○ Internal performance analysis based on data generated within the Ministry</li> </ul>	
<p><b>Central repository system of knowledge, division specific access</b></p>	<ul style="list-style-type: none"> <li>• Gap in domain-level technical knowledge and limited on-the-job training resources</li> <li>• Absence of structured knowledge transfer mechanism between outgoing and incoming resource and no structured guidelines for handover of work for outgoing resources</li> </ul>	<p><b>Central Knowledge Management Hub</b></p> <ul style="list-style-type: none"> <li>• Investment in knowledge management software</li> <li>• Mapping of inter-ministerial knowledge exchange needs identified through internal stakeholder consultations (in addition to needs identified in ACBP) – <b>mapping managed by CBU</b></li> <li>• Repository of internal SOPs, process and procedure documentation from each Division/ department including ‘Guidelines for Knowledge Transfer and Work Handover’</li> <li>• Codified Knowledge Transfer and Succession Plan: Codification of domain and functional knowledge for each department, obtained during last two months of outgoing resource</li> <li>• Applications for nomination and course payment and reimbursements-related approvals for undertaking immersive training and exposure visits tagged to the capacity building for specific personnel – <b>linked to Monitoring &amp; Evaluation Dashboard</b></li> <li>• DEA's LMS Intranet can hoist this central repository</li> <li>• Information upload calendar tagged to each Division/ department and managed by CBU with regular alerts to division leadership</li> <li>• Formalised integration of partnerships with private sector content providers – automated course completion certification, in-built payment mechanism for accessing trainings</li> <li>• Periodic newsletter/material round-up of national and global developments and conferences, innovations in relevant domain and sectoral areas of work of each division</li> <li>• Knowledge sharing with organisations like: IMF, World Bank, ADB, IMF, OECD, AfDB, etc. to be explored in a systematic manner</li> </ul>	<p>Initiation in 3 months from ACBP roll-out (Completion of map and calendar within first quarter of new year)</p> <p>Implementation over calendar year</p>

		<ul style="list-style-type: none"> <li>Subscription library to high-impact factor journals, newsletters of international donor/IFI -led programmes, research institutions, and think-tanks. Multiple divisions quoted this as a need.</li> </ul>	
<b>Certification system</b>	<ul style="list-style-type: none"> <li>Gaps in knowledge of with latest technological &amp; digital developments in sector/ industry, global best practices/ case studies/ success stories</li> <li>Formalized certification systems for trainings earned by each officer base don a cohort of learning area/topic that can be utilised by officer/staff for further growth in interest area</li> </ul>	<ul style="list-style-type: none"> <li>Certification system to be formalised based on each division's topics needs, as an opportunity of growth for each officers job profile and interest areas and in specific to a role.</li> <li>Information upload calendar tagged to each Division/ department and managed by CBU with regular alerts to division leadership</li> <li>Formalised integration of partnerships with private sector content providers – automated course completion certification, in-built payment mechanism for accessing trainings</li> <li>Game-based learning applications</li> <li>Medium term review and updation of induction and foundational training courses <ul style="list-style-type: none"> <li>Periodic internal surveys to assess demand for specific training/courses</li> </ul> </li> </ul>	Initiated within 6 months of CBU creation
<b>Partnerships, and collaborations</b>	<ul style="list-style-type: none"> <li>Gaps in quality of work output or towards alignment with national priorities of economic growth and fiscal improvements</li> <li>Gaps in knowledge of with latest technological &amp; digital developments in sector/ industry, global best practices/ case studies/ success stories</li> <li>Frequent transfers of officers from one domain area of work to another without adequate training</li> <li>Inefficient delegation of power and responsibility</li> <li>Challenges in balancing internal and external stakeholder interests</li> </ul>	<p><b>MDO, Partners and Donor Relationship Management</b></p> <ul style="list-style-type: none"> <li>Partnership/ collaboration strategy with relevant stakeholders based on long-term Ministry goals and budget projections <ul style="list-style-type: none"> <li>Exploring support for programmes, technology labs, PMU/PMC with consultants and academia</li> </ul> </li> <li>Formulate partnerships and/or MOUs with one or more of the following for workshops, conferences, exposure/ immersion visits, training development with a focused approach <ul style="list-style-type: none"> <li>Govt. training institutes - IIPA, LBSNAA, AJNIMF, Cafral, NISM, NACIN, DGFT etc.</li> <li>Govt. and private academic institutions - IITs, IIMs, IIFM, ISB</li> <li>Multilateral donor, development aid agencies, think tanks – AFD, JICA, USAID, World Bank/IFC, EU etc.</li> <li>Not-for-Profit organisations</li> <li>NGOs and CSOs</li> <li>Non-institutional trainers/subject matter experts</li> </ul> </li> </ul>	Initiated within 6 months of CBU creation

		<ul style="list-style-type: none"> <li>• Annual calendar for inter-ministerial or inter-departmental knowledge-sharing workshops; managed and implemented by Capacity Building Unit (CBU) – linked to <b>Central Knowledge Management Hub</b>, CBU to be adequately supported to carry out the activities as per calendar</li> <li>• Annual calendar for knowledge-sharing roundtables sessions with State Governments on alignment to national priorities, dovetailing Statewide activities or sectoral issues, in line with national priorities</li> </ul>	
<b>Human resources Management</b>	<ul style="list-style-type: none"> <li>• Manpower resource shortage</li> <li>• Lack of faculty from educational institutions for domain area support, research and oversight</li> <li>• Low system resilience in case of exigencies</li> </ul>	<ul style="list-style-type: none"> <li>• Domain specific appointments as per pool of interests and experiences</li> <li>• Cross-departmental knowledge-sharing sessions with peer group</li> <li>• Knowledge sessions with senior officials within Ministry (workshops, roundtables, debates, discussions, committees, etc.)</li> <li>• Policy of Apprenticeship and Fellowship Model – creation of untenured apprenticeship and fellow positions tagged to divisions based on formal needs review;</li> <li>• Young Professionals in the Ministry may support CBU activities</li> <li>• Policy creation for short-term appointments of project or programme-specific subject matter experts (non-trainers) on part-time or full-time basis</li> <li>• Incentive mechanism (Reward and Recognition system) for officials volunteering to become trainers (training on domain areas and/or functional needs)</li> <li>• Institutionalised policy for linking performance appraisal and impact evaluation of specific common position to standardised Key Performance Indicators (KPI)s developed within a common Government-level framework</li> </ul>	12 months (Including preparation and design for internal policy/guidelines development to bridge manpower gap)
<b>Personnel Management</b>	<ul style="list-style-type: none"> <li>• Lack of formalised process of performance review/management and performance appraisal</li> <li>• Gap in DEA leadership-led initiatives for promoting work commitment, interest, boosting team morale, motivation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal performance review process based on pre-determined set of KPIs including completion of assigned annual training plan – <b>linked to Monitoring and Evaluation dashboard</b></li> <li>• Incentive mechanisms to promote training/ upskilling for efficient and effective work, building ownership and motivation, e.g., Gamification, Reward and Recognition system, leader boards at different levels (inter or intra-Division)</li> </ul>	6-9 months from ACBP roll-out/ CBU creation



		<ul style="list-style-type: none"> <li>• Annual division-level calendar for ‘Leadership and Team Building Retreat’ for <ul style="list-style-type: none"> <li>○ Communicating vision and mandate of MDO to all staff</li> <li>○ Stakeholder discussion, brainstorming, community building</li> <li>○ Addressal of challenges, and key strategic areas of work in the upcoming year</li> </ul> </li> </ul>	
<b>Centre of excellence</b>	<ul style="list-style-type: none"> <li>• Excellence in domain area despite non-permanent/ short-term positioned roles</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of <b>theme-based Centres of Excellence</b> with participation from multiple MDOs with aligned and adjacent domain of work and which integrates a joint MDO CBU-led <b>intra-governmental learning platform or Unified Data Lake</b> to reduce heavy inter/intra-ministerial/departmental siloization in terms of data sharing and knowledge management</li> </ul>	6 months from CBU creation

Institutional capacity changes can be made to the overarching norms, policies and regulations that guide the functioning of the individuals and organisations. In the Government context, institutional capacity building are policy-level interventions that can affect all Ministries and departments of the government as a whole. Examples of such interventions at the whole of government level include the development of the National Training Policy 2012, Mission Karmayogi, and the creation of the Capacity Building Commission.

Key challenges identified as the basis for institutional interventions at the Ministry include the need for unified technology infrastructure, lack of manpower, lack of automation, among others. Given that institutional challenges affect all ministries/departments, of the Government, the scope of the ACBP exercise for a specific MDO is not expected to cover all institutional measures. Further detailed studies may be conducted to develop an action plan for addressing some of these challenges. However, in the tables above few such interventions are proposed and the CBU can take up some pilot-based interventions. These and other interventions may be scaled up incrementally across the department and best practices can be compiled alongside interventions and impact assessed thereof.

**Table 8: Needs based trainings proposed at Department of  
Economic Affairs- Year 1  
Ministry of Finance**

**Domain Competencies Training Plan : AAA Division**

No.	Course name & specifications	Target officers	No. of officers	Proficiency	Andragogy- Online/ Offline/ Hybrid	Duration	Training providers	Link for online training courses	Proposed training dates/FY-quarter (Q)
1.	<ul style="list-style-type: none"> <li>Process knowledge of draw-down of external funds process of funding agencies</li> <li>Process knowledge of disbursement of external funds process of funding agencies</li> </ul>	Jt. CAAA/ Dy. CAAA/ Auditor/ Jr. Account Officer/Sr. Account Officer- New joinees	5	B/A	Offline/ Hybrid	2 days	In-house & DEA representatives and old officers may be invited for such training	<ul style="list-style-type: none"> <li>Standard online course can be developed for basic training</li> </ul>	Q4
2.	<ul style="list-style-type: none"> <li>Loan Agreement and legal terms &amp; conditions</li> <li>Debt servicing liability analysis</li> <li>Debt receipt budget for external receipts (part of capital receipt &amp; payment of union budget)</li> <li>Debt payment budget estimates for repayment of principal &amp; interest</li> <li>Integrated Computerized System (ICS) activities in the loan cycle as reflected in ICS</li> </ul>	Jr Jt. CAAA/ Dy. CAAA/ Auditor/ Jr. Account Officer/Sr. Account Officer- New joinees	5	B/A	Offline/ Online/ Hybrid	2 days	In-house & DEA representatives from budget division and old officers may be invited for such training. Representatives from Multilateral banks to be invited	<ul style="list-style-type: none"> <li>Standard online course can be developed for basic training.</li> <li>Can be prepared and conducted with Budget &amp; MDBs divisions of DEA</li> </ul>	Q4
3.	Audit of Import Licenses & audit process for export promotion schemes and policies	Jr Jt. CAAA/ Dy. CAAA/ Auditor/ Jr. Account Officer/Sr. Account Officer- New joinees	10	B/A	Online- B  Offline/ Hybrid- A	3 hours  1 day	<ul style="list-style-type: none"> <li>Inhouse- with DEA and DGFT/Ministry of Commerce or allied training</li> </ul>	<a href="https://www.youtube.com/@directorategeneralforeign3800/videos">https://www.youtube.com/@directorategeneralforeign3800/videos</a>	Q3 & Q4

							<ul style="list-style-type: none"> <li>institution Training (IST) Cell of NACIN Faridabad</li> </ul>		
4.	<ul style="list-style-type: none"> <li>External aid statistics, volume, origin and types of foreign aid and other resource flows from donor countries</li> <li>Sovereign external debt portfolio</li> </ul>	Jr Jt. CAAA/ Dy. CAAA/ Auditor/ Jr. Account Officer/Sr. Account Officer- New joinees	10	B/A	Online- B  Offline/ Hybrid- A	3 hrs  1 day	Inhouse training with representatives from DEA, MDBs	-	Q3 & Q4
5.	<ul style="list-style-type: none"> <li>Foreign trade policy, EXIM, Trade Remedy Measures, International Trade Classification, Analysis of WTO Agreements etc.</li> </ul>	All new joinees	5	B	Online	2 hours	Directorate General of Trade Remedies, Indian Institute of Foreign Trade (IIFT), New Delhi	Curated with Economic division	Q4

**Domain Competencies Training Plan: Budget Division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	<ul style="list-style-type: none"> <li>UBIS portal training.</li> <li>Budget related information and development</li> </ul>	ASO/SO/US/DS/ Director/ JS- new joinees	10	B	Online	3 hours	Inhouse with NACIN	-	Q3
2.	<ul style="list-style-type: none"> <li>Policies &amp; schemes such as small saving scheme, contingency fund, fiscal responsibly &amp; budget management</li> </ul>	SO/US/DS/Dir	10	A	Offline	1 day	In house and Cafral, RBI institution/ NIPFP	-	Q2

3.	<ul style="list-style-type: none"> <li>Financial markets and debt markets &amp; global benchmarks</li> <li>Fiscal monitoring, tools &amp; processes</li> <li>Debt monitoring, tools &amp; processes</li> </ul>	ASO/SO/US/DS/ Director/ JS- new joinees	10	A	Offline	1 day	Cafral and NISM RBI institutions NIFM/NIPFP	-	Q3 & Q4
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**Domain competency Training Plan: Bilateral Cooperation and Sustainable finance division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	<ul style="list-style-type: none"> <li>Fund flow mechanism from funding agency to PIA</li> <li>Bilateral &amp; multilateral partners aspects (roles, etc.)</li> </ul>	ASO/SO/US/DS/Dir	10	B/A	Online Offline	3 hrs 1 day	Inhouse with MDBs MDB to calendarise	To be curated for DEA	Q3, Q4
2.	DEA's extant guidelines and ODA loans and disbursement procedures & types	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B	Offline	5 days	Inhouse by JS/Dir, online course content to be developed	--	Q4
3.	Understanding acts, policies (RBI, money market, hedging), regulations, & guidelines including OCED, EDFC general terms	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B/A	Online	2 hours	Cafral Advanced course to be culled out with Cafral/ AJNIFM	Course to be curated with Eco and FSRL divisions	Q4
4.	Financial management, sustainable finance & debt sustainability		20	B	Offline	10 days	AJNIFM/ Cafral	--	Q3, Q4
5.	Indian & global economic & financial issues, trends	ASO/SO/US/DS/Dir/JS- new joinees who need this competency understanding	5	B A	Online Offline	3 hours	To be customised with NIFM/ IEG/ Cafral/ IEG/ AJNIFM/ D-School of	--	Q3, Q4

							Economics/ IIMs/ISB		
6.	Sustainable finance basics and climate change basics	ASO/SO/US/DS/Dir	10	B	Offline	1 days	Cafral	-	Jan 2024
<b>Note: - Foundation Course and Induction Training Program for the Officers of DEA</b>									

**Domain competency training Plan: Economic division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link foronline trainingcourses	Proposed training dates/ FY quarter (Q)
1.	Application of Macro-economics, micro-economics, econometrics and machine learning and matters related to international economics, indicators for economic growth and economic performance	ASO/SO/US/DS/Dir/JS, for new joinees at the dept.	10	B/A  A	Offline  Online	1 day	IIM/ IEGs/ISB/  IMF	To be curated for DEA  <a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Courses/FPP-1x#upcoming-offering">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Courses/FPP-1x#upcoming-offering</a>	Q3, Q4  Aug 23
2.	Pricing and inflation across sector, understanding application of its statistics and benchmarking aspects	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B	Offline	5 days	Inhouse by JS/Dir, online course content to be developed	--	Q4
3.	Monetary Policy Analysis and Forecasting (MPAFx) with semi-structural macroeconomic model	ASO/SO/US/DS/Dir- All new joinees to undergo	10	A	-  Online	-  Over 18 weeks	Cafra/ IEG  IMF	<a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives</a>	-  July 2023
4.	Law- International and Environmental	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B	Offline	10 days	NLUs/Judicial institutes	Course to be curated	Q4
5.	Money and banking sector measurement, indicators and benchmarking	ASO/SO/US/DS/Dir/JS- new joinees who need this competency understanding	5	B  A	Online  Offline	3 hours	To be customised with NIFM/ IEG/ Cafra/NIBM/ RBSC	Course to be curated with BC and FSRL divisions	Q3, Q4
6.	Sustainable finance basics and climate change basics	ASO/SO/US/DS/Dir	10	B	Offline	1 days	Cafra	-	Jan 2024

Domain competency training Plan: Financial Markets division									
S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link foronline trainingcourses	Proposed training dates/ FY quarter (Q)
1.	Financial markets- methos, ideas, institutions, financial savvy leadership & skills, risk management aspects	ASO/SO/US/DD/D S/Dir/JS, all new joinees	15	B	Online	Over 4 weeks	Coursera	<a href="https://www.coursera.org/learn/financial-markets-global">https://www.coursera.org/learn/financial-markets-global</a>	Q3 &Q4
2.	Financial management know-how, its legislation and application and relevance to Indian markets and policy aspects for DEA interventions.	ASO/SO/US/ DS/Dir/JS, for new joinees at the dept.	10	B	Online	2 hours	In-house with AJNIFM/ Cafral	Basic online course to be curated for DEA with AJNIFM*/Cafral, cojoined training with FSCS division.	Q3
				A	Offline	1 day	IIMs/ISB		Q4
3.	Securities act and other acts knowledge and related know-how of derivatives & securities markets, taxation issues, stock exchange related practical aspects	ASO/SO/US/DS/Di r- All new joinees to undergo	10	B/A	Hybrid/ Offline	1 day	Cafral	Basic online course to be curated for DEA with AJNIFM*/Cafral	Q4
4.	Global economic, fiscal & monetary policies & impacts for India & benchmarking	ASO/SO/US/DS/Di r- All new joinees to undergo	10	A	-  Online	-  Over 18 weeks	To be curate with Cafral/ IEG/ NIPFP IMF	<a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives</a>	-  July 2023
5.	Laws in financial sector- interpretation and application know how and global disputes settlements, application of financial sector laws/ international dispute settlements	ASO/SO/US/DS/Di r- All new joinees to undergo	10	B	Online	2 hours	NLUs/Judicial institutes/ IMF institute	Courses to be curated	Q4
				A	Online/Of fline	2 days	IMF		

- FM division has in the recent past signed an MoU with AJNIFM for research. A rigorous program, including a combined MDP program for FM division officers can be looked at.



**Domain competency training Plan: Fund Bank and Asian Development Bank division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link foronline trainingcourses	Proposed training dates/ FY quarter (Q)
1.	MDB policies, guidelines, acts, rules & regulations (WB/ADB/IMF/UN)	ASO/SO/US/DS/Dir/JS, for all new joinees at the dept.	30	B/A	Online/ hybrid	2 hours	In-house with MDBs/ WBI/ADBI	Basic online course to be curated for DEA with representative MDBs, training cojoined with BC+OMI divisions	Q3 & Q4
2.	DEA's extant policies fund flows	ASO/SO/US/DS/Dir- All new joinees to undergo	30	B/A	Online/ hybrid	2 hours	In-house with MDBs	Basic online course to be curated for DEA with representative MDBs, training cojoined with BC+OMI divisions	Q3 & Q4
3.	Banking functions (Loans/projects documents/ indicators /hedging) & interest rates + implications/ securities/	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B/A	Hybrid/ Offline	1 day	NISM/Cafral/ NIBM/ RBSC	Basic online course to be curated for DEA with NISM*/Cafral, training to be cojoined with economic and FM division	Q4
4.	Sectoral understanding (Urban + health)	ASO/SO/US/DS/Dir- All new joinees to undergo	10	B  A	Hybrid/ Offline	2 hours  1 or 2 days	Curated in-house  With domain/sector ministry institutions	Basic online course to be curated for DEA with sectoral institutions/domain Ministries, training to be cojoined with IPP & ISD division	Q4

5.	Basic Economics and economic policy & analysis (World Economic Outlook, GFSR & Fiscal Monitor)	ASO/SO/US/DS/Dir- All new joinees to undergo	10	A	Online  Online (global)	-  Over 18 weeks	Cafral/ IEG/NIPFP  IMF/OECD/WBI/ADBI	Cojoined with Eco, AAA and other divisions  <a href="https://www.imf.org/en/Capacity-Development/Training/CDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives">https://www.imf.org/en/Capacity-Development/Training/CDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives</a>	Q4  July 2023
6.	Finance – International/ Corporate Financing & capital market, Green/ Climate/ sustainable financing	ASO/SO/US/DS/Dir/ JS	10	B/A	Offline	1 days	Cafral/ IICM IMF/OECD/ UN	-	Jan 2024

**Domain competency training Plan: Financial Stability and Cyber Security division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link foronline trainingcourses	Proposed training dates/ FY quarter (Q)
1.	Knowledge of global stakeholder institutions on financial stability	ASO/SO/US/DS/Dir/JS, for new joinees at the dept.	10	B/A	Online/ Hybrid	2 hours/ 1 day	In-house with FSB	Course to be curated for FSCS with FSB	Q3/ Q4  Q4
2.	Financial stability & development council matters & financial sector national & global levels	ASO/SO/US/DS/Dir/JS, for new joinees at the dept.	10	B/A	Online/ Hybrid	2 hours/ 1 Day	In-house with FSB/ GARP	Course to be curated for FSCS with FSB	Q3/ Q4
3.	Understanding of cyber security structures, guidelines & frameworks/ RBI Act/IT –Act	ASO/SO/US/DS/Dir- All new joinees to undergo	5	B/A	Online/ Hybrid	2hrs/ 1 days	Cafral/NISM	Course to be curated with Cafral/NISM	Q3/Q4

	2000 (re-2008) & Rules, regulators legislations, circulars, SOPs.								
4.	Professional certificate in cyber security, covers ethical hacking, vulnerability assessment, penetration tests	DD/DS/Dir	5	A	Online	Over 6 months	IITK	<a href="https://www.simplilearn.com/vapt-vulnerability-assessment-penetration-testing-certification">https://www.simplilearn.com/vapt-vulnerability-assessment-penetration-testing-certification</a>	- 18 July 2023
			5	B	Online	Over 4 weeks	IMF/ WB	<a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2022/CRSxOL22-03">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2022/CRSxOL22-03</a>	June 2023, to be announced again
5.	Financial management know-how, financial markets and economic theory its legislation and application and relevance to Indian markets and policy aspects for DEA interventions.	ASO/SO/US/DS/Dir/JS, for new joinees at the dept.	10	B	Online	2 hours	In-house with AJNIFM/ Cafral	Basic online course to be curated for DEA with AJNIFM*/Cafral, cojoined training with FM & Eco divisions	Q3
				A	Offline	1 day	IIMs/ISB	-	Q4
6.	Financial markets- methos, ideas, institutions, financial savvy leadership & skills, risk management aspects	ASO/SO/US/DD/DS/Dir/JS, all new joinees	5	B	Online	Over 4 weeks	Coursera	<a href="https://www.coursera.org/learn/financial-markets-global">https://www.coursera.org/learn/financial-markets-global</a>	Q3 & Q4
7.	Emerging technologies & its application esp. global	ASO/SO/US/DS/Dir/ JS	10	B/A	Online	2 hrs	Igot	-	All quarters
8.	Project management	DS/ Dir/JS	2	A	Online	2hrs	Project management Institute	-	Q3 & Q4
					Offline	1 day			

**Domain competency training Plan: Financial sector reforms and legislation division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link foronline trainingcourses	Proposed training dates/ FY quarter (Q)
1.	Monetary Policy, Framework of RBI, Inflation target, tools etc.	ASO/SO/US/DD/ DS/Dir/JS, all new joinees	5	B	Online	Over 4 weeks	Coursera	<a href="https://www.coursera.org/learn/financial-markets-global">https://www.coursera.org/learn/financial-markets-global</a>	Q3 &Q4
2.	Financial sector laws, reforms, financial stability & forex	ASO/SO/US/ DS/Dir/JS, for new joinees at the dept.	5	B  A	Online  Offline	2 hours  1 day	In-house with AJNIFM/ Cafral  IIMs/ISB	Basic online course to be curated for DEA with AJNIFM*/Cafral, cojoined training with BC, Eco and FSCS divisions.  -	Q3  Q4
3.	Understanding of Economics, finance and law	ASO/SO/US/DS/ Dir- All new joinees to undergo	5	B/A	Hybrid/ Offline	1 day	In- house with Cafral/ IEG/ NLU	Basic online course to be curated for DEA with AJNIFM*/Cafral/ NLUs	Q4
4.	Financial Sector Policies in other countries & inflation data	ASO/SO/US/DS/ Dir- All new joinees to undergo	5	A	Online/ Hybrid	2 hrs/ 1 day	Cafral/ IEG/ AHNIFM	Course to be curated with BC, Eco, FM, FSCS divisions	Q4
5.	Acts & regulations, RBI Act, Banking regulation act, etc.	ASO/SO/US/DS/ Dir- All new joinees to undergo  DS/Dir/Js	5	B  A	Online  Online/Of fline	2 hours  2 days	NLUs/Judicial institutes/ IMF institute/ RBSC  IMF	Courses to be curated	Q4

Domain competency training Plan: Indian Economic Service division									
S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	Structured report writing and communication of technical matters effectively	All IES officer nominated and cadre officers	50	A	Hybrid	Over 4 weeks	Inhouse with IIMC	Course to be curated with case writings	All quarters
2.	Onboarding of IES Cadre on e-HRMS 2.0. Database for the Cadre controlling Authorities so as to have their own customized database system.	All IEC officer	50	B	Online	2 hrs	In house with NIC	eHRMS portal to be customised for IES cadre and training be provided for it	All quarters
3.	Finding data and data extraction, covering National Account Statistics Classification, Knowledge of official Databases, Unit Level Data Extraction & Impact Evaluation	All IES offices	50	B	Online	2 hrs	National Statistical Systems Training Academy	Curated for IES cadre officers all other data handling divisions of DEA such as FM, MDBs etc.	All quarters
4.	HRM related training	Cadre officials	5	B/A	Online/ Hybrid	2 hrs/ 1-2days	IIMs, IIMC	-	All quarters as per nomination
5.	Training for administration and establishment matters	ASO/SO US/DD/DS/Dir.	5	B A	Offline	2 weeks	ISTM	-	All quarters as per nomination
6.	Procurement Guidelines - Financial proposal	SO/DD/DS/Dir	5	A	Offline	2 days	AJNIFM	Cojoined with DOE/ IPP 7ISD divisions of DEA	All quarters as per nomination
7.	Budget preparation and approval - accounting	ASO SO/DD/DS/Dir	2 5	B A	Online/ hybrid Offline	1 day 2 days	Inhouse with Budget division	Curated as per DEA need	All quarters as per nomination

**Domain competency training Plan: Investment division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	Monetary Policy, Framework of RBI, Inflation target, tools etc.	ASO/SO/US/DD/ DS/Dir/JS, all new joinees	5	B	Online	Over 4 weeks	Coursera	<a href="https://www.coursera.org/learn/financial-markets-global">https://www.coursera.org/learn/financial-markets-global</a>	Q3 & Q4
2.	Financial sector policies (indian and global, laws, reforms, financial stability & forex	ASO/SO/US/ DS/Dir/JS, for new joinees at the dept.	5	B	Online	2 hours	In-house with AJNIFM/ Cafral	Basic online course to be curated for DEA with AJNIFM*/Cafral, cojoined training with BC, Eco and FSCS divisions.	Q3
				A	Offline	1 day	IIMs/ISB		Q4
3.	<ul style="list-style-type: none"> <li>Foreign trade policy, EXIM, Trade Remedy Measures, International Trade Classification, Analysis of WTO Agreements etc.</li> <li>Foreign Exchange aspects relating to Import/Export of gold/silver</li> <li>Export &amp; Import Policies</li> </ul>	All new joinees	5	B	Online	2 hours	Directorate General of Trade Remedies, Indian Institute of Foreign Trade (IIFT), New Delhi	Curated with AAA and Economic division	Q4
4.	Understanding of Economics, finance and law: <ul style="list-style-type: none"> <li>Economic concepts of FDI, Indian FDI statistics &amp; priorities, FVCI</li> <li>Macroeconomic &amp; investment indicators like GDP, inflation, employment levels</li> </ul>	ASO/SO/US/DS/ Dir- All new joinees to undergo	5	B/A	Hybrid/ Offline	1 day	In- house with Cafral/ IEG/ NLU	Basic online course to be curated for DEA with AJNIFM*/Cafral/ NLUs	Q4

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
5.	<p>Investment aspects</p> <ul style="list-style-type: none"> <li>Domestic investment (pvt. &amp; Pub. investments) &amp; outward investment, policies</li> <li>Fund Operations &amp; Management modalities- Understand structure, policies, regulating, process of monitoring operation &amp; performance</li> <li>Concepts of disinvestment, policies &amp; processes</li> <li>Knowledge of alternate investment funds, performance of the National Investment &amp; Infra Fund (NIIF) &amp; SWAMIH Fund</li> <li>Knowledge of investments vehicles, like Sovereign/ funds, PE Funds, Real Estate Investment Trusts</li> <li>Risks associated with various types of investments</li> </ul>	ASO/SO/US/DS/ Dir- All new joinees to undergo	5	A	Online/ Hybrid	2 hrs/ 1 day	In-house with Cafral/ IEG/ AHNIFM/ NIBM/ NIPFP	Course to be curated with Eco, FM, and IPP divisions	Q4
6.	<p>Acts &amp; regulations, RBI Act, Banking regulation act, etc.</p> <ul style="list-style-type: none"> <li>Functioning of financial regulators/ their regulatory framework for development ecosystem</li> <li>Digital Economy &amp; Fintech</li> </ul>	ASO/SO/US/DS/ Dir- All new joinees to undergo  DS/Dir/Js	5	B  A	Online  Online/Of fline	2 hours  2 days	NLUs/Judicial institutes/ IMF institute/ RBSC  IMF	Courses to be curated with other divisions	Q4




Department of Economic Affairs, Ministry of Finance - IPP & ISD Division									
Type: DOMAIN									
#	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced(A)	Online/Offline/Hybrid	Duration (no. of hrs/days)	Training providers/course resources	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	<b>DEA Introduction module- 'Know your ministry'</b>	All new incoming officers into IPP and ISD divisions	5, at present	B	Online	6 hrs	DEA chosen & IGoT website	www.igot.gov.in	Spread across all quarters based on new joiners
2.	<b>Infrastructure as a whole- Induction module for IPP &amp; ISD divisions (combined)-</b>	All new incoming officers into IPP and ISD divisions	Nominated as per need, by Division head	B	Online	3 hrs	Course/Training provider to be identified. Housed at Infra division	DEA LMS	FY 3 <sup>rd</sup> quarter
3.	<b>Foundation PPP E-course</b>	All new incoming officers into IPP and ISD divisions	5 at present	B	Online	6 hrs	DEA chosen & IGoT website	DEA LMS www.igot.gov.in	Spread across all quarters based on new joiners. E-course expected to be rolled out within July 2023
4.	<b>Thematic sectoral modules Sector specific &amp; case led examples</b>	All new incoming officers into IPP and ISD divisions	Nominated as per need, by Division head	B	Online	3 hrs	Course/Training provider to be identified. Housed at Infra division	DEA LMS	FY 3 <sup>rd</sup> quarter




	Suitable electives to be chosen towards learning practical applicability								
5.	<b>Program evaluation and report writing, with data analytics</b>	ASO/SO/DD/DS/Dir	Nominated as per need, by Division head	B	Online	3 hrs	Course/Training provider to be identified. Housed at Infra division	DEA LMS	FY 3 <sup>rd</sup> quarter
6.	<b>Financing &amp; Investing in Infra.</b> Cover capital budgeting, Risk analysis, Project finance & network of contracts, financial sustainability of an Infra project	All new incoming officers, Ds/Directors	Nominated by Nodal Head	B	Online	Bocconi University	Coursera	<a href="https://www.coursera.org/learn/infrastructure-investing#syllabus">https://www.coursera.org/learn/infrastructure-investing#syllabus</a>	15 <sup>th</sup> April 2023
7.	<b>Municipal Finance - Challenges &amp; way forward</b> Discuss municipal finance with focus on smaller ULBs, Gol's policy, & other central support for ULBs, 74 <sup>th</sup> constitutional amendment, overcome challenges to improve municipal finance through various revenue streams like land monetisation etc.- a Case study.	US/DS/Directors/JS	20	B	Online	2 hrs	ADBI	Webinar, 11.00 to 13.00	20-Jun-23
8.	<b>Wastewater treatment and reuse - opportunities &amp; best practises</b> Possibility & challenges of PPP in reuse of wastewater. Disseminate opportunities available for treatment of municipal wastewater & its reuse, economic & environmental benefits. GOI & state's policy on reuse of wastewater- support & constraints. Possibility on use of treated wastewater in thermal	Senior officials	Relevant to be nominated	B	Offline	1 day	At ASCI, Hyderabad	Full day	27-Sep-23

	power plants. The session will also disseminate some of good examples of wastewater treatment & reuse.								
9.	<b>Experience Sharing - MPRDC, Karnataka, PWD</b> Program aims to provide a platform for exchange among projects on challenges & good practices to foster learning & knowledge sharing	SO, US, AD, DD, DS, Directors	Relevant to be nominated	B	Online	2 hrs 11.00-1.00	Webinar	CDRC, INRM, ADB	3 <sup>rd</sup> May-23
10.	Management of Urban Infrastructures – part 1  Introduction to Urban Infrastructures, Case: Mexico City  Introduction to Principles of Urban infra management: drinking water supply challenges in Detroit.  Introduction to Urban Energy Management, Veolia, case: sustainable urban energy system in Copenhagen	US, AD, DD, DS, Directors	Relevant to be nominated	B	Online	4 weeks, 10 hrs, self-paced (SP)	Coursera École Polytechnique Fédérale de Lausanne	<a href="https://www.coursera.org/learn/managing-urban-infrastructures-1#syllabus">https://www.coursera.org/learn/managing-urban-infrastructures-1#syllabus</a>	16 <sup>th</sup> April 2023
11.	Infrastructure Development, PPPs and Regulation  Introduction to Infrastructure Development, Project Structuring, Appraisal, Risk Assessment and Risk Management, Tendering and Bidding, legally Tenable Concession Agreements & Post Project Ownership, Regulatory & Dispute Resolution Framework & Conclusion	All officers and new joiners concerned with PPP	As nominated by division Heads	B	Online	6 weeks 3–5 hours per week, SP	IIMB Prof. G. Raghuram	<a href="https://www.edx.org/course/infrastructure-development-ppps-and-regulation?">https://www.edx.org/course/infrastructure-development-ppps-and-regulation?</a>	Course currently archived





1 2.	Project finance and PPP fundamentals course  Understanding Public Private Partnership, History and Evolution of Project Finance, Classic Deals, Basic Project Finance Structures, Post-Construction Structures, Accounting Definitions	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, SP	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/project-finance-and-public-private-partnerships-fu?">https://www.edx.org/course/project-finance-and-public-private-partnerships-fu?</a>	16 <sup>th</sup> April 2023
1 3.	Deal Structures in Project Finance  Learn how to classify projects by deal structure and customer type by examining global PPP mega-deals.	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, SP	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/deal-structures-in-project-finance">https://www.edx.org/course/deal-structures-in-project-finance</a>	16 <sup>th</sup> April 2023
1 4.	The Project Finance Process  Learn about the various stages and participants in the project finance process, including the important role lenders play	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, SP	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/the-project-finance-process">https://www.edx.org/course/the-project-finance-process</a>	16 <sup>th</sup> April 2023
1 5.	Deals in Project Finance: Case Studies and Analysis  Review multiple case studies and transactions to recognize how to select the best deals for investment.  Cases: Case A: U.S. Geothermal, Case B: Airport Case New, Case C: Toll Road Case, Case D: AES Jordan Case, Case U: Canada Schools, Case P: Gas-Project Financing, Case W: Ichthys LNG Project, Case V: Guyana Goldfields, lesson on deal to Invest in?	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, SP	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/deals-in-project-finance-case-studies-and-analysis">https://www.edx.org/course/deals-in-project-finance-case-studies-and-analysis</a>	16 <sup>th</sup> April 2023





1 6.	<p>Documentation in Project Finance</p> <p>Learn about the contracts and documents needed for a project, rating agencies, and the loan syndication process. Covers Project Documentation, Rating Agencies, Loan Syndication Process, Scenario: Project Runs into Serious Problems</p>	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, self paced	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/documentation-in-project-finance">https://www.edx.org/course/documentation-in-project-finance</a>	16 <sup>th</sup> April 2023
1 7.	<p>Risks in Project Finance: Case Studies and Analysis</p> <p>Review case studies and transactions to recognize the key political and currency risks in project finance.</p> <p>Case study: Nicaragua canal, Comisigua case study</p>	All officers and new joinees concerned with PPP	As nominated by division Heads	B	Online	3 weeks, 1-2 hours/week, self paced	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/risks-in-project-finance-case-studies-and-analysis">https://www.edx.org/course/risks-in-project-finance-case-studies-and-analysis</a>	16 <sup>th</sup> April 2023
1 8.	<p>Project Finance and the Public Private Partnership Examination</p> <p>Complete the required exam to earn your professional certificate in Project Finance and the Public Private Partnership from the New York Institute of Finance. Its prerequisites are course 9 to 14.</p>	All officers and new joinees concerned with PPP	As nominated by division Heads	A	Online	1 week, 1-2 hours/week, self paced	Edx, New York Institute of Finance	<a href="https://www.edx.org/course/project-finance-and-the-public-private-partnership">https://www.edx.org/course/project-finance-and-the-public-private-partnership</a>	16 <sup>th</sup> April 2023
1 9.	<p>MicroMasters® Program in Big Data Technology</p> <p>Learn fundamental facets of big data &amp; how it is used in the real world. Topics include mathematical foundations (convex/non-convex optimization &amp; computational methods), data analytics (from data collection, integration, cleansing, mining, machine learning, business intelligence), &amp; data processing</p>	Officer dealing with data analysis and large data sets	As nominated by division Heads	A	Online	9 months, 6 - 10 hours per week, self paced	The Hong Kong University of Science and technology	<a href="https://www.edx.org/micromasters/hkustx-big-data-technology?">https://www.edx.org/micromasters/hkustx-big-data-technology?</a>	Enrolment to be announced

	infrastructure (MapReduce, Hadoop, Apache Spark, SQL).								
	<p>6 COURSES</p> <p><u>Foundations of Data Analytics</u>, 6–10 hours per week, for 8 weeks</p> <p>Learn the fundamental techniques for data analytics and to be prepared for learning and applying more advanced big data technologies.</p> <p><u>Data Mining and Knowledge Discovery</u>, 6–10 hours per week, for 8 weeks</p> <p>Learn how to discover knowledge in data via data mining.</p> <p><u>Big Data Computing with Spark</u>, 6–10 hours per week, for 8 weeks</p> <p>Learn the theory and gain hands-on experience of big data systems, using Spark as the exemplary platform.</p> <p><u>Mathematical Methods for Data Analysis</u>, 6–10 hours per week, for 8 weeks</p> <p>Learn mathematical methods for data analysis including mathematical formulations and computational methods. Some well-known machine learning algorithms such as k-means are introduced in the examples.</p> <p><u>Big Data Technology Capstone Project</u>, 4–8 hours per week, for 4 weeks</p> <p>The Big Data Technology Capstone Project will allow you to apply the techniques and theory you have gained from the four courses in this program</p> <p><u>Certificate &amp; Credit Pathways</u>, Certificate is 9 credits of 30 credits</p> <p>To earn the program certificate, learners must complete all courses in this program.</p>								
20.	<p>Professional Certificate in Engineering Project Management: Project Financing</p> <p>Learn key strategies to generate crucial project funding</p> <p>Course 1- <u>Project Management of Engineering Projects: Preparing for Success</u>, create own project plan &amp; learn importance of early project phases in achieving project success.</p>	Dir/ D/ US	As nominated by division Heads	A, 2 skill-building courses	Online	4 months, 4-6 hours per week,	 Instructor led	<a href="https://www.edx.org/professional-certificate/delftx-management-and-financing-of-engineering-projects?">https://www.edx.org/professional-certificate/delftx-management-and-financing-of-engineering-projects?</a>	14 <sup>th</sup> September 2023 – course 1 for 10 weeks  25 <sup>th</sup> January, 2024, 2 <sup>nd</sup> course for 5 weeks

	Course 2- <u>Project Finance: Funding Projects Successfully</u> . Learn key strategies used by project managers to generate crucial funding for projects								
2 1.	Professional Certificate in Project Risk Management: Effective Decision-Making Strategies	Dir/ D/ US	As nominated by division Heads	Intermediate, 2 skill-building courses	Online	4 months, 1-3 hours per week, self paced	 Instructor led	<a href="https://www.edx.org/professional-certificate/umd-project-risk-management-effective-decision-making-strategies?">https://www.edx.org/professional-certificate/umd-project-risk-management-effective-decision-making-strategies?</a>	Course 1 - 16 <sup>th</sup> April to 30 <sup>th</sup> September 2023 Course 2 Start 30 <sup>th</sup> July Course 3- Starts 16 <sup>th</sup> November
<p><u>Course 1: Developing the Risk Management Plan with Expert Judgement</u> ; Course 1 - 1–3 hours per week, for 5 weeks,</p> <p>Every project faces risk. The project risk management plan (PRMP) is the fundamental instrument for identifying risks, managing, and responding. Projects based on new technology or new markets face the chance of those opportunities failing in some way. Learn how to leverage expert judgement to properly formulate a winning PRMP.</p> <p><u>Course 2- Risk Models for Project Managers: Monte Carlo and Beyond</u>; Course 2- 1–3 hours per week, for 5 weeks</p> <p>Learn the risk manage tools that provide powerful insights into evaluating a project at each stage of its lifecycle to find strategies that work best for the stakeholders. Simulating budget and schedule risk across potential scenarios provides a clear decision space for project managers and maximizing value.</p> <p><u>Course 3- Strategic Decisions for Project Leaders: Exploiting Risk and Opportunity</u>; Course 3-1–3 hours per week, for 5 weeks</p> <p>Project management executives and project owners can exploit risk to their advantage and find opportunities. Learn how to leverage the decision-making tools using Bayesian thinking, utility theory, and behavioural economics.</p>									
2 2.	Excel Modelling for Professionals: Best Practices & Pitfalls  Week 1- A Foundation for Better Spreadsheets, 5 hrs  Week 2- Good Use of Formulas and Functions, 5 hrs	Officers dealing in decision making or analysis from financial models	As nominated by Division heads	Intermediate	Online	4 weeks,  Approx. 17 hours to complete	 	<a href="https://www.coursera.org/learn/perfectxl-microsoft-excel-course#instructors">https://www.coursera.org/learn/perfectxl-microsoft-excel-course#instructors</a>	16 <sup>th</sup> April



	Week 3- Spreadsheet Structure and Logical Flow								
2 3.	Project Finance: Funding Projects Successfully  Learn the key strategies used by project managers to generate crucial funding for their projects.	US/AD/DD/D S/Dir/JS	As nominated by Division heads	Intermediate	Online Instructor led	5 weeks, Approx. 4-6 hours / week		<a href="https://www.edx.org/course/project-finance-funding-projects-successfully?">https://www.edx.org/course/project-finance-funding-projects-successfully?</a>	25 <sup>th</sup> January 2024 to 8 <sup>th</sup> April 2024
2 4.	Financing and Initiating Major Engineering Projects  Week 1-Financing and initiating major engineering projects, 4 hrs  Week 2- Financing, investors & contracting, 4 hrs  Week 3- Project initiation and delivery models, 4 hrs  Week 4- Delivery capability & alignment, 4 hrs	US/AD/DD/D S/Dir/JS	As nominated by Division heads	Intermediate	Online Instructor led	5 weeks, Approx. 4-6 hours / week		<a href="https://www.coursera.org/learn/financing-major-engineering-projects#instructors">https://www.coursera.org/learn/financing-major-engineering-projects#instructors</a>	16 <sup>th</sup> April 2023
2 5.	Sustainable Finance & Investment  Gain a competitive advantage when you merge environmental, social, and governance factors into your financial and investment decisions.	US/AD/DD/D S/Dir/JS	As nominated by Division heads	Intermediate	Online Instructor led	5 weeks, Approx. 4-6 hours / week		<a href="https://www.edx.org/course/yale-som-executive-education-sustainable-finance-and-investment-online-program?">https://www.edx.org/course/yale-som-executive-education-sustainable-finance-and-investment-online-program?</a>	19 <sup>th</sup> April 2023
2 6.	Investing in Quality Infrastructure for a Green, Inclusive and Resilient Recovery  This MOOC explores how investing in quality infrastructure helps countries lay the foundations for green, resilient, and inclusive development while offering the	US/AD/DD/D S/Dir/JS	As nominated by Division heads	Introductory	Online Instructor led	5 weeks, Approx. 4-6 hours / week		<a href="https://www.edx.org/course/investing-in-quality-infrastructure-for-a-green-inclusive-and-resilient-recovery?">https://www.edx.org/course/investing-in-quality-infrastructure-for-a-green-inclusive-and-resilient-recovery?</a>	To be announced

	potential to usher in a robust recovery from the economic impacts of COVID-19.								
27.	<p>Finance Essentials</p> <p>Discover how to use fundamental finance tools to understand common financial situations faced in everyday life, covering Bonds, Equity, Diversification, CAPM and betas</p>	US/AD/DD/DS/Dir/JS	As nominated by Division heads	Intermediate	Online Instructor led	6 weeks, Approx. 2-4 hours / week		<a href="https://www.edx.org/course/investing-in-quality-infrastructure-for-a-green-inclusive-and-resilient-recovery?">https://www.edx.org/course/investing-in-quality-infrastructure-for-a-green-inclusive-and-resilient-recovery?</a>	16 <sup>th</sup> April 2023
28.	<p>Foundations of Modern Finance I</p> <p>A mathematically rigorous framework to understand financial markets delivered with data-driven insights from MIT professors.</p>	DD/DS/Dir/JS	As nominated by Division heads	Advanced	Online Instructor led	12 week, Approx. 2-4 hours / week		<a href="https://www.edx.org/course/foundations-of-modern-finance-i?">https://www.edx.org/course/foundations-of-modern-finance-i?</a>	18 <sup>th</sup> Sept – 16 <sup>th</sup> Dec 2024
29.	<p>Foundations of Modern Finance II</p> <p>Learn fundamental principles of modern finance, including valuation models, methods for risk analysis, derivative instruments and investment management</p>	DD/DS/Dir/JS	As nominated by Division heads	Advanced	Online Instructor led	12 week, Approx. 10-14 hours / week		<a href="https://www.edx.org/course/foundations-of-modern-finance-i?">https://www.edx.org/course/foundations-of-modern-finance-i?</a>	3 <sup>rd</sup> Jan – 1 <sup>st</sup> April 2024
30.	<p>Working for a sustainable future: concepts and approaches</p> <p>Reflect critically to integrate different perspectives of environmental, social, and economic sustainability to their specific area of interest or research.</p>	DD/DS/Dir/JS	As nominated by Division heads	Beginner	Online Instructor led	4 week, 18 hours to complete		<a href="https://www.coursera.org/learn/working-for-a-sustainable-future#syllabus">https://www.coursera.org/learn/working-for-a-sustainable-future#syllabus</a>	16 <sup>th</sup> April 2023
31.	<p>Financial Markets</p> <p>An overview of ideas, methods, &amp; institutions that permit human</p>	DD/DS/Dir/JS	As nominated by	Beginner	Online	4 week, 33 hours to	Yale	<a href="https://www.coursera.org/learn/fi">https://www.coursera.org/learn/fi</a>	16 <sup>th</sup> April 2023

	society to manage risks & foster enterprise. Emphasis on financially-savvy leadership skills. Description of practices today & analysis of prospects for future. Intro to risk management, behavioural finance principles to understand the real-world functioning of securities, insurance, & banking industries. Goal is using industries effectively & towards a better society.		Division heads		Instructor led	complete		<a href="#">financial-markets-global</a>	
3 2.	Introduction to Risk Management  What is risk? Why do firms manage risk? Introduction to different types of business & financial risks, their sources, & best practice methods for measuring risk. Course will help gauge different risk types & set risk limits, describe key factors that drive each type of risk, & identify the steps needed to choose probability distributions to estimate risk. You will explore the history and development of risk management as a science, and financial and business trends that have shaped the practice of risk management.	DD/DS/Dir/JS	As nominated by Division heads	Beginner	Online Instructor led	4 week, 16 hours to complete	New York Institute of Finance	<a href="https://www.coursera.org/learn/introduction-to-risk-management">https://www.coursera.org/learn/introduction-to-risk-management</a>	16 <sup>th</sup> April 2023
3 3.	The Materiality of ESG Factors Specialization  Learn about ESG Factors When Investing. Analyze the importance of ESG investing. Identify how the ESG approach should be an essential piece of your strategy based on various factors impacting and driving value.	DD/DS/Dir/JS	As nominated by Division heads	Beginner	Online Instructor led	4 months, 2 hours daily	U Penn	<a href="https://www.coursera.org/specializations/materiality-esg-factors">https://www.coursera.org/specializations/materiality-esg-factors</a>	16 <sup>th</sup> April 2023



**Domain competency training Plan: Other Multilateral Institution division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced(A)	Online/Offline/Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	MDB policies, guidelines, acts, rules & regulations (WB/ADB/IMF/UN)	ASO/SO/US/DS/Dir/JS/AS for all new joinees at the dept.	30	B/A	Online/hybrid	2 hours	In-house with MDBs/WBI/ADBI	Basic online course to be curated for DEA with representative MDBs, training cojoined with BC+FB divisions	Q3 & Q4
2.	DEA's extant policies fund flows covering knowledge of all departmental guidelines and procedures.	ASO/SO/US/DS/Dir-All new joinees to undergo	30	B/A	Online/hybrid	2 hours	In-house with MDBs	Basic online course to be curated for DEA with representative MDBs, training cojoined with BC+FB divisions	Q3 & Q4
3.	Banking functions (Loans/projects documents/ indicators /hedging) & interest rates + implications/ securities/	ASO/SO/US/DS/Dir-All new joinees to undergo	10	B/A	Hybrid/Offline	1 day	NISM/Cafral/NIBM/ RBSC	Basic online course to be curated for DEA with NISM*/Cafral, training to be cojoined with economic and FM division	Q4
4.	Sectoral understanding	ASO/SO/US/DS/Dir-All new joinees to undergo	10	B  A	  Hybrid/Offline	2 hours  1 or 2 days	Curated in-house  With domain/sector	Basic online course to be curated for DEA with sectoral institutions/domain Ministries, training to be cojoined with IPP & ISD division	Q4

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced(A)	Online/ Offline/ Hybrid	Duration (no. of hrs./ days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
							ministry institutions		
5.	Basic Economics and economic policy & analysis (World Economic Outlook, GFSR & Fiscal Monitor)	ASO/SO/US/DS/Dir- All new joinees to undergo	10	A	Online  Online (global)	-  Over 18 weeks	Cafral/ IEG/NIPFP  IMF/OECD/WB I/ADBI	Cojoined with Eco, AAA and other divisions  <a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2023/MPAFxOL23-200#course-objectives</a>	Q4  July 2023
6.	Finance – International/ Corporate Financing & capital market, Green/ Climate/ sustainable financing	ASO/SO/US/DS/Dir/ JS	10	B/A	Offline	1 days	Cafral/ IICM IMF/OECD/ UN	Curated with other divisions such as BC, FB, IPP, ISD, Economic	Jan 2024
7.	Project management and monitoring	DS/Dir/ JS/ AS	10	A	Offline/Hybrid	2 days	In house, with PMI	Curated with divisions such as BC, FB, IPP, ISD	Q4
8.	Financial management know-how, its legislation and application and relevance to Indian markets and policy aspects for DEA interventions	ASO/SO/US/DS/Dir/ JS, for new joinees at the dept.	10	B  A	Online  Offline	2 hours  1 day	In-house with AJNIFM/ Cafral  IIMs/ISB	Basic online course to be curated for DEA with AJNIFM*/Cafral, cojoined training with FM & FSCS division.	Q3  Q4
9.	Transaction and settlement of Crypto Assets and Digital Currency covering purpose of cryptocurrencies, technical understanding of digital assets, cryptocurrency analysis investment	DS/ Dir/JS/ AS	5	B/A	Online	10-12 hours, 5 modules	CFI	<a href="https://corporatefinanceinstitute.com/certifications/crypto-digital-assets-specialist/">https://corporatefinanceinstitute.com/certifications/crypto-digital-assets-specialist/</a>	All quarters

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced(A)	Online/Offline/Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
	cases, potential frauds in digital assets								
10.	Introduction to digital assets and cryptocurrency	ASO/SO/US/DS/Dir-all new joinees	10	B	Online	2.1 hours	Udemy	<a href="https://www.udemy.com/course/intro-to-digital-assets/">https://www.udemy.com/course/intro-to-digital-assets/</a>	All quarters
11.	Cryptocurrency and Blockchain: An Introduction to Digital Currencies, define a currency, analyze foundations of digital signatures and blockchain technology in cryptocurrency, assess risks of cryptocurrency in a modern investment portfolio. Understand realities of Cryptocurrency, intricacies of Blockchain technology, effective strategy for cryptocurrency into investment plans	ASO/SO/US/DS/Dir-all new joinees	10	B	Online	2.1 hours	UPenn at Coursera	<a href="https://www.coursera.org/learn/wharton-cryptocurrency-blockchain-introduction-digital-currency#instructors">https://www.coursera.org/learn/wharton-cryptocurrency-blockchain-introduction-digital-currency#instructors</a>	5 <sup>th</sup> July 2023
12.	Certified Cryptocurrency Expert™ (CCE) is an advanced level certification and training rendering expertise on Cryptocurrencies and digital assets. Cryptocurrencies are making huge inroads in the process, and they are actively traded and mined nowadays. The CCE credential certifies an individual in the Blockchain discipline of Distributed Ledger Technology from a vendor-neutral perspective	DS/Dir	3	A	Online	11 hours	Blockchain council, lifetime validity of certificate	<a href="https://www.blockchain-council.org/certifications/certified-cryptocurrency-expert/">https://www.blockchain-council.org/certifications/certified-cryptocurrency-expert/</a>	All quarters



S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced(A)	Online/Offline/Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
13.	Settlement guarantee infrastructure/ collateral to mitigate settlement risk	US/DS/Dir/JS/AS	10	B/A	Online/offline	2 hours/1 day	In-house with Cafral and CCIL	Curated with FM division	Q4
14.	Economic Planning and modelling	All new joinees self-nominated for need	5	B	Online	5 hours	Udemy	<a href="https://www.udemy.com/course/financial-and-economic-modeling-and-investments/">https://www.udemy.com/course/financial-and-economic-modeling-and-investments/</a>	Q4
15.	<b>Strategic Planning for Economic Development</b> Economic Development Planning Best Practices	Nominated by Head of division	5	A	Offline, Seminar and workshop	1-2 weeks	International institute of management, USA/ WB resources	Curated at DEA with institute	Q4
15.	Training on the legal language is required	ASO /SO/US/DS/Dir/JS	10	B/A	Online/Offline	2 hrs/ 1 day	NLU/ Judicial training institute	Curated by DEA with training providers alongside other divisions' need	Q4
16.	Project Designing and on ground implementation of project	US/DS/Dir/JS	10	B/A	Online/Hybrid	2hrs/ 1 day	In-house with IIMs/IITs/ISB	Curated by DEA with other divisions requirements like IPP, ISD etc.	Q4

**Domain competency training Plan: Administration division**

S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/Offline/Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
2.	HMRS Database for the administration/ cadre controlling	ASO/SO/US/DS/Dir	5	B	Online	2 hrs	In house with NIC	eHRMS portal to be customised for IES cadre with administration divisions	All quarters, as per nomination

	Authorities so as to have their own customized database system.							and training be provided for it	
3.	Finding data and data extraction, covering National Account Statistics Classification, Knowledge of official Databases, Unit Level Data Extraction & Impact Evaluation	ASO/SO/US/DS/Dir	5	B	Online	2 hrs	National Statistical Systems Training Academy	Curated for IES cadre officers all other data handling divisions of DEA such as FM, MDBs etc.	All quarters, as per nomination
4.	HRM related training	Cadre officials	5	B/A	Online/Hybrid	2 hrs/ 1-2days	IIMs, IIMC	-	All quarters as per nomination
5.	Training for administration and establishment matters	ASO/SO US/DD/DS/Dir.	5	B A	Offline	2 weeks	ISTM	-	All quarters as per nomination
6.	Procurement Guidelines - Financial proposal	SO/DD/DS/Dir	5	A	Offline	2 days	AJNIFM	Cojoined with DOE/IPP & ISD divisions of DEA	All quarters as per nomination
7.	Budget/ Expenditure preparation and approval - accounting	ASO SO/DD/DS/Dir	2 5	B A	Online/hybrid Offline	1 day 2 days	Inhouse with Budget division	Curated as per DEA need with other divisions	All quarters as per nomination

Domain competency training Plan: International Economic Relation division									
S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)	Online/Offline/Hybrid	Duration (no. of hrs./days)	Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	Financial management, sustainable finance & debt sustainability	All IER officers, esp. new joinees as nominated	10	B	Offline	10 days	AJNIFM/ Cafra/ NIBM/ NIPFP	Curated with other DEA divisions	Q3, Q4

2.	Sustainable finance basics and climate change basics	ASO/SO/US/DS/Dir	10	B	Offline	1 day	Cafra	Curated with other DEA divisions	Jan 2024
3.	International taxation issues	ASO/SO/US/DS/Dir/JS/Advisers	10	B	Online/Hybrid	2 hrs/ 1 day	Cafra	Curated with other DEA divisions	Jan 2024
4.	International Issues in Tax Law Design (TLWD)	US/DS/Dir/JS/Advisers	5	B/A	Online/Hybrid	2 hrs/ 1 day	In-house with IMF/OECD/Laws Schools/ IIMs	Curated for DEA with other division <a href="https://www.imf.org/en/Capacity-Development/Training/ICDTC/Courses/TLWD">https://www.imf.org/en/Capacity-Development/Training/ICDTC/Courses/TLWD</a> or <a href="https://ksp-ta.org/#/login">https://ksp-ta.org/#/login</a>	All quarters

**Table 9: Other generic trainings sought during consultations at various divisions of DEA**

Other generic trainings sought during consultations at various divisions of DEA									
S. no.	Course name & specifications	Target officers	No. of officers	Proficiency level Basic (B) or Advanced (A)...	Online/ Offline /Hybrid	Duration (no. of hrs./ days)	Sample Training providers	Link for online training courses	Proposed training dates/ FY quarter (Q)
1.	Self-defence training (Women)	Female Staff	Nomination/ Choice	B/A	Offline	6 hrs	External Expert/ Institution	-	Spread across all quarters
2.	Fire Safety (Drills)	All Staff	Nomination/ Choice	B/A	Offline	1 day	CPWD Training institute	-	Spread across all quarters
3.	POSH training	All Staff	Self-nomination	B/A	Online	5 hours	External Legal Expert/Judicial Institution/ Trainer	-	Spread across all quarters
4.	Soft Skills Training (training to enhance professional skills including attitude, teamwork & interpersonal skills, honesty & integrity, grooming and etiquettes, self-motivation, work life sensitization etc.)	Entry level to mid management level	30	Basic	Hybrid	12 hrs	IGoT/ISTM/IIPA/LBSNAA/IIMC	-	Spread across all quarters
5.	Ethics and Values in public Governance -Framework of Ethical Governance - Soul Nurture Walk -Sources of Happiness -Life's Balance Sheet -Relationship between Character & Competence	All Staff	Nomination/ Choice to CBU	B/A	Online	5 days	ISTM/ IIPA/ LBSNAA/ IIMs/ISB	Igot	Q3 & Q4

6.	Critical Thinking and Problem Solving	Senior Staff	"	A	Online	30 hrs	IIPA/IIMs/IITs/ISB	Igot	Q3 & Q4
7.	Creative Thinking and Innovation	Senior Staff	"	A	Online	30 hrs	IIPA/IIMs/IITs/ISB	Igot	Q3 & Q4
8.	Virtual Assistance	Junior Staff	"	A	Online	30 hrs	IITs subject Matter Expert	Igot	Spread across all quarters
9	Spoken English	All Staff	"	B/A	Online	30 hrs	IIMC/ISTM/ IIPA	Igot	Spread across all quarters
10	Decision Making	Executive staff	"	B/A	Online	30 hrs	Public sector's training institutions centres	Igot	Q3 & Q4
11	Communication & Interpersonal Skills	All Staff	"	B/A	Online	30 hrs	IIMC/ISTM/ IIPA	Igot	Spread across all quarters
12	Management Development Program	Mid-level to high level management Staff	25	Advanced	Hybrid	3 Days / 12 hrs	IIMs/IITs/ISB	-	Spread across all quarters
13	Design Thinking	Mid-level to high level management Staff	25	Advanced	Hybrid	3 Days / 12 hrs	IIMs/IITs/ISB	-	Q3 & Q4
14	Leadership Skills Training	All officers	25	Basic	Hybrid	12 hrs	IIMs/IITs/ISB	-	Spread across all quarters
15	Business Communication (Note: Basic and Advanced will have different learner groups / Batches)	All officers	30	Basic and Advanced	Hybrid	9 hrs	IIMC/IIMs/IITs /ISB	-	Spread across all quarters
16	Time Management	All officers	With 17.	Basic	Online	6 hrs	IIMC/IIMs/IITs /ISB	Igot	Spread across all quarters
17	Problem Solving & Decision Making	Project managers, team leaders and potential leaders	30	Advanced	Hybrid	8 hrs	IIMC/IIMs/IITs /ISB	-	Spread across all quarters

18	Self-Awareness & Empathy	All officers	With 17.	Basic	Online	6 hrs	IIMC/IIPA/Art of living/Isha foundation	Igot	Spread across all quarters
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**Table 10: Combined training plan for functional and behavioural competencies for DEA as per ACBP**

#	Competency	Training / Module name	Training Institute	Mode of Training
	Cabinet Note Preparation Procedure	Workshop on preparing cabinet notes	ISTM/IIPA	Offline
	CVC Act & Vigilance Manual, 2021 - guidelines, circulars, notifications	Training Programme in Administrative Vigilance	ISTM	Offline
	e – Office	Workshop on e-Office	ISTM/IIPA	Offline
		Orientation Training Programme on eOffice Management	ISTM/IIPA	Offline
	File Management	Record management and right to information	ISTM	Offline
	FRSR - Fundamental Rules and Supplementary Rules	Fundamental Rules (FR) and Supplementary Rules (SR)	IGOT/INGAF	Online
	General Financial Rules (GFR)	GFR and vigilance	NIFM/Indian Statistical Service Training Division/IGOT	Online
	Legal Compliance & Terminology - Case laws of SC, CAT etc.	Legal Workshop	National Judicial Institutes, NLU's	Offline
	Managerial Effectiveness	Training Programme on Managing Work Effectively: A Behavioural Approach	IIMC/IIMs/ISB/IITs	Offline
		Managerial Effectiveness	ISTM/IIPA/IITs	Offline
	Manual of Office Procedures	Office Procedure	iGOT/ISTM/IIPA	Online
		Training Programme on Office Procedure under SCTP	ISTM	Offline

#	Competency	Training / Module name	Training Institute	Mode of Training
	Manual of Parliamentary Procedures	Parliamentary Procedures	iGOT/ISTM/Parliamentary training institution	Online/Offline
		Handling Parliamentary Matters	iGOT/ISTM/Parliamentary training institution	Offline
	Manual of Procurement of Goods & Services	Public Procurement Framework of GOI	Igot/ISTM/NIFM	Online/Offline
		MDP on Public Procurement	AJNIFM	
	Monitoring & Evaluation	Monitoring and evaluation of govt schemes	ISTM/IIPA/ISI	Online/Offline
	MS – Office	MS office	ISTM/IIPA/Igot	
		Advanced MS Office	ISTM/IIPA/Igot	
	Noting & Drafting	Workshop on Noting & Drafting	ISTM/IIPA	Offline
	Official Languages Act, Amendments, Notifications, Circulars	Training Programme on Official Language	Department of official language	Offline
	Policy Formulation, Analysis, amendment process	Policy analysis, Policy formulation	IIM/IIT/ISB/ NIEPA	Offline
		Public Policy	IIPA/LBSNAA/NIEPA	Offline
		Workshop on Policy Formulation to Legislation	IIPA/LBSNAA/NIEPA	Offline
	RTI & CIC Rules, amendments, circulars, case laws	Right to Information Act 2005	Igot	Online
	Preparation of Reports, Proposals, Analysis, program appraisals etc	Report Writing	ISTM/IIPA/LBSNAA/IIMs/MDI	Offline
	Public Finance Management Systems (PFMS)	Training Videos of PFMS modules	Igot	Online
	Research skills	Training Programme on Research Methodology & Introduction to SPSS	IIMs/IITs/NIEPA	Offline



#	Competency	Training / Module name	Training Institute	Mode of Training
	Stakeholder Management - Vendors, Multilateral funding agencies, Institutions, partners etc.	Stakeholders in Governance	ISTM/IIPA/IIMs/ISB	Offline

## Behavioural Competencies

The identified behavioural competencies with identified training institutions is as follows:

#	Topics	Training Module/s	Training Institutions	Mode of Training
1	Adaptability and change management	Level I course	IGot/Coursera	Online
		Level II- III course	ISTM/IIPA/IIMs/ISB/ASCI (Hyd)/ YASHADA	Offline
2	Analytical Skills and attention to detail	Level I course to develop analytical skills	iGOT Karmayogi Platform (iGOT)	Online
		Level II-III course to develop analytical skills	ISTM/IIPA	Offline
		Big Data Analysis	IIMs/IITs	Hybrid
3	Management development program and change management and managerial Leadership/business leadership	Level-I & II	Yashwantrao Chavan Academy of Development Administration (YASHADA)/ Administrative Staff College of India (ASCI), Hyderabad/ISTM/IIPA/Public sector training institutes like BHEL/ IOC etc.	Offline
		Level III (advanced level)	IIMs/ISB	Offline
4	Commitment to Organisation	Level-I & II	iGOT	Online
		Level III (advanced level)	IIPA/Public Sector understating institutions like BHEL/IOC etc.	Offline
5	Communication Skills	Level-I & II	iGOT	Online
		Level III (advanced level)	IIMs/IITs/ISB/other regional business Schools/LBSNAA	Offline
		Effective Communication and Presentation Skills	IIMC/ ISTM/IIPA/YASHADA/ASCI	Offline
		Writing reports, research and finding data skills	ISTM/IIPA/IIMs/IITs/Law schools/NIEPA	Offline

#	Topics	Training Module/s	Training Institutions	Mode of Training
		Office Communication Skills: Noting, Drafting	ISTM/IIPA	Offline
		Communication Skills for Managers	IIMs/ISB/ ASCI, Hyderabad	Offline
		Level I - Conceptual thinking	iGOT	Online
		Level I – Critical thinking	iGOT	Online
		Level II & III– Conceptual, strategic and critical thinking	IIMs/ISB	Offline
7	Cost Conscious and judicious financial management	Level I – cost consciousness	IgoT	Online
		Level-II & III Cost Conscious and judicious financial management with calculations and exercises	IIMs/ISB	Offline
8	Data analytics and quantitative assessments	Level I	IGot	Online
		Level II & III (advanced)	ISI/ IIMs/ISB	Offline
9	Decision Making, problem-solving techniques and result orientation	Risk Management	IIMs/IITs	Offline
		EDM Effective Decision Making	IIMs/IITs	Online
		Decision Making for Effective Leadership	ASCI, Hyderabad/IIPA	Offline
10	Empathy	Level I- Empathy	iGOT	Online
		Level-I & II	Art of living/Isha foundation	Offline
12	Initiative, motivation and Drive	Level I -Initiative, motivation and Drive	iGOT	Online
13	Innovative Thinking	Level I- Managing Creativity and Innovation	iGOT	Online
		Level-II & III	ISTM/IIPA/YASHADA ASCI, Hyderabad	Offline
15	Leading self	Level-I Self-leadership	iGOT	Online

#	Topics	Training Module/s	Training Institutions	Mode of Training
	Leading Others	Level-II & III	ISTM/ ASCI, Hyderabad	Offline
		Level-III Advance Management Program/ Change Management / Leadership	IIM/ISB/other leading B-Schools/Public sector institutions like BHEL, IOCL etc.	Online
		Workshop on Team Building and Leadership	ISTM/IIPA/ Individual expert/specialized institutions	Offline
		Enhancing Performance and Well-Being through Leadership	IIMs/ISB/ASCI, Hyderabad/YASHADA	Offline
		Six Sigma for Business Leaders	IIMs/ISB/ASCI, Hyderabad/YASHADA	Offline & Online
		Innovation and Change Leadership	IIMs/ISB/ASCI, Hyderabad/YASHADA	Offline
21	Negotiation	Negotiation skill, persuasion and conflict resolution	IIMs	Online
22	Networking Skills	Level-1	Igot	Online
		Level-II & III	IIMs/ISB	Online
23	Citizen Centric & People First	Effective Public Service through RTI Act	iGOT /Public sector training institutions	Online
		Level-I People Centric Urban Governance in India, people First	iGOT	Online
25	Planning, coordination and feedback	Level I- Strategic planning and consultancy	iGOT	Online
		Level I-Planning & Coordination	iGOT	Online
31	Self-Awareness, self-confidence & Self Control	Level I	The Art of Living Training Program for Building Competence for Personal Excellence/ Isha foundation	Online
33	Stakeholder Management	Level I- Stakeholders in Governance	iGOT	Online
		Level II & III Stakeholder management	IIM/IITs/ISB	Offline

Few course commonly identified across MDO is planned to be made available over the next quarter at Igot platform. CBU/Implementation teams may refer to these courses for nomination purposes such as course on Gate shakti course – Level 1 and 2. Others are as follows

### Common Competencies identified: Functional

Artificial Intelligence	GIS Applications
Budgeting and Accounting	Governance
Building strategic human resource capacity in public administration	Government e-Marketplace (GeM)
Climate Change	Grants administration
Cybersecurity & Cyberawareness	Handling RTI Matters
Data Analysis (R and Python)	Impactful Presentation
Data Visualization (Tableau, Power BI)	Innovation & Improvement
Digital Fluency	Intellectual Property Rights (IPR)
Direct and Indirect Taxes (GST)	MS Project, Primavera
DPR	Policy Drafting (Writing good policies)
DPR in Infrastructure Projects	Power BI
E-Governance	Process improvement
E-Office & Office Management	Project Management -Infra, IT, Social Sector
Establishment & Human Resource Management	Python, SQL
Financial Management	Report Writing
Fundamentals of Public Policy	Social Media & Digital Marketing

### Common Competencies identified: Behavioral

Change Management	Persuasive Communication
Coaching & Mentoring	Presentation Skills
Communication Skills	Problem solving & Decision making
Conflict Management at Workplace	Public Leadership
Critical Thinking	Public Speaking
Emotional Intelligence	Self confidence & Self management
Ethics	Speed reading
External Communications	Storytelling
Giving feedback	Strategic Thinking
Interpersonal Skills	Stress Management
Learning Agility/Design Thinking	Team Management & Development
Motivation	Time Management
Negotiation	Visionary Leadership

### 1.8.1 Immediate Priority Initiatives

The initiatives that call for immediate intervention for the ministry. As in the previously described sections, this section's initiatives are also divided into three categories: domain, functional, and behavioural initiatives. The table below provides the description of the various **immediate priority initiatives** along with the key target staff for these training with content and the implementation strategy.

Apart from above mentioned requirements, some common needs required across divisions are as follows;

1. Induction/Orientation Module for all new joinees to the Ministry
2. Basic and advance MS Office and data Analysis & research tool
3. PFMS, GeM, CPP, RTI, GFR, E-office, e-HRMS, e-procurement, and various E-portals, Pension rules,
4. Guidance on effective noting, drafting, writing and communication skills, financial management, procedural Knowledge of Budget heads and accounting, Program Formulation, Implementation, Impact assessment, Monitoring and Evaluation, Regulatory Framework and global best practices
5. Leadership and Managerial skills, stress management, interpersonal relations and conflict management, team building, team management, collaboration and planning, time management, public speaking, project management, etc.
6. Gaining understanding in sustainable finance area

### 1.8.2 Long-term capacity enhancement initiatives

There are a few important difficulties that have been noted by the various divisions, functions, projects, etc. of the Ministry by conducted discussions. These problems include lack of training, collaboration with other departments and teams, limited knowledge of the government portals, etc. These problems/priorities are divided in a few years to train and develop an action plan.

The table below lists a few of these important requirements along with the suggested course of action that came out of the conversations with the various stakeholders.

#	Institutional Issues and Technological Requirements	Proposed Action
1	Responding to Parliamentary questions and prioritising	Internal portal can be prepared
2	Performance Appraisal	HR specific division can be considered
3	Reward & Recognition	HR specific division can be considered
4	Technological change as per global standards	Global benchmarking and allied research
5	Rules and regulations	Enabling environment like sandboxes can be considered

## 2. Monitoring and evaluation (M&E) outline

Monitoring and evaluation of ACBP implementation is an important activity which helps in taking corrective measures required at different levels of the training life cycle.

- M&E can help in identification of areas for improvement and correlate with evaluation process findings for future course of action for making the capacity building programs more effective respectively. M&E Monitoring can be undertaken in three stages as follows:

- **Pre-Training**

Monitoring in pre-training stage is linked to the activities such as communication and coordination with the participants, training institute / trainers, identification of the venue, logistics arrangements for the training program and participants etc.

- **During-Training**

During-Training stage monitoring is conducted while the training is program is on – the activities like initiation of the training program, training delivery and checking quick pulse of the trainees for any corrective measure, and closing of the training program. At the end of the training program the feedback would be collected from the participants with program-level feedback for evaluation of the training program contents, trainers and training facilities.

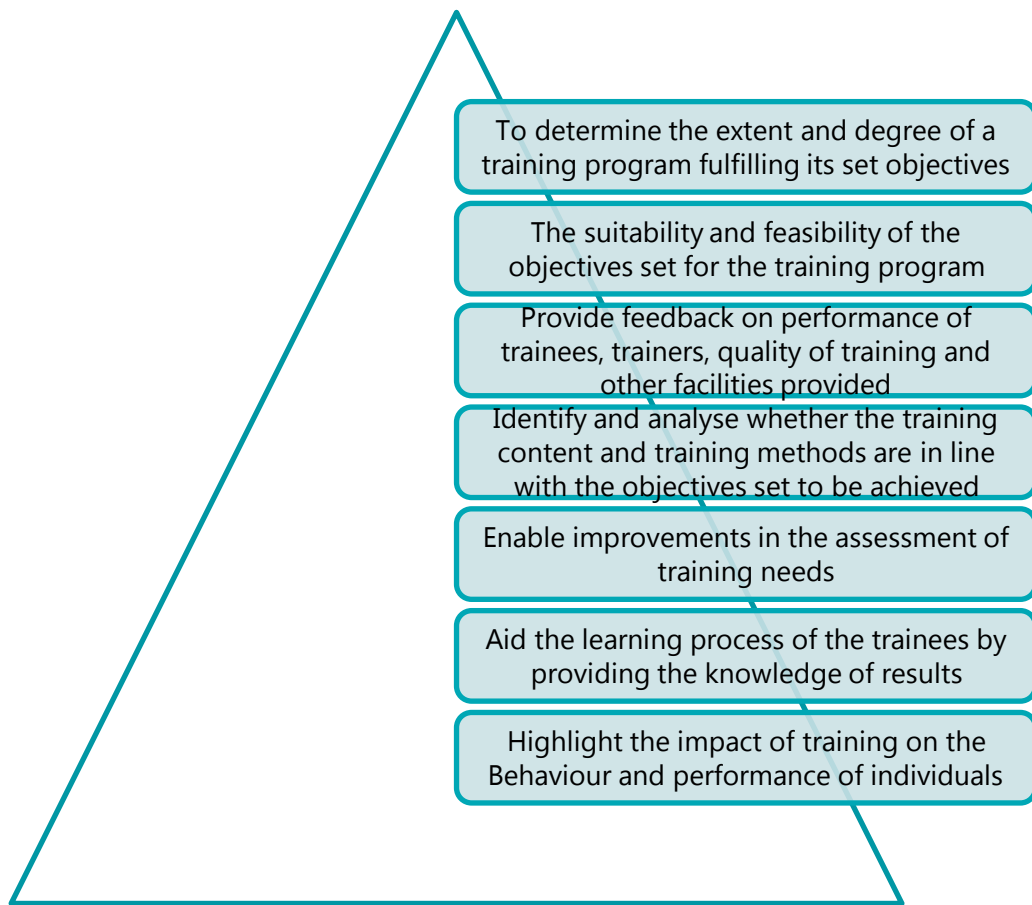
In case of nomination of employees for a training programme conducted by training institutes, training coordinator may ensure attendance of the officers in that training programme or substitute others if a particular officer is not able to attend the program.

- **Post-Training**

Post training monitoring includes the aspects of feedback, analysis and preparation for the learning and Job behaviour level assessment for evaluation of the effectiveness of the training programs.

- Evaluation of training is the act of judging whether it is worthwhile in terms of set criteria / objectives. A comprehensive and effective evaluation plan is a critical component of any successful training program. The evaluation should be structured in such a way as to generate information on the impact of training at various levels. In government organizations, where training is conducted in big volumes, it is furthermore essential to integrate training evaluation into the training function.
  - Evaluation of Training is an essential feature of systematic approach to training. Evaluation of training is vital in the training process for the following reasons/objectives:

**Figure 15: Needs / Objectives of Evaluation of Trainings**

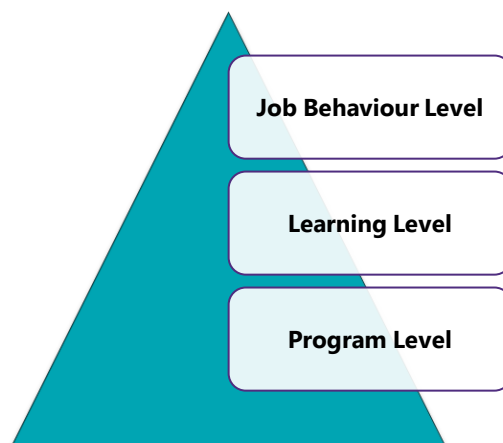


○ **Levels of Training Evaluations**

Training outcomes are to be assessed in terms of the number of training courses carried out, number of employees trained, extent of training budget utilization and feedback of the trainees on the course, faculty and training facilities.

The impact of training on job behaviour should also be made an integral part of the evaluation process so that the benefits of training may be clearly established. Training evaluation at the following three levels is suggested:

**Figure 16: Level of Training Evaluation**





### Program Level

The aim of this assessment is to assess the effectiveness of the training program design and training environment. This is achieved by examining the feedback provided by trainees after the training program. The factors to be monitored and analyzed include the quality of course content, training methods and materials, trainers, duration and timing of training, logistics, training aids, lunch and refreshments, etc. This evaluation provides valuable insights for improvement in future training programs.

### Learning Level

The aim of this evaluation is to assess whether the training has achieved its intended outcomes in the trainees. This involves reviewing the results of tests, exams, practical, vivas, demonstrations, and presentations taken by the trainees, ideally before and after the training. This feedback helps to evaluate the quality of the training content and delivery.

### Job Behaviour Level

The aim of this evaluation is to assess the effect of the training on the trainees' job performance and behaviour. This involves gathering feedback from the trainee and their immediate supervisor to determine if there has been any noticeable improvement in their job performance. It is important to note that other organizational factors may have impacted the improvement initially brought about by the training.

Indicative list of components for each level of evaluation are summarized in the following table:

Table 11: Levels of Evaluation & Related Performance Indicators

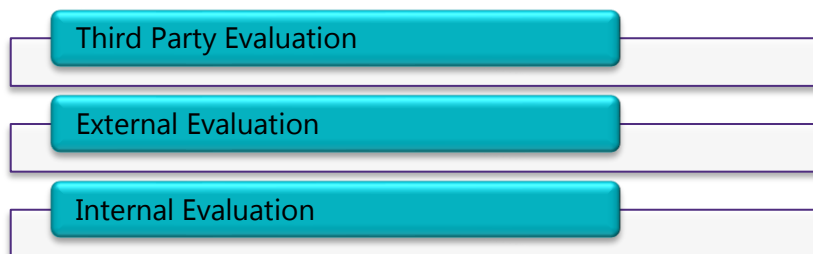
Level of Evaluation	Indicative list of components for evaluation
Program Level	<p><b>Capacity Building Module and Content</b></p> <ul style="list-style-type: none"> <li>- Fulfilment of capacity building objective</li> <li>- Structuring and sequencing of content</li> <li>- Course Content and its utility as reference material in future</li> <li>- Teaching methods (games, exercises, case studies, group discussions, role plays, etc.)</li> </ul>
	<p><b>Trainers / Facilitators</b></p> <ul style="list-style-type: none"> <li>- Expertise</li> <li>- Presentation skills</li> <li>- Interaction with participants</li> <li>- Individual attention</li> <li>- Efforts to make the sessions interesting</li> </ul>
	<p><b>Training Facilities</b></p> <ul style="list-style-type: none"> <li>- Classroom Facilities</li> <li>- Lunch, Dinner, and Refreshments</li> <li>- Accommodation (if relevant)</li> <li>- Transportation (if relevant)</li> </ul>
Learning Level Evaluation	<ul style="list-style-type: none"> <li>- Average Pre-Capacity Building Evaluation Score and</li> <li>- Average Post-Capacity Building Evaluation Score</li> </ul>

Level of Evaluation	Indicative list of components for evaluation
	- Learnings
Job Behaviour Level Evaluation (feedback by trainee and supervisor)	<ul style="list-style-type: none"> <li>- Extent of fulfilment of training needs (Trainee satisfaction)</li> <li>- Extent of application of learnings in the job</li> <li>- Improvement in Job Performance (pre and post)</li> <li>- Suggestions for improvement</li> </ul>
<i>This an indicative list, CBU may decide on others based on the need or outcome required .</i>	

o **Modes of training evaluation**

Depending on the purpose and requirement, Training evaluation can be undertaken by any of the following modes.

Figure17: Modes of Training Evaluation



**Internal Evaluation**

In this mode, the evaluation process is carried out by internal team/resources only. The CBU carries out this process right from design of evaluation criteria to carrying out the process to preparation of the Training Evaluation Report.

**External Evaluation**

This is another mode of evaluation, wherein, the evaluation process is carried out by the superior offices that are external to the Department / Ministry. The CBU facilitates the process by providing required data and information and assisting in the evaluation process.

**Third Party Evaluation**

In this mode, the evaluation process is carried out by an organization that is not at all related to the Department / Ministry. This organization can be a consultant, a private agency, etc. The CBU facilitates the process by providing required data and information and assisting in the evaluation process.

When assessing the training program, it's important to consider the competency-based approach. This approach allows for a comprehensive evaluation of the trainees' development of not just knowledge, but also skills and behaviours, emphasizing the importance of focusing on these areas. The CBU may adopt this approach for both internal and external training evaluations.

- **Evaluation model :**

Reference is drawn to Kirkpatrick evaluation model, which has 4-level approach, as follows:

**Level 1 - Reaction**

This level measures how learners have reacted to the training, the relevance and usefulness of the training. Use surveys, questionnaires or talk to learners before and after the course to collect their feedback on the learning experience.

Topics to cover during your discussion:

- Was the course content relevant and easy to follow?
- Ask questions about the learnings and key takeaways.
- Discuss the strengths and weaknesses of the program.
- Understand if the training was able to accommodate the learner's pace and learning style.
- At the end of Level 1, you should have a good understanding of how well the training was received and determine any gaps in the training content.

**Level 2 - Learning**

Measure the knowledge and skills gained by learners as a result of the training. To measure this level, you can use a combination of metrics such as:

- Test scores during and after the training
- Evaluation of applied learning projects
- Influence on performance KPIs
- Course completion and certification
- Supervisor report and feedback
- At this stage of evaluation, you will be able to determine if the training is meeting its set objectives, what are the specific skills that can be developed with this training, and the scope for improvements in content and method of delivery.

**Level 3 - Behaviour**

Understand how the training has impacted the learner's performance and attitude at work. Evaluate how the training has influenced the learner's performance and delivery at work by using a combination of these methods:

- Self-assessment questionnaires
- Informal feedback from peers and managers
- Focus groups
- On-the-job observation
- Actual job performance key performance indicators (KPIs)
- Customer surveys, comments, or complaints
- Topics to cover in your assessment include:
  - How has learning been implemented at work?
  - Are the learners confident to share their new skills and knowledge with their peers?

**Level 4 - Results**

Measure the tangible results of the training such as reduced cost, improved quality, faster project completion, increased productivity, employee retention, better marketing leads, increased sales, and higher morale. Key metrics to measure are:

- Improved business results
- Increased productivity and quality of work
- Employee retention
- Higher morale
- Customer satisfaction index

### 3. Overview of DEA

The DEA has developed a detailed induction module, which provides an overview of the background, functions, section wise roles and responsibilities at DEA. Main functions, organogram, roles and responsibilities at the department are provided ahead.

**2.1 Main functions of DEA:** In conjunction with para 1.3 above, various functions performed at DEA to fulfil DEA's vision and mission are as follows. These were kept in mind during the development of the capacity building exercise.

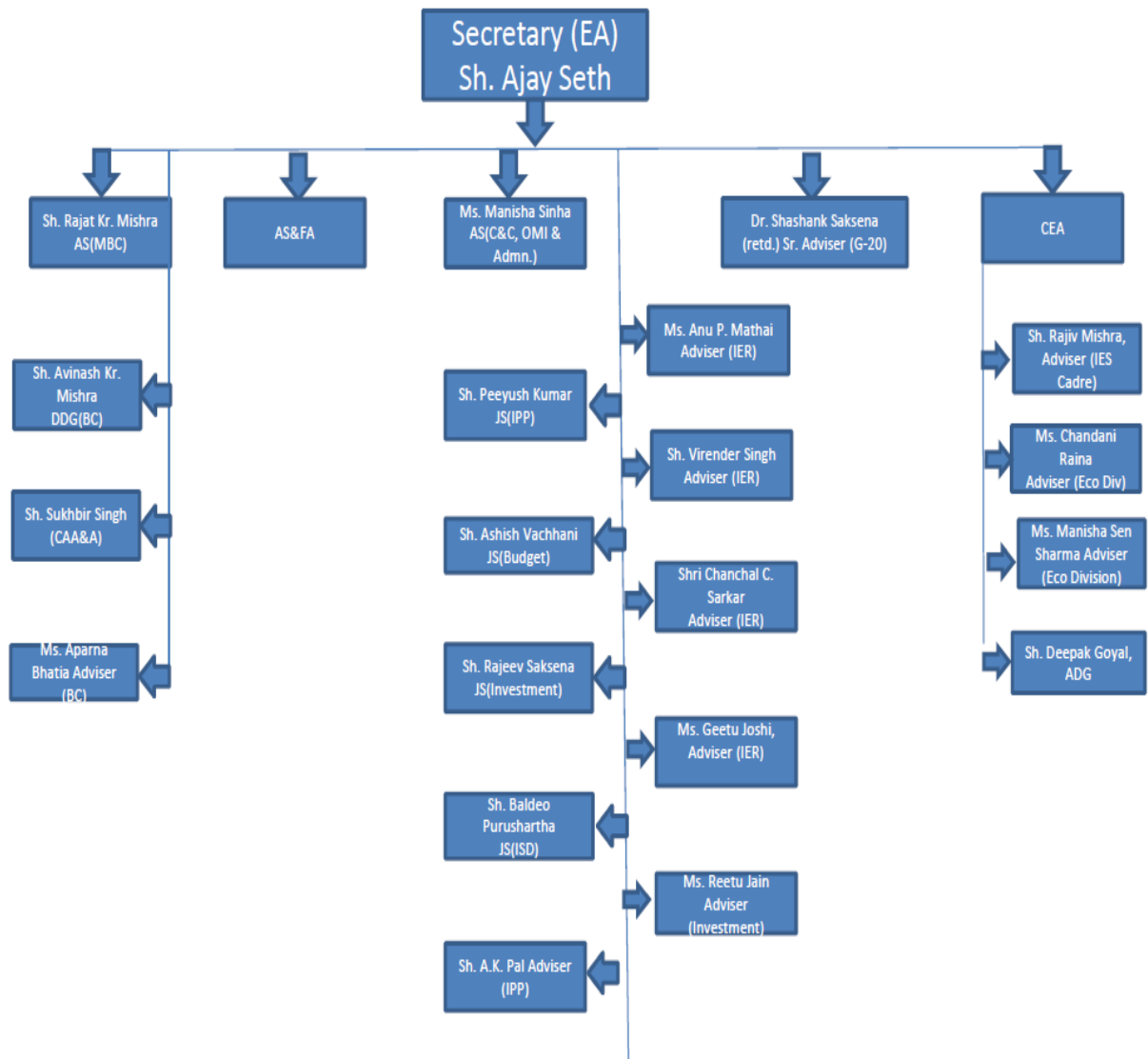
No.	Function	Detail- Matters pertaining to the following aspects
1.	<b>Maintaining sound public finances</b>	<ul style="list-style-type: none"> <li>I. Preparation of Union Budget, Supplementary Demand for Grants and Excess Grants, examination; and monitoring of the provisions of the Union Budget.</li> <li>II. Preparation of State/UT Budget where President's Rule is in operation.</li> <li>III. Borrowings, lending and Ways and Means of the Union Government.</li> <li>IV. Public Debt, including external debt and Debt Management Office.</li> <li>V. Government Guarantees.</li> <li>VI. Non-Tax Revenues.</li> <li>VII. Laying of the Audit Reports before the Parliament under Article 151 of the Constitution.</li> <li>VIII. Policy regarding Accounting and Audit procedures, including classification of transactions, and Accounting Standards.</li> <li>IX. Finance Commission and financial matters relating to reorganization of States.</li> <li>X. Financial emergency.</li> <li>XI. Currency &amp; Coinage.</li> <li>XII. Management of Foreign Exchange Resources.</li> <li>XIII. Committee on Allocation of Natural Resources.</li> <li>XIV. Any other matter related to public finance not dealt with by any other Ministry/Department.</li> </ul>
2.	<b>Promoting conditions that accelerate sustainable economic growth</b>	<p><b><u>2.1 Develop sound economic policies</u></b>  Matter relating to:</p> <ul style="list-style-type: none"> <li>i. Securities market.</li> <li>ii. Forward Contracts and control of Future Trading</li> <li>iii. External Commercial Borrowings.</li> <li>iv. Small savings, including Public Provident Fund.</li> <li>v. All deposit schemes of central government, including special and compulsory deposit schemes.</li> <li>vi. Foreign Direct Investment.</li> <li>vii. Infrastructure: Development, Financing and Regulation.</li> <li>viii. Public Private Partnerships including policy, schemes and programmes.</li> <li>ix. Tax free bonds.</li> <li>x. Bilateral Investment Protection and Promotion Agreements.</li> <li>xi. Indian Overseas Direct Investment.</li> </ul> <p><b><u>2.1 Prepare for future economic challenges and opportunities</u></b>  Matters relating to:</p>

No.	Function	Detail- Matters pertaining to the following aspects
		<ul style="list-style-type: none"> <li>i. Macroeconomic policy, including fiscal, monetary and credit policy.</li> <li>ii. Financial sector policy.</li> <li>iii. Sectoral policy reforms</li> <li>iv. External aspects of economic management.</li> <li>v. Financial Stability and Development Council (FSDC).</li> <li>vi. Sovereign Credit Ratings of India.</li> <li>vii. Climate change finance.</li> <li>viii. Professional Management of Indian Economic Service Cadre.</li> <li>ix. Gold and Silver from the Foreign Exchange angle.</li> <li>x. Capacity building through short term training programmes organized by Development Partners.</li> <li>xi. Foreign travel of Ministers of State Governments/Union Territories, Members of State Legislature/Union Territories and State Government Officials.</li> </ul>
		<p><b><u>2.3 Lead India's bilateral and multilateraleconomic and financial engagements</u></b></p> <p>Matter relating to:</p> <ul style="list-style-type: none"> <li>i. Multilateral Financial Institutions such as World Bank Group, International Monetary Fund, African Development Bank, International Fund for Agriculture Development, Asian Development Bank, etc.</li> <li>ii. Investments, loans, credits, grants and assistance, as well as governance pertaining to Multilateral Financing Arrangements like Global Environment Facility, Climate Investment Fund etc.</li> <li>iii. Loans, credits, grants and assistance from foreign countries, agencies, NGOs, non-governmental Foundations etc. including ODA and technical assistance.</li> <li>iv. G20, including summit.</li> <li>v. Economic and financial aspects of BRICS, OECD, G24, ASEAN, SAARC and other multilateral fora.</li> <li>vi. Contributions to the specialized agencies of the United Nations and UN Bodies.</li> <li>vii. United Nations Development Programme (UNDP) including Programmes or Projects funded out of UNDP Budget.</li> <li>viii. Multilateral and Bilateral economic and financial dialogues.</li> <li>ix. Bilateral Development Co-operation.</li> <li>x. India Development Economic Assistance Scheme.</li> <li>xi. Commonwealth Fund for Technical Cooperation.</li> <li>xii. Financial Action Task Force and related inter-Ministerial Coordination.</li> <li>xiii. Financial Stability Board.</li> <li>xiv. Eurasia Group on Anti Money Laundering and Financing of Terrorism and related Inter- Ministerial co-ordination.</li> </ul>

**2.2 DEA's allied insitutions:** There are five other specialised insitutions under DEA that cater to the function of DEA. This exercise of capacity buidling can be extended to in the next phase of the exercise. Common comptencies especially in domain can be dovetailed so that peer learning can be encouraged. These entities can be a part of the in-house developed program and a part of structured periodic meetings These are namely:

1. Security Printing and Minting Corporation of India Ltd. (SPMCIL)
2. National Savings Institute. (NSI)
3. Securities and Exchange Board of India. (SEBI)
4. Securities Appellate Tribunal. (SAT)
5. International Financial Services Centres Authority. (IFSCA)

2.3 **Organogram:** Present organogram of the DEA is as follows. This is a representation till the division head only. This is an update till 31.3.2023.



Source: DEA

2.4 **Divisional work Allocation:** Divisional work allocation at DEA is presented ahead:

**Functions of DEA –Division-wise**

S.No.	Name of Division	Work Allocated
1.	<b>Administration and Coordination Division</b>	<ul style="list-style-type: none"> <li>• All administrative/establishment matters including matters relating to personal and terminal benefits in respect of all Gazetted officers, Non Gazetted officers, CSSS cadre staff, posts in the OL cadre and Indian Cost Account Service(ICOAS)</li> <li>• General Administration,</li> <li>• R&amp;I, Protocol, and RTI Cell</li> <li>• Cash</li> <li>• Official Language</li> <li>• Coordination</li> </ul>
2.	<b>Bilateral Co-operation &amp; Sustainable Finance Division</b>	<ul style="list-style-type: none"> <li>• Policy relating to Bilateral cooperation</li> <li>• Bilateral cooperation (ODA and Technical cooperation) with Japan, Germany, France, United Kingdom, European Union, United States of America, Canada and South Korea</li> <li>• Economic &amp; Financial/Policy Dialogues with countries, viz. Canada, France, Korea, United Kingdom (UK), United States of America, Japan, China, European Union (EU), Switzerland, Australia and New Zealand</li> <li>• Matters relating to India Development and Economic Assistance Scheme (IDEAS) including extension of line of credit thereunder.</li> <li>• Matters relating to Concessional Financing Scheme including extension of Lines of Credit thereunder</li> <li>• Dealing with proposals submitted by various Ministries/Departments seeking approval of Screening Committee for engaging Consultants through bilateral partners and multilateral organizations</li> <li>• Short-term foreign training courses upto four weeks duration offered by JICA, SCPTA, IMF, etc. under Technical Assistance Programme</li> <li>• Matters relating to United Nations(UN), Global Environment Facility(GEF) &amp; Green Climate Fund (GCF),</li> <li>• United Nations Development Program(UNDP), UNIDO,</li> <li>• Sustainable Finance including International Platform on Sustainable Finance (IPSF).</li> <li>• Paris Club and G20 matters relating to G20 DSSI &amp; G20 Common Framework</li> </ul>
3.	<b>Infrastructure Policy &amp; Planning Division</b>	<ul style="list-style-type: none"> <li>• Infrastructure investment policy</li> <li>• Institutional Mechanism on the Harmonized Master List of Infrastructure Sub-sectors</li> <li>• NIP planning, periodic review and updating (Aligning with Gati-Shakti vision, prioritizing the projects and Anchoring to India@2047 vision)</li> <li>• NIP monitoring framework&amp; NIP Implementation</li> <li>• Analysing non-PPP investment proposals concerning Road Transport &amp; Highways, Ports, Shipping, Inland Water Transport, Railways, Telecommunications, Civil Aviation &amp; Urban Development sectors</li> <li>• Financial Sector Reforms for long-term availability of financing from Domestic sources &amp; foreign capital, Development Finance Institutions and Financial Markets.</li> <li>• Infrastructure Financing from Fiscal resources, PSE's IEBR and Private sector, including from National Monetization Plan</li> <li>• Matters relating to IDFs, REITs/InvITs, Tax Free Bonds, Municipal Bonds and other instruments meant for infrastructure financing and credit enhancements.</li> <li>• Matters relating to SPV for Credit Enhancement of Infrastructure Projects and New Credit Rating System for Infrastructure.</li> </ul>

		<ul style="list-style-type: none"> <li>• Model Tripartite Agreements (MTA) for sectors such as Road, Ports, and Airports etc.</li> <li>• Capacity Building in GOI, state governments, PSEs, infrastructure agencies</li> </ul>
4.	<b>Infrastructure Support and Development Division</b>	<ol style="list-style-type: none"> <li><b>1. Sector studies for:</b> <ul style="list-style-type: none"> <li>• Improving project viability</li> <li>• Identifying sector reform measures</li> <li>• Preparing time-bound action plans</li> </ul> </li> <li><b>2. General reforms for enabling eco-system:</b> <ul style="list-style-type: none"> <li>• Optimal risk sharing framework</li> <li>• Sanctity &amp; enforcement of contracts</li> <li>• Institutionalization &amp; efficiency of dispute resolution</li> <li>• Execution capacity of private sector participants</li> </ul> </li> <li><b>3. Process enablers:</b> <ul style="list-style-type: none"> <li>• Standardization of bidding documents</li> <li>• IT platform for NIP management</li> </ul> </li> <li><b>4. Public Private Partnership:</b> <ul style="list-style-type: none"> <li>• PPP framework</li> <li>• PPP Promotion measures</li> <li>• Viability Gap Financing</li> <li>• Simplification &amp; Delegation of approval mechanism</li> <li>• PPP-AC process</li> </ul> </li> <li><b>5. National Monetization Plan</b> <ul style="list-style-type: none"> <li>• Overall planning</li> <li>• Support to Ministries, CPSEs and State government</li> </ul> </li> <li><b>6. Energy Sector policies and proposals</b></li> <li><b>7. Investments in Climate NDCs, RE 2030 Goal, and decarbonization of economy</b></li> <li><b>8. Matters related to Gulf and other West Asian Countries</b></li> <li><b>9. Matters related to Infrastructure working Group (IWG) of G 20</b> <ul style="list-style-type: none"> <li>• <b>Matters related to BRICS Task Force on PPP and Infrastructure</b></li> </ul> </li> </ol>
5.	<b>Investment Division</b>	<ol style="list-style-type: none"> <li><b>1. Work in relation to “Domestic Investment &amp; Digital Economy Section”</b> <ul style="list-style-type: none"> <li>• All policy issues related to domestic investment and including industrialization, manufacturing sector and innovation.</li> <li>• Policy proposals related to Ministry of Textiles, Department of Electronics and Information Technology, Department of Chemicals and Petro-Chemicals</li> <li>• Policy issues related to integrated Township, Industrial Park and Manufacturing Clusters.</li> <li>• Financing and regulatory issues related to Manufacturing Sector and MSMEs</li> <li>• National Manufacturing Policy &amp; National Investment Manufacturing Zone.</li> <li>• National Manufacturing Competitiveness Council(NMCC)</li> <li>• Works relating to ‘National Investment and Infrastructure Fund’(NIIF).</li> <li>• Works relating to SWAMIH Fund-I.</li> </ul> </li> <li><b>2. Work relating to EGEW and VGIR.</b> <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Work relating to Digital Economy including FinTech.</li> <li>• Identifying possible market failures and suggesting interventions.</li> <li>• Identifying policy interventions and monitoring of investments for the Digital Economy, including FinTech.</li> <li>• Identifying digital infrastructure gaps, assess financing deficits, policy interventions to overcome gaps, measuring progress.</li> </ul> </li> </ol>



		<ul style="list-style-type: none"> <li>• International collaborations to grow India's contribution to the Digital Economy.</li> <li>• Identify and work in Sectoral &amp; Taxation issues with relevant Departments.</li> </ul> <p><b>3. FDI &amp; ODI Policy Matters:</b></p> <ul style="list-style-type: none"> <li>• FDI proposals for foreign direct investment pertaining to Financial services which are not regulated by any Financial Sector Regulator</li> <li>• Foreign investment in Core Investment Companies (CICs)</li> <li>• FDI Policy and Policy on Outward Direct Investment from India</li> </ul> <p><b>4. Matters related to GOLD</b></p> <ul style="list-style-type: none"> <li>• Foreign Exchange aspects relating to Import/Export of gold/silver.</li> <li>• Policy matters related to Gold, Gold Monetisation Scheme (GMS) and Indian Gold Coin (IGC). Implementation of GMS &amp; IGC and amendments in these Schemes. Work related to drafting of Gold Policy for promotion of Gold as Financial Asset Class Matters related to Investment Chapter of FTAs/CECAs/ CEPAs etc.</li> <li>• Policy matters related to Investment Chapters of FTAs/CECA/CEPA. Negotiation and conclusion of Investment Chapter of FTAs/CECA/CEPA etc. with various countries and regional blocks.</li> <li>• Inputs related to Comprehensive Economic Cooperation Agreement (CECA),etc. negotiated under the aegis of Ministry of Commerce &amp; Industry with various countries and regional blocks.</li> <li>• CA</li> </ul> <p><b>5. Commerce and Trade related matters</b></p> <ul style="list-style-type: none"> <li>• Export &amp; Import Policy, particularly the foreign exchange aspects thereof, matters related to countertrade, matter relating to deemed Exports, including issuance of Notification/Public Notices in terms of its provisions of EXIMP Policy.</li> <li>• Providing advice to Department of Commerce from financial angle in matters relating to project Export on deferred Payment Terms, Border Trade, Project Export Guidelines, SEZs/EPzs, etc.</li> <li>• Matters relating to meetings of Trade and Economic Relation Committee (TERC).</li> <li>• EXIM Bank, ECGC and NEIA Board meetings, Evaluation Committee meetings, etc.</li> <li>• Negotiations, Inter-Ministerial coordination and conclusion of Bilateral Investment Treaties (BIT) with other countries and investment chapter of some FTAs such as India-EU Broad-based Trade and Investment Agreement (BTIA), India-Thailand CECA, India-ASEAN Investment Agreement, India-Australia CECA and India-New Zealand FTA.</li> <li>• Organizing Capacity building initiatives for central and state governments on BIT issues.</li> <li>• Negotiation of Investment Chapter under Regional Comprehensive Economic Partnership Agreement (RCEP), Preparation of Schedule of Reservations and other administrative work relating to RCEP negotiations.</li> <li>• Handle the Investor State Dispute Settlement (ISDS) notices/cases arising out from BIT/FTAs signed with foreign countries. Participate in the IMG meetings with other Departments handling the dispute cases.</li> <li>• Investment related issues in International Forum such as UNCITRAL, UNCTAD, G20, BRICS and WTO.</li> </ul>
6.	<p style="text-align: center;"><b>Coin &amp; Currency Division</b></p>	<ul style="list-style-type: none"> <li>• Policy formulation on all matters related to coins including commemorative coins, production and supply of currency note paper, currency and bank notes, postal stationary, stamps and various security - forms/items.</li> <li>• Matters relating to supply of coins to RBI</li> <li>• Matters relating to Security Printing and Minting Corporation of India Limited (SPMCIL)</li> <li>• Matters relating to demonetization, SBN (cessation of liability ) Act 2017, The SBN (Deposit of confiscated notes) Rules 2017</li> <li>• Fair price determination of Bank Notes and Postal Stamps.</li> <li>• Court cases on Coin, Currency, Crypto currency Matters relating to Coinage Act-2011</li> <li>• Matters related to Cryptocurrency</li> </ul>

7.	<b>Fund Bank &amp; Asian Development Bank Division</b>	<ul style="list-style-type: none"> <li>• Matters relating to World Bank (WB) Group (International Bank for Reconstruction &amp; Development (IBRD) / International Development Association (IDA) / International Finance Corporation(IFC) / Multilateral Investment Guarantee Agency (MIGA), International Monetary Fund (IMF), South Asian Regional Training &amp; Technical Assistance Centre (SARTTAC), Asian Development Bank (ADB) , Global Alliance for Vaccination &amp; Immunization (GAVI) , Global Fund for TB, AIDS &amp; Malaria (GFTAM) &amp; Global Development Network (GDN).</li> <li>• India's role in the international governance of these organizations as well as supervision of operations of these institutions within India. Engagement with external lenders from the stage of identification / approval of projects in the Screening Committee, posing of projects, project appraisals, project loan negotiations, Project loan signing to their regular monitoring till completion.</li> </ul>
8.	<b>Other Multilateral Institutions Division</b>	<ul style="list-style-type: none"> <li>• Matters relating to Management and Governance of the NDB,AIIB, IFAD, AfDB and EBRD;</li> <li>• Matters related to project financing (sovereign and non-sovereign) relating to the NDB, AIIB, IFAD and OFID</li> <li>• Matters related to the meetings of the Board of Governors, Board of Directors and Committees of NDB and AIIB where India is a member and both have non-resident Boards</li> <li>• Meetings related to IFAD: Governing Council; Executive Board and Committee Meetings where India is a member</li> <li>• Meetings of the Board of Governors in AfDB and EBRD</li> <li>• Matters related to the replenishment and General Capital increases of AfDB and IFAD</li> <li>• Matters related to leveraging NDB, AIIB, AfDB and EBRD for promoting Indian Investment, Technology and Skill abroad;</li> <li>• IFAD's Country Strategy Program (COSOP);</li> <li>• Matters related to visit of VIPs and Senior management of all these MDBs</li> <li>• Matters related to NDB, AIIB, IFAD, AfDB and EBRD Seminars, Conferences, Workshops, etc.</li> <li>• All Budget related matters including implementation of the Budget announcement</li> <li>• Examination of joining IADB, CDB, OPEC Fund for International Development (OFID) and coordination with these MDBs;</li> <li>• Coordination work of OMI Division w.r.t sectoral ministries, States and MDBs</li> </ul>
9.	<b>International Economic Relations Division (IER)</b>	<ul style="list-style-type: none"> <li>• G-20 Finance Track</li> <li>• G7 &amp; G24</li> <li>• Matters relating to Shanghai Cooperation Organisation (SCO)</li> <li>• OECD</li> <li>• ASEAN, ASEM &amp; Caribbean Union</li> <li>• G 20 India Presidency related matters.</li> <li>• G 20 Sherpa Track Coordination with Ministry of External Affairs,</li> <li>• BRICS</li> <li>• SAARC, SDF (SAARC Development Fund),</li> <li>• BIMSTEC</li> <li>• World Economic Forum</li> <li>• Internal Administration and Budget matters of G20 India Secretariat Office</li> <li>• BRICS India Presidency 2021 related matters</li> <li>• IER Co-ordination</li> </ul>
10.	<b>Financial Market Division</b>	<ul style="list-style-type: none"> <li>• All matters related to Primary Market, Secondary Market and External Markets</li> <li>• Policy matters related to Board Meetings of SEBI and IFSCA</li> <li>• Policy issues related to External Commercial Borrowings</li> <li>• Policy issues relating to Foreign Portfolio Investors</li> <li>• Nizam's Trust (Nomination of Government Trustee and Investment of Trust fund related)</li> <li>• Investors' Grievances related to Financial Market</li> </ul>

		<ul style="list-style-type: none"> <li>• Policy matters related to development of commodity derivatives market</li> <li>• Integration of Commodity spot and derivatives market</li> <li>• Establishment related matters of SEBI and SAT</li> <li>• Nizam's Trust</li> <li>• Interactions with financial analysts and economists</li> <li>• DEA-NIPFM Research Programme</li> <li>• DEA- AJNIFM Research Programme</li> <li>• Sovereign Credit Rating of India</li> <li>• Financial Market Regulatory Dialogue with USA, UK, Japan &amp; EU.</li> </ul>
11.	<b>Economic Division</b>	<p>The Division is headed by Chief Economic Adviser. The main functions of the Division are advisory in nature. The Division examines domestic and international economic trends and undertakes research studies having a bearing on economic policies and management of the economy and renders policy advice.</p> <ul style="list-style-type: none"> <li>• Monitoring of Prices and policies relating to price control.</li> <li>• Monitoring Employment Situation. Monitoring of trends in Agricultural and Industrial Production and related policy issues.</li> <li>• Monitoring of Production, Public Distribution and Stocks of food grains and related policy issues.</li> <li>• Monitoring of Monetary and Credit Aggregates.</li> <li>• Monitoring of Public Finance.</li> <li>• Monitoring of Fiscal Policy and Tax Reforms.</li> <li>• Monitoring of Foreign Trade and Balance of Payments.</li> <li>• Monitoring trends in production of core infrastructure industries. Preparation of Annual Economic Survey.</li> <li>• Preparation of Economic and Functional Classification of the Central Government Budget.</li> <li>• Preparation of Monthly Economic Report and Report on State of the Economy.</li> <li>• Compilation of Statistical Album on Public Finance.</li> <li>• Collection, compilations and quarterly dissemination of External Debt Statistics</li> <li>• Preparation of Macro-Economic backdrop for Quarterly</li> <li>• Statement to be placed in Parliament in compliance of the FRBM Act, 2003.</li> <li>• Organising Pre-budget meetings of the Finance Minister with Industry Association(s), Economists, and other stake holders.</li> <li>• Organising the Annual International Conference (Delhi Economic Conclave)</li> <li>• Parliament Questions/work relating to Parliamentary Standing Committee/Consultative Committee.</li> <li>• All issues related to Cadre control and Cadre management of Indian Economic Service.</li> </ul>
12.	<b>Budget Division</b>	<ul style="list-style-type: none"> <li>• All matters relating to Budgeting of Central Government, UTs and States under Presidential Rule</li> <li>• Matter relating to the Accounting of Government Transactions and Govt. Accounting Standard</li> <li>• Administration of Fiscal Responsibility and Budget Management Act (FRBM), 2003 and the Rules framed thereunder.</li> <li>• Matters relating to National Saving Institute</li> <li>• Matters relating to Small Saving Schemes</li> <li>• Matters relating to Treasurer of Charitable Endowment of India.</li> <li>• Administration of the C&amp;AG (Duties, Powers and Conditions of Service) Act, 1971</li> <li>• Administration of the Contingency Fund of India Act and Rules.</li> <li>• Monitoring the fiscal deficit of Government</li> <li>• Administration of Government Securities Act, 2006 and Regulations framed thereunder through Reserve Bank of India.</li> <li>• Legislative business connected with the Management of Public Debt</li> <li>• Nirbhaya Fund</li> </ul>

13.	<b>Finance stability &amp; Cyber Security Division</b>	<ul style="list-style-type: none"> <li>• Aid &amp; support in dealing with issues included in the mandate of the Financial Stability &amp; Development Council.</li> <li>• Matter related to cyber security issues and providing technical input to S(EA) on RBI Central Board issues.</li> </ul>
14.	<b>Financial Sector Reforms &amp; Legislation Division</b>	<ul style="list-style-type: none"> <li>• Examination of the Financial Sector Legislative Reforms Commission (FSLRC) Report and implementation of its recommendations</li> <li>• To initiate policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies, as accepted by the Government;</li> <li>• To engage concerned stakeholders, regulators, Ministries, and public in the consultative process during the preparation of legislative and policy proposals for the financial sector; and</li> <li>• To monitor the implementation of non-legislative recommendations of FSLRC by financial regulators.</li> </ul>
15.	<b>Statistical and Data Analysis and Monitoring (SDAM)</b>	<ul style="list-style-type: none"> <li>• Incharge of Statistics, data Analysis and Monitoring Division.</li> <li>• Maintenance and updation of dashboard of DEA</li> <li>• Coordinating with Niti Aayog related to SDAM work</li> </ul>
16.	<b>CAAA Division</b>	<ul style="list-style-type: none"> <li>• Controller of Aid Accounts &amp; Audit (CAA&amp;A) is the designated authority to withdraw funds from Loans/Grants committed by the external agencies.</li> <li>• Scrutinizing claims received from the Project Implementing Agencies as to their eligibility as per relevant Credit/Loan/Grant agreement and project agreement and submitting the same to the donor for obtaining disbursement.</li> <li>• Recommending to Plan Finance Division in the Department of Expenditure for release of Additional Central Assistance to the States.</li> <li>• Framing the budget estimates of Receipts and Repayments under both relevant Capital and Revenue heads for external aid lies with the AAAD.</li> <li>• Timely discharge of Debt Service payments to all the donors and for maintaining Loan Account for each Loan/Credit Agreement.</li> <li>• Maintaining comprehensive external debt data base relating to sovereign debt from all multilateral and bilateral donors including debt contracted by parastatal guaranteed by Government.</li> <li>• Audit of Import licenses issued to registered exporters for export promotion by 44 Licensing Offices under the Directorate General of Foreign Trade.</li> <li>• preparation of periodical statement of Accounts which is incorporated in the Union Finance Accounts of the Government of India, and for laying down accounting procedures for the account of transactions under various external loan/grant agreements.</li> </ul>
17.	<b>Integrated Finance Division</b>	<ul style="list-style-type: none"> <li>• Tendering financial advice on all matters involving government expenditure/concurrence to financial proposals of the Departments of Economic Affairs (DEA) and Financial Services (DFS) and their attached and subordinate offices.</li> <li>• Scrutiny of foreign deputation proposals of officers of DEA and DFS.</li> <li>• Monitoring and reviewing the progress of expenditure against sanctioned grant on a monthly and quarterly basis, ensuring compliance of instructions issued by the Department of Expenditure on economy/rationalisation of expenditure. Reviewing progress of schemes included in the Outcome Budget.</li> <li>• Standing Committee of Parliament on Finance/PAC and Audit Paras.</li> <li>• Preparation of Budget and related work in respect of Grant No 32 - Department of Economic Affairs and Grant No.33 - Department of Financial Services.</li> <li>• Coordination, compilation and printing and laying in Parliament of the Detailed Demand for Grants (DDG) and the Outcome Budget of the Ministry of Finance.</li> </ul>

18.	<b>Vigilance Division</b>	<ul style="list-style-type: none"> <li>• CCS (CCA) Rules, CCS (Conduct) Rules</li> <li>• Annual Performance Appraisal Report (APAR)</li> <li>• Property Returns</li> <li>• Disciplinary cases</li> <li>• Complaints including PIDPI complaints.</li> <li>• Vigilance Clearance</li> </ul>
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Based on the divisional wise roles and responsibilities, further detailed activity of understanding divisional profiles and FRAC assessments have been carried out. Next two sections of the report will deal with the competencies required at the divisional level and few role-base based competencies culled out in view of allocation of work and job profiles.

#### **4. Framework of Roles, Activities and Competencies (FRAC)**

As per para 1 above, training needs assessment exercise was carried out in consultation with the officers performing a particular given role. In order to understand and earmark specific division. Department level competencies and few role-based competencies, a in-depth exercise of Fracing was carried out in parallel to the ACBP exercise. Similar method was followed for the exercise and a unified ACBP questionnaire/ template, provided at Annexure 1 was circulated to which the officers responded. Besides this, for FRacing exercise secondary research was undertaken in congruence with group consultations and one to one interview with division heads and section heads. CBC utilised an external agency, M/s EY to perform this FRAC activity, team of EY has been supporting the Mission Karmyogi activities for around 2 years with the DoPT. The attached presentation have been showcased to each division concerned besides the nodal officer appointed at the divisions and discussed with all the division heads towards a validation exercise.

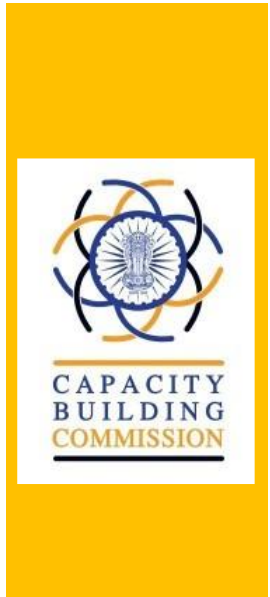
##### **4.1 Domain competencies mapping at division level**

Following section of the report summarise summarises division level competencies culled out during ACBP exercise for FRAC analysis across DEA 17 divisions, wherein this exercise was carried out and data set was adequately available.



# Framework of Roles, Activities and Competencies

DEA Domain Competencies Framework



Domain Competency Framework- Aids, Accounts & Audit Division



## Domain Competencies- AAA Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Loan Agreement</li> <li>Drawdown of external funds process of funding agencies</li> <li>Disbursal of external funds process of funding agencies</li> <li>Debt servicing liability</li> <li>External aid statistics</li> <li>Debt receipt budget</li> <li>Debt payment budget</li> <li>Integrated Computerized System (ICS)</li> <li>Sovereign external debt portfolio</li> <li>Audit of Import Licenses</li> </ul>	<ul style="list-style-type: none"> <li>Exim policy</li> <li>Capital Goods Schemes</li> <li>EPCG scheme</li> <li>Duty Exemptions scheme</li> <li>Advance Licenses scheme</li> </ul>	<ul style="list-style-type: none"> <li>Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>Central list of DEA, entry no-35</li> <li>Allocation of business rules of DEA</li> <li>Foreign trade (development and regulation) act, 1992</li> <li>The Foreign Contribution (regulation) Act</li> <li>Custom and Excise rules and regulations</li> <li>The Foreign Exchange Management Act, 1999</li> <li>The Reserve Bank of India (Amendment and Misc Provisions) Act, 1953. (Foreign exchange related provisions)</li> </ul>	<ul style="list-style-type: none"> <li>GFR guidelines Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>Loan draw down procedures as per multilateral institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>Operation guide of AAA division</li> <li>Manual of the Foreign loan sections office of C&amp;AG</li> <li>DGFT Handbook chapter 4 of DGFT guidelines</li> <li>Indian Accounting Standards</li> <li>ISO 9001-2015 standards</li> <li>Duty Entitlement passbook</li> <li>Instructions provided by funding agencies for bank transfers</li> <li>Budget manual</li> <li>Annual Budget Circulars</li> <li>Financial covenants of Loan Agreement</li> </ul>

## Domain Competencies- AAA Division

<b>1. Loan Agreement</b>	<ul style="list-style-type: none"> <li>Understanding of various legal terms in loan agreement</li> <li>Ability of collating relevant information to AAAD in the ledger such as amount of loan, currency, duration of the project.</li> <li>Understanding the draw down conditions mentioned in the loan agreement</li> <li>Understanding the significance of the document in terms of repayment of loan</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>Central list of DEA, entry no-35</li> <li>Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>GFR guidelines Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>Loan draw down procedures as per multilateral institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>Operation guide of AAA division</li> <li>Manual of the Foreign loan sections office of C&amp;AG</li> <li>ISO 9001-2015 standards</li> <li>Instructions provided by funding agencies like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc for bank transfers</li> <li>Financial covenants of Loan Agreement</li> </ul>



## Domain Competencies- AAA Division

<b>2. Draw-down of external funds process</b>	<ul style="list-style-type: none"> <li>• Knowledge of the process of drawing of funds from funding agency once the loan agreement is signed</li> <li>• Understanding the terms &amp; conditions related to drawing down of funds in the loan agreement like if the beneficiary does not draw funds for a specified period of time then the donor agency would be entitled to receive commitment charges from the beneficiary.</li> <li>• Understanding of funding agency specific procedures of drawing down of funds. Funding agencies include               <ul style="list-style-type: none"> <li>✓ Asian Development Bank</li> <li>✓ World Bank</li> <li>✓ New Development Bank</li> </ul> </li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines- GFR guidelines- Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• Manual of the Foreign loan sections- office of C&amp;AG</li> <li>• ISO 9001-2015 standards</li> <li>• Instructions provided by funding agencies like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc for bank transfers</li> </ul>

## Domain Competencies- AAA Division

<b>3. Disbursal of external funds process</b>	<ul style="list-style-type: none"> <li>• Knowledge of the process of disbursement of funds from Loan/Credit/Grant Account to central or state project account</li> <li>• Understanding of funding agency specific procedure of disbursement of funds to project accounts               <ul style="list-style-type: none"> <li>✓ Asian Development Bank</li> <li>✓ World Bank</li> <li>✓ New Development Bank</li> <li>✓ Asian Infrastructure Investment Bank etc</li> </ul> </li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines - GFR guidelines - Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• Manual of the Foreign loan sections- office of C&amp;AG</li> <li>• ISO 9001-2015 standards</li> <li>• Instructions provided by funding agencies like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc. for bank transfers</li> </ul>

## Domain Competencies- AAA Division

<b>4. Debt Servicing Liability</b>	<ul style="list-style-type: none"> <li>Understanding of debt service liability which specifies the principal and interest amount payable in the specified period and ensuring the implementation of agreements per the financial covenants</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>Central list of DEA, entry no-35</li> <li>Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>GFR guidelines- GFR guidelines- Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>Operational guide of AAA division</li> <li>Manual of the Foreign loan sections- office of C&amp;AG</li> <li>ISO 9001-2015 standards</li> <li>Instructions provided by funding agencies like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc for bank transfers</li> </ul>

## Domain Competencies- AAA Division

<b>5. External aid statistics</b>	<ul style="list-style-type: none"> <li>External aid statistics provide comprehensive data on the volume, origin and types of foreign aid and other resource flows from donor countries to India</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>Central list of DEA, entry no-35</li> <li>Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>GFR guidelines- GFR guidelines- Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>Operational guide of AAA division</li> <li>Manual of the Foreign loan sections- office of C&amp;AG</li> <li>ISO 9001-2015 standards</li> </ul>

## Domain Competencies- AAA Division

<b>6. Debt receipt budget</b>	<ul style="list-style-type: none"> <li>• Knowledge of preparation of budget estimate for external receipts (part of capital receipt &amp; payment of union budget)</li> </ul>
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**Demonstrates knowledge and understanding of:**

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines- GFR guidelines- Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• Manual of the Foreign loan sections- office of C&amp;AG</li> <li>• ISO 9001-2015 standards</li> <li>• Budget manual</li> <li>• Annual Budget Circulars</li> </ul>

## Domain Competencies- AAA Division

<b>7. Debt payment budget</b>	<ul style="list-style-type: none"> <li>• Knowledge of preparation of budget estimate for repayment of principal and interest (part of capital receipt &amp; payment of union budget)</li> </ul>
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**Demonstrates knowledge and understanding of:**

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines- GFR guidelines- Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• Manual of the Foreign loan sections- office of C&amp;AG</li> <li>• ISO 9001-2015 standards</li> <li>• Budget manual</li> <li>• Annual Budget Circulars</li> </ul>

## Domain Competencies- AAA Division

<b>8. Integrated Computerized System</b>	<ul style="list-style-type: none"> <li>• Posses knowledge of activities in the loan cycle as reflected in ICS i.e. preparation of Estimate for External Assistance for receipts as well as repayment preparation of Annual External Assistance Brochure processing of claims repayment of debt and maintenance of Debt Records</li> <li>• Knowledge of CS-DRMS for keeping records of all receipts and repayments</li> <li>• Knowledge of process of preparing quarterly DSS reports to ministry of statistics on ICS</li> <li>• Knowledge of comparing the exchange rate variation between amount charged by various commercial banks for debt servicing transaction for <b>Outflow of funds</b></li> <li>• Knowledge of comparing the exchange rate variation between amount charged for buying and selling rates from RBI for <b>Inflow of funds</b></li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines - GFR guidelines - Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• ISO 9001-2015 standards</li> </ul>

## Domain Competencies- AAA Division

<b>9. Sovereign external debt portfolio</b>	<ul style="list-style-type: none"> <li>• Posses knowledge of sovereign debt portfolio i.e. knowledge of central government's debt issued by the national government that can be denominated both foreign and domestic currency</li> </ul>
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Demonstrates knowledge and understanding of:

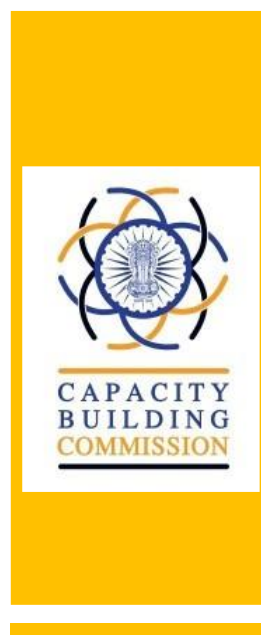
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• Article 292-293 Indian Constitution 1949 (with amendments) and its administrative framework</li> <li>• Central list of DEA, entry no-35</li> <li>• Allocation of business rules of DEA</li> </ul>	<ul style="list-style-type: none"> <li>• GFR guidelines - GFR guidelines - Chapter 10 - Rule 267, 268- External assistance budgeting and accounting of external assistance</li> <li>• Loan draw down procedures as per multilateral Institutions like ADB, World Bank, New Development Bank, Asian Infrastructure Investment Bank etc</li> <li>• Operational guide of AAA division</li> <li>• ISO 9001-2015 standards</li> </ul>

## Domain Competencies- AAA Division

<b>10. Audit of Import Licenses</b>	<ul style="list-style-type: none"> <li>• Possess understanding of audit process for export promotions schemes run by Director General of foreign trade (DGFT)</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• Exim policy</li> <li>• Capital goods Schemes</li> <li>• EPCG scheme</li> <li>• Duty Exemption scheme</li> <li>• Advance Licenses scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign trade (development and regulation) act, 1992</li> <li>• The Foreign Contribution (regulation) Act</li> <li>• Custom and Excise rules and regulations</li> <li>• The Foreign Exchange Management Act, 1999</li> <li>• The Reserve bank of India (Amendment and Misc. Provisions) Act, 1953. (Foreign exchange related provisions)</li> </ul>	<ul style="list-style-type: none"> <li>• Operational guide of AAA division</li> <li>• Manual of the Foreign loan sections-office of C&amp;AG</li> <li>• DGFT Handbook- chapter 4 of DGFT guidelines</li> </ul>

## Administration & Coordination Division



## Domain Competencies Administration & Coordination Division

Demonstrates knowledge of			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Administration of personnel policies of Group A &amp; B (Gazetted) officers</li> <li>Administration of personnel policies of non gazetted officials</li> <li>Administration of outsourced staff</li> <li>Creation / continuance / abolition of posts</li> <li>Maintenance of official portals and website</li> <li>Management of Service Records</li> <li>Procurement of materials &amp; services</li> <li>Management of Official seating arrangement</li> <li>Trainings/workshops/seminars of DEA personnel</li> <li>Administration of captive/embassy posts</li> <li>Administration of IT/cyber security cell</li> <li>Event Management</li> <li>Handling Disciplinary cases</li> <li>Cash Management and Accounting</li> <li>Implementation of Official Language</li> <li>Grievance redressal mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Policy for engagement of retired Government servants as Consultants/ Advisors</li> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex - servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> <li>Official Language Policy, 1963</li> <li>Employee Welfare Schemes</li> <li>Swachh Bharat Mission</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>AIS (DCRB) Rules, 1958</li> <li> AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>Central Civil Services (Leave Rules)</li> <li>Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rules)</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>General Financial Rules, 2017</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>The Central Vigilance Commission (Staff) Rules, 2007</li> <li>Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>Rules &amp; procedures in LS/RS</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> <li>House Rent Allowance Rules, 1977</li> <li>Prevention of Corruption Act, 1988.</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Approved Social Media Framework and Guidelines</li> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>Circulars Relating to Empanelment</li> <li>Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>DEA Induction Material</li> <li>Procurement Manual</li> <li>Instructions on ACRs/PARs</li> <li>Instructions on Foreign Visits</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>Record Retention Schedule as Prescribed by D/o Administrative Reforms and Public Grievances</li> <li>SOP/Guidelines by MEITY for cyber security &amp; IT cell</li> </ul>

## Domain Competencies Administration & Coordination Division

Demonstrates knowledge of			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
			<ul style="list-style-type: none"> <li>Revised procedure for appointment of Chief Vigilance Officers (CVOs) in Central Public Sector Enterprises (CPSEs) and other organizations under central Ministries/ Departments.</li> <li>Oms / Timelines / DFPRs / GFRs of M/o Finance</li> <li>Compendium of Welfare Programmes Instruction - Welfare Issue of DEA</li> <li>DEA Annual Report</li> <li>Hand Book on Recruitment Rules</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> <li>Instructions on IPRs</li> <li>Letter - Addressed to Chief Secretaries/Private Secretaries (Pers / GAD)</li> <li>Mode of Recruitment and Appointment (Chapter III)</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>1. Administration of personnel policies of Group A &amp; B (Gazetted) officers</b>	Knowledge of appointment through direct recruitment, promotion, seniority, deputation / absorption, sanctioning of leaves, pensionary benefits, medical claims and other benefits of Group A & B (Gazetted) officers in DEA
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and darification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>AIS (DCRB) Rules, 1958</li> <li>AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>Central Civil Services (Leave Rules)</li> <li>Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rules)</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>Rules &amp; procedures in LS/RS</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> <li>House Rent Allowance Rules, 1977</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>DEA Induction Material</li> <li>Instructions on ACRs/PARs</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>DEA Annual Report</li> <li>Hand Book on Recruitment Rules</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> <li>Mode of Recruitment and Appointment (Chapter III)</li> </ul>

## Domain Competencies Administration & Coordination Division

### 2. Administration of personnel policies of non gazetted officials

Knowledge of appointment through direct recruitment, promotion, seniority, sanctioning of leaves, pensionary benefits, medical claims and other benefits of non-Gazetted officers in DEA.

Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>AIS (DCRB) Rules, 1958</li> <li>AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>Central Civil Services (Leave Rules)</li> <li>Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rule)</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>The Central Vigilance Commission (Staff) Rules, 2007</li> <li>Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>Rules &amp; procedures in LS/RS</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> <li>House Rent Allowance Rules, 1977</li> </ul>	<ul style="list-style-type: none"> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>DEA Induction Material</li> <li>Instructions on ACBs/PARs</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>DEA Annual Report</li> <li>Hand Book on Recruitment Rules</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> <li>Mode of Recruitment and Appointment (Chapter III)</li> </ul>

## Domain Competencies Administration & Coordination Division

### 3. Administration of outsourced staff

- Manage advertisements for requirement for outsourced staff on various platforms like regional newspapers, websites etc.
- Manage the process of recruitment of outsourced staff at appropriate positions in the department based on existing needs and available guidelines.
- Handle the service matters of the outsourced staff of DEA

Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Policy for engagement of retired Government servants as Consultants/ Advisors</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>General Financial Rules, 2017</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>The Central Vigilance Commission (Staff) Rules, 2007</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> </ul>	<ul style="list-style-type: none"> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Circulars Relating to Empanelment</li> <li>DEA Induction Material</li> <li>Procurement Manual</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>Oms / Timelines / DFPRs / GFRs of M/o Finance</li> <li>DEA Annual Report</li> <li>Hand Book on Recruitment Rules</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> <li>Mode of Recruitment and Appointment (Chapter III)</li> </ul>



## Domain Competencies Administration & Coordination Division

### 4. Creation / continuance / abolition of posts

Possess knowledge for Review of posts of officers in the Central Government and conduct analysis for creation, continuance and abolition of posts of officers in DEA.

#### Demonstrates knowledge of

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Policy for engagement of retired Government servants as Consultants/ Advisors</li> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>AIS (DCRB) Rules, 1958</li> <li>AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>General Financial Rules, 2017</li> </ul>	<ul style="list-style-type: none"> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> </ul>

## Domain Competencies Administration & Coordination Division

### 5. Management of Service Records

- Understanding of e-HRMS and all personnel management processes in the Central Government.
- Knowledge of maintenance of service records of all DEA employees in accordance with personnel management and administration policies of the central government.

#### Demonstrates knowledge of

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>AIS (DCRB) Rules, 1958</li> <li>AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>Central Civil Services (Leave Rules)</li> <li>Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rules)</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>Rules &amp; procedures in LS/RS</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> <li>House Rent Allowance Rules, 1977</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>DEA Induction Material</li> <li>Instructions on ACRs/PARs</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>Record Retention Schedule as Prescribed by D/o Administrative Reforms and Public Grievances</li> <li>Oms / Timelines / DFPRs / GFRs of M/o Finance</li> <li>DEA Annual Report</li> <li>Instructions on Inter Cadre Deputation /Transfer</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>6. Procurement materials &amp; services</b>	<ul style="list-style-type: none"> <li>• Knowledge of management of Procurement and outsourcing of materials and services as per GFR guidelines of DEA to ensure procurement of necessary equipment like furniture, stationery, wall clocks, time pieces, name plates / boards, rubber stamps, Computers, peripherals, photocopiers, duplicating machines, telephone, fax, RAX, franking machines, Air Conditioners, water dispensers, room coolers, fans, heaters/blowers, etc in official buildings .</li> <li>• Possess knowledge for proper review of agreement prior to commencement of any work of any kind. Identification of appropriate vendors through (Eg. GeM) by following pre-defined processes for selection of suitable vendors in accordance with Ministry / Departmental guidelines, Manual of Policies and Procedure of Employment of Consultants</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Financial Regulations &amp; Timelines issued by M/o Finance</li> </ul>	<ul style="list-style-type: none"> <li>• General Financial Rules, 2017</li> <li>• Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>• RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>• DEA Induction Material</li> <li>• Procurement Manual</li> <li>• Manual of Office Procedure</li> </ul>

<b>7. Management of Official seating arrangement of DEA officers</b>	<ul style="list-style-type: none"> <li>• Office space understanding for management and allocation of official seating plan of officers for Department of Economic Affairs.</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines

## Domain Competencies Administration & Coordination Division

<b>8. Event Management</b>	<ul style="list-style-type: none"> <li>• Ability to conduct and facilitate events and organize celebrations like Women's Day, Constitution Day, Armed Forces Flag Day, and various other important days in DEA.</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>• Swachh Bharat Mission</li> <li>• Employee Welfare Schemes</li> </ul>	<ul style="list-style-type: none"> <li>• General Financial Rules 2017</li> <li>• Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>• RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>• DEA Induction Material</li> <li>• Procurement Manual</li> <li>• Manual of Office Procedure</li> </ul>

<b>9. Trainings/workshops /seminars of DEA personnel</b>	<ul style="list-style-type: none"> <li>• Nominate officers who will participate in the trainings /workshops /seminars from DEA</li> <li>• Facilitate and coordinate trainings /workshops /seminars of DEA personnel</li> <li>• Monitor training progress of the officers</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• General Financial Rules, 2017</li> <li>• Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>• RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>• DEA Induction Material</li> <li>• Procurement Manual</li> <li>• Manual of Office Procedure</li> <li>• Instructions on Foreign Visits</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>10. Disciplinary cases handling of DEA officials</b>	<ul style="list-style-type: none"> <li>• Possess knowledge for preparation of disciplinary proposal, handling disciplinary proceedings against officers including Appeal/ Revision/Review Petition filed by them, disposes pending cases of sanction for prosecution/ disciplinary inquiry.</li> <li>• Ability to monitor proposals and handles complaints against officers and Issuing sanctions for prosecution of officers</li> <li>• Ability to review proposals against penalty / suspension of officers and prescription of time limit and applicability of minor penalty proceedings after retirement</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• RTI Act, 2005</li> <li>• AIS (DCRB) Rules, 1958</li> <li>• AIS Rules</li> <li>• Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>• Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>• Central Civil Services (Leave Rules)</li> <li>• Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>• CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rules)</li> <li>• CSS/CSSS/CSCS Rules</li> <li>• Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>• General Financial Rules, 2017</li> <li>• Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>• The Central Vigilance Commission (Staff) Rules, 2007</li> <li>• Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>• Rules &amp; procedures in LS/RS</li> <li>• Acts related to Conduct Rules</li> <li>• Acts related to Leaves</li> <li>• House Rent Allowance Rules, 1977</li> <li>• Prevention of Corruption Act, 1988.</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen's Charter</li> <li>• Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>• Central Staffing Scheme &amp; Related Circulars</li> <li>• Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>• Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>• DEA Induction Material</li> <li>• Procurement Manual</li> <li>• Instructions on ACRs/PARs</li> <li>• Instructions on Foreign Visits</li> <li>• Manual of Office Procedure</li> <li>• Power of Delegation</li> <li>• Record Retention Schedule as Prescribed by D/o Administrative Reforms and Public Grievances</li> <li>• SOP/Guidelines by MEITY for cyber security &amp; IT cell</li> <li>• Revised procedure for appointment of Chief Vigilance Officers (CVOs) in Central Public Sector Enterprises (CPSEs) and other organizations under central Ministries/ Departments.</li> <li>• Oms / Timelines / DFPRs / GFRs of M/o Finance</li> <li>• Compendium of Welfare Programmes Instruction - Welfare Issue of DEA</li> <li>• DEA Annual Report</li> <li>• Hand Book on Recruitment Rules</li> <li>• Instructions on Inter Cadre Deputation/Transfer</li> <li>• Instructions on IPRs</li> <li>• Mode of Recruitment and Appointment (Chapter III)</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>11. Administration of captive/embassy posts</b>	Possess knowledge and ability to handle appointment through direct recruitment, promotion, seniority, sanctioning of leaves, pensionary benefits, medical claims and other benefits of officers posted embassies abroad in DEA and maintenance service records of all officers posted in captive/embassy posts in accordance with personnel management and administration policies of the central government	
<b>Demonstrates knowledge of</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> <li>Reservation policy for Economic Weaker Section in the posts/ services under the Govt. of India.</li> <li>Reservation policy for persons with benchmark disabilities in the posts/ services under the Government of India</li> <li>Reservation Policy for Ex -servicemen in posts/ services under the Government of India</li> <li>Reservation policy for Schedule Castes/ Schedule Tribes/ Other Backward Classes in services and posts under the Govt. of India and clarification thereon</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>AIS (DCRB) Rules, 1958</li> <li>AIS Rules</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Central Civil Services (Conduct) Rules, 1964 (Updated)</li> <li>Central Civil Services (Leave Rules)</li> <li>Central Civil Services (Leave Travel Concession) Rules, 1988</li> <li>CL &amp; SCL Rules (Casual Leaves &amp; Special Casual Leave Rules)</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and Rule 2013</li> <li>Pay Rules /Orders issued from E&amp;H(Pay)Division and AIS Division</li> <li>Rules &amp; procedures in LS/RS</li> <li>Acts related to Conduct Rules</li> <li>Acts related to Leaves</li> <li>House Rent Allowance Rules, 1977</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Brochure On Grant Of Casual Leave &amp; Special Casual Leave</li> <li>Central Staffing Scheme &amp; Related Circulars</li> <li>Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>DEA Induction Material</li> <li>Instructions on ACRs/PARs</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>DEA Annual Report</li> <li>Hand Book on Recruitment Rules</li> <li>Instructions on Inter Cadre Deputation/Transfer</li> <li>Mode of Recruitment and Appointment (Chapter III)</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>12. Cash Management and Accounting</b>	Knowledge of preparation of salary bills of officers and staff of the Department of Economic affairs including sanctioning and management of disbursement of loans/ advances of employees in the Department and Liaisoning with Pay and Accounts office for monthly reconciliation of expenditure of the Department.	
<b>Demonstrates knowledge of</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>Financial Regulations &amp; Timelines issued by M/o Finance</li> </ul>	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> <li>Acts related to LTC</li> <li>CSS/CSSS/CSCS Rules</li> <li>Fundamental Rules (FR 11 and FR 52,53 and 54)</li> <li>General Financial Rules, 2017</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated instructions relating to acceptance of fees by Central Government Employees (other than acceptance of fees by medical officers in civil employ).</li> <li>Guidelines regarding grant of "Vigilance Clearance" to AIS officers -reg.</li> <li>DEA Induction Material</li> <li>Procurement Manual</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>Oms / Timelines / DFPRs / GFRs of M/o Finance</li> <li>DEA Annual Report</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>13. Implementation of Official Language</b>	Ability to ensure progressive usage of official language and facilitate implementation of Official Language Policy in the Department through management of translation work of official departmental documents, conducting periodic inspections, review of progressive usage of Official Language in divisions and oversee conduction of workshops / seminars / conferences on Official Language.
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Official Language Policy, 1963</li> </ul>	<ul style="list-style-type: none"> <li>Official Language Rules, 1976</li> </ul>	<ul style="list-style-type: none"> <li>DEA Induction Material</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>DEA Annual Report</li> </ul>

<b>14. Maintenance of official portals and websites</b>	Updating details of the Department like contact details of Gazetted officials, updation of court cases on LIMBS, management of social media websites of the Department and uploading of RTI applications on RTI-MS for disposal. Manage compilation of data from multiple sources for developing weekly / monthly summary reports for the division / department.
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Approved Social Media Framework and Guidelines</li> <li>DEA Induction Material</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>SOP/Guidelines by MEITY for cyber security &amp; IT cell</li> <li>DEA Annual Report</li> </ul>

## Domain Competencies Administration & Coordination Division

<b>15. Administration of IT/cyber security cell</b>	Ability to ensure compliance of cyber security at DEA as per MEITY guidelines by coordinating periodically for implementation Ability to manage audit of computers/laptops at DEA in consultation with NIC and addressing issues related to cyber security with NIC
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>Approved Social Media Framework and Guidelines</li> <li>DEA Induction Material</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>SOP/Guidelines by MEITY for cyber security &amp; IT cell</li> <li>DEA Annual Report</li> </ul>

<b>16. Grievance redressal mechanism</b>	<ul style="list-style-type: none"> <li>Ability to manage cases on CPGRAMS: Monitor reports &amp; dashboards of total grievances received, pending for closure, and resolved cases as per the requirement of Ministries/Departments/Organizations for effective resolution for pending grievances</li> <li>Ability to examine and liaise with relevant stakeholders for inputs/context for drafting responses on the grievance received and ensure timely resolution of the complaints/VIP references.</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>RTI Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>Citizen's Charter</li> <li>DEA Induction Material</li> <li>Manual of Office Procedure</li> <li>Power of Delegation</li> <li>DEA Annual Report</li> </ul>

# Bilateral Cooperation & Sustainable Finance Division



## Domain Competencies Bilateral Cooperation & Sustainable Finance Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. Bilateral Cooperation Dialogues</li> <li>2. Bilateral Cooperation Assistance</li> <li>3. ODA Loans</li> <li>4. Relationship Management with Countries</li> <li>5. Collaboration with UNDP</li> <li>6. Collaboration with JICA</li> <li>7. Extending Lines of Credit</li> <li>8. Fund Flow Process</li> <li>9. Sovereign Guarantee</li> <li>10. Sustainable Finance</li> <li>11. Green Climate Fund (GCF)</li> </ol>	<ul style="list-style-type: none"> <li>• Policy for Bilateral cooperation</li> <li>• Bilateral Official Development Assistance Policy</li> <li>• Indian Development and Economic Assistance Scheme (IDEAS)</li> <li>• Externally Aided Project (Official Development Assistance)</li> <li>• FASEP facility Scheme</li> <li>• Hedging Policy</li> <li>• Money Market Policy</li> <li>• Concessional Financing Scheme (CFS)</li> <li>• India Development Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and Regulations governing international/bilateral/multilateral organization</li> <li>• JICA rules and regulations</li> <li>• Japanese cooperation/agreement with India</li> <li>• Money Laundering Act</li> <li>• Acts, policies on international payment settlement</li> <li>• RBI Act/Policy</li> <li>• GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>• DEA's extant guidelines</li> <li>• Precedence of the previous projects</li> <li>• General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>• Allocation of Business rules of govt. of India</li> <li>• DEA's extant guidelines on ODA loans from bilateral and multilateral partners/institutions.</li> <li>• EDCF and JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>• SOP for Externally –Aided- Projects</li> <li>• UNDP Policies for project financing</li> <li>• UNDP rules and regulations for projects</li> <li>• Technical Cooperation Programme</li> <li>• Development Assistance for Development Cooperation with bilateral partners</li> <li>• OECD guidelines for ODA</li> </ul>

## Domain Competencies BC & SF Division

Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<p><b>1. Bilateral Cooperation Dialogues</b></p> <ul style="list-style-type: none"> <li>• Understanding the process of conducting periodic Bilateral Cooperation dialogues/interactions happening between India and other countries &amp; international organizations like bilateral/multilateral agencies on Economic &amp; Financial/Policy Dialogues.</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and Regulations governing international/bilateral/multilateral organization</li> <li>• JICA rules and regulations</li> <li>• Japanese cooperation/agreement with India</li> <li>• Money Laundering Act</li> <li>• Acts, policies on international payment settlement</li> <li>• RBI Act/Policy</li> <li>• GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>• DEA's extant guidelines</li> <li>• Precedence of the previous projects</li> <li>• General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>• Allocation of Business rules of govt. of India</li> <li>• DEA's extant guidelines on ODA loans from bilateral and multilateral partners/institutions .</li> <li>• EDCF and JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>• SOP for Externally –Aided- Projects</li> <li>• UNDP Policies for project financing</li> <li>• UNDP rules and regulations for projects</li> <li>• Technical Cooperation Programme</li> <li>• Development Assistance for Development Cooperation with bilateral partners</li> <li>• OECD guidelines for ODA</li> </ul>

## Domain Competencies BC & SF Division

<b>2. Bilateral Cooperation Assistance</b>	<ul style="list-style-type: none"> <li>Understanding the concept of Bilateral development assistance which is provided to support development policies and institutional reforms in a specific prioritized sector such as education, infrastructure etc.</li> <li>Bilateral Cooperation Assistance is accepted in the form of <b>Loans, Grants &amp; Technical Assistance</b></li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>Policy for Bilateral cooperation</li> <li>Bilateral Official Development Assistance Policy</li> <li>Indian Development and Economic Assistance Scheme (IDEAS)</li> <li>FASEP facility Scheme</li> <li>Externally Aided Policy/ Official Development Assistance</li> <li>Hedging Policy</li> <li>Money Market Policy</li> </ul>	<ul style="list-style-type: none"> <li>Rules and Regulations governing international/bilateral/multilateral organization</li> <li>JICA rules and regulations</li> <li>Japanese cooperation/agreement with India</li> <li>Money Laundering Act</li> <li>Acts, policies on international payment settlement</li> <li>RBI Act/Policy</li> <li>GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>DEA's extant guidelines</li> <li>Precedence of the previous projects</li> <li>General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>Allocation of Business rules of govt. of India</li> <li>DEA's extant guidelines on ODA loans from bilateral and multilateral partners/ institutions .</li> <li>EDCF and JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>SOP for Externally -Aided- Projects</li> <li>UNDP Policies for project financing</li> <li>UNDP rules and regulations for projects</li> <li>Technical Cooperation Programme</li> <li>Development Assistance for Development Cooperation with bilateral partners</li> </ul>

## Domain Competencies BC & SF Division

<b>3. ODA Loans</b>	<ul style="list-style-type: none"> <li>Understanding the concepts of ODA loans which is a form government aid that promotes and specifically targets the economic development and welfare of developing countries</li> <li>Understanding of ODA loan agreements of India and the concessional financial terms as part of the agreements</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>Policy for Bilateral cooperation</li> <li>Bilateral Official Development Assistance Policy</li> </ul>		<ul style="list-style-type: none"> <li>OECD guidelines of ODA</li> </ul>
<b>4. Relationship Management with Countries</b>	<ul style="list-style-type: none"> <li>Keeping abreast with The Bilateral Economic Policy Dialogue between <b>India and Japan, Germany, France, United Kingdom, European Union, United States of America, Canada, South Korea, China, Switzerland, Australia and New Zealand</b></li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>Policy for Bilateral cooperation</li> <li>Bilateral Official Development Assistance Policy</li> </ul>	<ul style="list-style-type: none"> <li>Rules and Regulations governing international/bilateral/multilateral organization</li> <li>JICA rules and regulations</li> <li>Japanese cooperation/agreement with India</li> <li>Money Laundering Act</li> <li>Acts, policies on international payment settlement</li> <li>RBI Act/Policy</li> <li>GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>DEA's extant guidelines</li> <li>Precedence of the previous projects</li> <li>General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>Allocation of Business rules of govt. of India</li> <li>DEA's extant guidelines on ODA loans from bilateral and multilateral partners/ institutions .</li> <li>EDCF and JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>SOP for Externally Aided Projects</li> <li>Technical Cooperation Programme</li> <li>Development Assistance for Development Cooperation with bilateral partners</li> </ul>



## Domain Competencies BC & SF Division

<b>5. Collaboration with UNDP</b>	<ul style="list-style-type: none"> <li>Keeping abreast with the UNDP policies for financing projects in India and ongoing UNDP project in India.</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
		<ul style="list-style-type: none"> <li>UNDP Policies for project financing</li> <li>UNDP rules and regulations for projects</li> </ul>

## Domain Competencies BC & SF Division

<b>6. Collaboration with JICA</b>	<ul style="list-style-type: none"> <li>Understanding of India's collaboration with Japan International Cooperation Agency (JICA) which is an implementing agency of Japanese official development aid for the purpose of supporting the socioeconomic development, recovery or economic stability of developing regions</li> <li>Understanding of <b>Green Aid plan</b> under which The Government of Japan (Ministry of Economy, Trade and Industry) provides technical assistance through agencies like New Energy and Industrial Development Organization (NEDO), an organization of METI. The areas of cooperation are prevention of water pollution, air pollution, treatment of wastes and recycling and energy conservation and alternative energy source.</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>Policy for Bilateral cooperation</li> <li>Bilateral Official Development Assistance Policy</li> <li>Concessional Financing Scheme (CFS)</li> <li>India Development Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Japanese cooperation/agreement with India</li> <li>Acts, policies on international payment settlement</li> <li>RBI Act/Policy</li> <li>GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>DEA's extant guidelines</li> <li>Precedence of the previous projects</li> <li>General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>Allocation of Business rules of govt. of India</li> <li>DEA's extant guidelines on ODA loans from bilateral and multilateral partners/ institutions .</li> <li>JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>SOP for Externally –Aided- Projects</li> <li>Technical Cooperation Programme</li> <li>Development Assistance for Development Cooperation with bilateral partners</li> </ul>

## Domain Competencies BC & SF Division

<b>7. Extending Lines of Credit</b>	<ul style="list-style-type: none"> <li>Understanding the concept of line of credit which is a credit facility extended by India to countries in low/mid income countries. Gov extends Lines of Credit to Developing African and Non-African Countries through Indian Development and Economic Assistance Scheme (IDEAS).</li> <li>The categories of countries to which India extends LOC are: <b>HIPC Highly Indebted Poor Countries declared under the Paris Club Initiative, Low Income countries &amp; LDC countries, Middle Income Countries</b></li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Indian Development and Economic Assistance Scheme (IDEAS)</li> </ul>		

<b>8. Fund Flow Process</b>	<ul style="list-style-type: none"> <li>Understanding of fund (Grants, loans &amp; technical assistance) flow process as stated in the General Financial Rules of India.</li> <li>Understanding the process of negotiating the terms &amp; conditions of fund flow with donor countries and reaching to an agreement in line with India's Financial Rules</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Bilateral Official Development Assistance Policy</li> <li>Indian Development and Economic Assistance Scheme (IDEAS)</li> </ul>	<ul style="list-style-type: none"> <li>Rules and Regulations governing international/bilateral/multilateral organization</li> <li>JICA rules and regulations</li> <li>Japanese cooperation/agreement with India</li> <li>Money Laundering Act</li> <li>Acts, policies on international payment settlement</li> <li>RBI Act/Policy</li> <li>GFR Rules in respect of assistance/grants/loan from international organizations</li> </ul>	<ul style="list-style-type: none"> <li>DEA's extant guidelines</li> <li>Precedence of the previous projects</li> <li>General terms &amp; conditions and other guidelines of the bilateral partner</li> <li>Allocation of Business rules of govt. of India</li> <li>DEA's extant guidelines on ODA loans from bilateral and multilateral partners/ institutions .</li> <li>EDCF and JICA general terms, procurement, disbursement guidelines, integrity guidelines</li> <li>SOP for Externally -Aided- Projects</li> </ul>

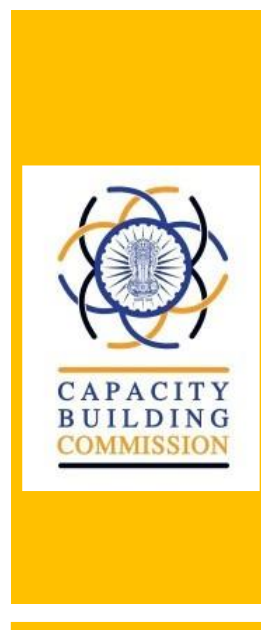
## Domain Competencies BC & SF Division

<b>9. Sovereign Guarantee</b>	<ul style="list-style-type: none"> <li>Understanding the concept of Sovereign Guarantee which is assurance given to lender country by India to discharge the liability of the loan in case of default.</li> <li>Understanding the various steps taken to provide Sovereign Guarantee for improving viability of projects or activities, for enabling public sector companies and to fulfil the requirements of concessional loans from bilateral/multilateral agencies</li> </ul>
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<b>10. Sustainable Finance</b>	<ul style="list-style-type: none"> <li>Understanding the concept of <b>Sustainable finance</b> which refers to the process of taking environmental, social and governance (ESG) considerations into account when making investment decisions in the financial sector, leading to more long-term investments in sustainable economic activities and projects .</li> <li>Understanding the concept of <b>Green Finance</b> to increase level of financial flows (from banking, micro-credit, insurance and investment) from the public, private and not-for-profit sectors to sustainable development priorities . A key part of this is to better manage environmental and social risks, take up opportunities that bring both a decent rate of return and environmental benefit and deliver greater accountability .</li> </ul>
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<b>11. Green Climate Fund (GCF)</b>	<ul style="list-style-type: none"> <li>Understanding the concepts of The Green Climate Fund (GCF) which is a new global fund created by the United Nations Framework Convention on Climate Change to support the efforts of developing countries to respond to the challenge of climate change.</li> </ul>
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# Budget Division



## Domain Competencies Budget Division



Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. Budget related analysis and preparation</li> <li>2. Supplementary Demands for Grants &amp; Demands for Excess Grants</li> <li>3. Fiscal Policy and analysis of Fiscal Standing</li> <li>4. Budget Estimates and Revised Estimates</li> <li>5. Administration of National Small Savings Schemes</li> <li>6. Deficit Financing</li> <li>7. Administration of Government securities</li> <li>8. Administration of Fiscal Responsibility and Budget Management Act (FRBM), 2003</li> <li>9. Fixation of Interest rate on Public Deposits / small savings schemes</li> <li>10. Public Debt Management</li> <li>11. Preparation of Borrowing cycle / calendar</li> <li>12. Knowledge of Government Guarantees</li> </ol>	<ul style="list-style-type: none"> <li>• Guarantee Policy</li> <li>• Small Savings Schemes</li> <li>• Market Stabilization Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Contingency Fund of India Act, 1950</li> <li>• CPI Rules, 1951</li> <li>• The Fiscal Responsibility and Budget Management Act, 2003</li> <li>• Fiscal Responsibility and Budget Management Act, 2003 (Section 3)</li> <li>• Form F-3, Rule 4 of the Fiscal Responsibility and Budget Management Rules, 2004</li> <li>• Article 115 of the constitution : allows for Supplementary, additional, or excess grants</li> <li>• The Finance Commission (Miscellaneous Provisions) Act, 1951</li> <li>• Fiscal Responsibility Legislations (FRLs)</li> <li>• The Government Savings Promotion Act, 1873</li> <li>• The Government Savings Promotion General Rules, 2018</li> <li>• Government Savings Certificates Act, 1959 and allied Rules</li> <li>• The Government Securities Act, 2006</li> <li>• The Additional Emoluments (Compulsory Deposit) Act, 1974</li> <li>• Reserve Bank of India Act, 1934</li> <li>• Foreign Exchange Management Act, 1999</li> <li>• The Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>• The Payment and Settlement Systems Act, 2007</li> <li>• Public Debt Act, 1944</li> <li>• The Charitable Endowments Act, 1890</li> </ul>	<ul style="list-style-type: none"> <li>• Union Budget announcements</li> <li>• Budget Manual</li> <li>• GFR, 2017 ( Specifically Chapter 3)</li> <li>• Delegation of Financial Powers Rules</li> <li>• Expenditure Profile by Department of Expenditure</li> <li>• Recommendations of Shyamala Gopinath Committee</li> <li>• FRBM Report</li> </ul>

## Domain Competencies Budget Division

<b>1. Budget related analysis and preparation</b>	<ul style="list-style-type: none"> <li>• Understands the budget document and terminology used in the budget document</li> <li>• Is well-versed with the concept and methodology on how to do government accounting.</li> <li>• Ability to examine/ collate the components of budget expenditure and revenue of central ministries .</li> <li>• Ability to monitor and analyse of expenditure and receipt trends</li> <li>• Possess understanding of concepts Revised Estimates and Budget Estimates.</li> <li>• Ability to analyse trends of Revised Estimates from previous years and accordingly forecast Budget Estimates (BE) &amp; Revised Estimates (RE)</li> <li>• Understands government expenditure data, GDP &amp; Growth rate of India to ascertain RE &amp; BE.</li> <li>• Ability to prepare and finalize the annual budget and support presentation to the parliament</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Guarantee Policy</li> </ul>	<ul style="list-style-type: none"> <li>• The Fiscal Responsibility and Budget Management Act, 2003</li> <li>• Contingency Fund of India Act, 1950</li> <li>• CFI Rules, 1951</li> </ul>	<ul style="list-style-type: none"> <li>• GFR, 2017</li> <li>• Delegation of Financial Powers Rules</li> <li>• Budget Manual</li> <li>• Union Budget announcement of the year</li> </ul>

## Domain Competencies Budget Division

<b>2. Supplementary Demands for Grants &amp; Demands for Excess Grants</b>	<ul style="list-style-type: none"> <li>• Understanding of concepts of supplementary grants through re-appropriation act</li> <li>• Understanding of the concept of excess demands for grants</li> <li>• Ability to propose demands for Grants central and state ministries as per the proposals received from respective ministry / department</li> <li>• Possess understanding of financial provisions of various States' Reorganisation Acts monitoring and review of repayment of Central loans and payment of interest by State Governments.</li> <li>• Possess understanding of processing and presenting of Budget and Supplementary Demands for Grants to Parliament in respect of States under President's Rule .</li> <li>• Possess understanding of Common pool of resources for North Eastern Region</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Guarantee Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Article 115 of the constitution : allows for Supplementary, additional, or excess grants</li> <li>• Contingency Fund of India Act, 1950</li> <li>• CFI Rules, 1951</li> <li>• The Fiscal Responsibility and Budget Management Act, 2003</li> <li>• The Finance Commission (Miscellaneous Provisions) Act, 1951 (33 of 1951)</li> </ul>	<ul style="list-style-type: none"> <li>• Union Budget announcements</li> <li>• Budget Manual</li> <li>• GFR, 2017 ( Chapter 3)</li> <li>• Delegation of Financial Powers Rules</li> </ul>

## Domain Competencies Budget Division

<b>3. Fiscal Policy and Analysis of Fiscal Standing</b>	<ul style="list-style-type: none"> <li>Understanding of the fiscal policy and related concepts for the union of India</li> <li>Understanding the process of conducting fiscal analysis of India and produce report</li> <li>Ability to analyse the impact of fiscal policy on the economy which can impact capital expenditure, exchange rates, interest rates etc and forecasts the developmental areas</li> <li>Ability to provide inputs and insights on India's Fiscal policy and fiscal indicators to rating agencies and International Financial Institutions</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>The Fiscal Responsibility and Budget Management Act, 2003</li> </ul>	<ul style="list-style-type: none"> <li>Union Budget announcements</li> </ul>
<b>4. Budget Estimates and Revised Estimates</b>	<ul style="list-style-type: none"> <li>Possess understanding of the Budget estimates for the allocated money to any ministry or scheme in the Budget</li> <li>Ability to collate the proposals pertaining to Budget Estimates and submit the drafts for further processing</li> <li>Possess understanding of the Revised Estimates for mid year reviews of possible expenditure, New Services and New instrument of Services etc.</li> <li>Ability to collate the proposals pertaining to Revised Estimates and submit the drafts for further processing as any additional provisions made in the Revised Estimates need to be authorized for expenditure through the Parliament's approval or by Re-appropriation order.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
		<ul style="list-style-type: none"> <li>Union Budget announcement for the year</li> <li>Budget Manual</li> <li>Expenditure Profile by Department of Economic Affairs- budget division</li> </ul>

## Domain Competencies Budget Division

<b>5. Administration of National Small Savings Schemes</b>	<ul style="list-style-type: none"> <li>Possess understanding the various small savings instruments offered by Government of India and collections from these schemes in an year. Small Savings instruments include : Post Office Savings Account, National Savings Time Deposits (1,2,3 &amp; 5 years), National Savings Recurring Deposits, National Savings Monthly Income Scheme, Senior Citizens Savings Scheme, National Savings Certificate (VII-Issue), Public Provident Fund, Kisan Vikas Patra, SukanyaSamridhi Account, PM CARES for Children Scheme, 2021</li> <li>Possess understanding the National Small Savings Fund as a Public Account of India and all the monetary transactions under small savings schemes of the Central Government.</li> <li>Understanding of the process undertaken to fix interest rate on small savings instruments which is decided in view of the recommendations of ShyamalaGopinath Committee</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Small Savings Schemes</li> </ul>	<ul style="list-style-type: none"> <li>The Government Savings Promotion Act, 1873</li> <li>The Government Savings Promotion General Rules, 2018</li> <li>Public Provident Fund Act, 1968 and allied Rules</li> <li>Government Savings Certificates Act, 1959 and allied Rules</li> <li>The Government Securities Act, 2006</li> <li>The Additional Emoluments (Compulsory Deposit) Act, 1974</li> <li>Government Savings Bank Act, 1873 and allied Rules</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of Shyamala Gopinath Committee</li> </ul>
<b>6. Deficit Financing</b>	<ul style="list-style-type: none"> <li>Possess understanding of deficit financing through ways &amp; means system by which the cash position of the government is managed.</li> <li>Possess understanding of ways by which Government manages the deficit financing through issuance of treasury bills, Ways and Means Advances etc.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Market Stabilization Scheme</li> </ul>	<ul style="list-style-type: none"> <li>The Fiscal Responsibility and Budget Management Act, 2003</li> </ul>	<ul style="list-style-type: none"> <li>Union Budget announcement of the year</li> <li>Budget Manual</li> </ul>

## Domain Competencies Budget Division

<b>7. Administration of Government securities</b>	<ul style="list-style-type: none"> <li>• Possess understanding of various government securities floated by Government of India and Reserve Bank of India like treasury Bills, Cash Management Bills (CMBs), Dated Government Securities, State Development Loans, Treasury Inflation Protected Securities (TIPS), Zero-Coupon Bonds, Capital Indexed Bonds, Floating Rate Bonds.</li> <li>• Possess understanding how the Government Market borrowing programme is implemented to withdraw excess liquidity (or money supply) by selling government securities in the economy.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Market Stabilization Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Bank of India Act, 1934</li> <li>• The Government Securities Act, 2006</li> <li>• Foreign Exchange Management Act, 1999</li> <li>• The Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>• The Payment and Settlement Systems Act, 2007.</li> </ul>	
<b>8. Administration of Fiscal Responsibility and Budget Management Act (FRBM), 2003</b>	<ul style="list-style-type: none"> <li>• Possess understanding of the objective and components of the Fiscal Responsibility and Budget Management Act (FRBM), 2003</li> <li>• Possess understanding on how to interpret the provisions of the the Fiscal Responsibility and Budget Management Act (FRBM), 2003</li> <li>• Possess understanding of Medium Term Expenditure Framework (MTEF) statement and the components of MTEF framework.</li> <li>• Ability to draft projections for MTEF statement as the statement setting a three-year rolling target for the expenditure indicators with specification of underlying assumptions and risks involved along with the medium term perspective to Central Government finances for specifying a path for Government's fiscal consolidation.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Fiscal Responsibility and Budget Management Act, 2003</li> <li>• The Fiscal Responsibility and Budget Management Rules, 2004</li> </ul>	<ul style="list-style-type: none"> <li>• Union Budget announcements</li> <li>• Budget Manual</li> <li>• FRBM Statements &amp; reports</li> </ul>

## Domain Competencies Budget Division

<b>9. Fixation of Interest rate on Public Deposits / small savings schemes</b>	<ul style="list-style-type: none"> <li>• Possess understanding of various Public Deposits instruments offered by Government of India such as: House Building Advance (HBA), General Provident Fund (GPF) and other similar Funds, Special Deposit Scheme (SDS), Employees Provident Fund (EPF), Seamen's Provident Fund (SPF), Coal Mines Provident Fund (CMPF), National Defence Fund(NDF), Computer Advance</li> <li>• Possess understanding of parameters and indicators considered while fixing interest rate of Public Deposits instruments.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Public Deposits Act, 1944</li> <li>• Government Securities Act, 2006</li> <li>• Public Debt Act, 1944</li> <li>• The Charitable Endowments Act, 1890</li> </ul>	<ul style="list-style-type: none"> <li>• Union Budget announcements</li> <li>• Budget Manual</li> </ul>
<b>10. Public debt management</b>	<ul style="list-style-type: none"> <li>• Possess understanding of borrowings of Government of India, including market borrowings, other domestic borrowing activities through specific products, including Sovereign Gold Bond issuance.</li> <li>• Possess understanding of Investment, Capital Market operations, Guarantee proposals, administration of interest rates on Small savings, and various loans and advances given by Government of India.</li> <li>• Ability to manage Central Government liabilities, including Internal Debt, Guarantee proposals and contingent Liabilities, and National Small Saving Fund.</li> <li>• Ability to monitor cash balances of the Government, improve cash forecasting and promote efficient cash management practices</li> <li>• Ability to analyse and advise concerned Divisions of DEA on the proposals of External borrowing as regards cost, tenure, currency, hedging requirements and development in foreign exchange markets</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Government Securities Act, 2006</li> </ul>	

## Domain Competencies- Budget Division

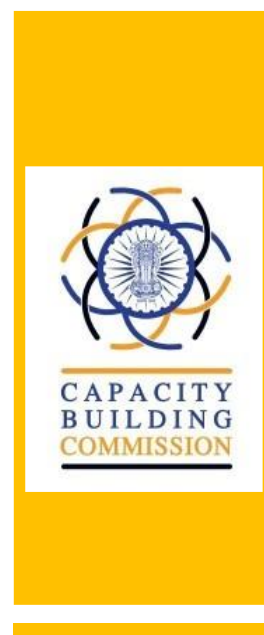
<b>11. Knowledge of borrowing cycle / calendar</b>	<ul style="list-style-type: none"> <li>• Possess knowledge of government borrowing cycles and their linkages with macro economic indicators, RBI, financial players involved in the borrowing cycle.</li> <li>• Ability to anticipate the borrowings so that there is no liquidity gap given their understanding of the state of government liquidity.</li> <li>• Ability to identify the financial market players and provide information to players in the market for planning to purchase government securities in a way which shall not be a pressure on liquidity condition of the economy.</li> <li>• Possess understanding of global trends of planning the borrowing cycle / calendar and understand the implications of various factors undertaken in planning.</li> <li>• Ability to collaborate and consult with RBI in finalizing the borrowing calendar basis quarter plans of borrowing, macro economic factors, GDP, revenue cycle, cash position and cash balance with RBI etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
		<ul style="list-style-type: none"> <li>• G-Sec Guidelines</li> </ul>

<b>12. Knowledge of Government Guarantees</b>	<ul style="list-style-type: none"> <li>• Possess understanding of the executive powers to the Union Government to give guarantees on the security of the Consolidated Fund of India , within such limits, if any, as may be fixed by the Parliament.</li> <li>• Ability to conduct risk assessment and risk profiling to minimize the probability of defaults or guarantee failure.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Government Guarantee Policy, 2022</li> </ul>		

## Coins & Currency Division



## Domain Competencies- Coins & Currency Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. Management &amp; Production of Currency</li> <li>2. Management &amp; Production of Coins</li> <li>3. Knowledge of Commemorative Coins</li> <li>4. Administration of Security Printing and Minting Corporation of India Limited (SPMCL)</li> </ol>	<ul style="list-style-type: none"> <li>• Export Promotion Policy, 2020</li> </ul>	<ul style="list-style-type: none"> <li>• The Reserve Bank of India Act, 1934 (Central Banking functions relating to currency management)</li> <li>• The Reserve Bank of India Act, 1934 (note-refund) rules 2009</li> <li>• The Coinage Act, 2011 (Issuance of Coins)</li> <li>• The Coinage Act, 2011 (Issuance of Commemorative Coins)</li> <li>• SBN (Cessation of Liabilities) Act, 2017: rules &amp; orders</li> </ul>	<ul style="list-style-type: none"> <li>• Security clearance guidelines &amp; orders</li> <li>• Procurement -related guidelines               <ul style="list-style-type: none"> <li>➢ Global Tendering Exemption (GTE)</li> <li>➢ General Financial Rules: Make in India instructions</li> <li>➢ Advertised tenders</li> </ul> </li> </ul>

## Domain Competencies- Coins & Currency Division

<b>1. Management &amp; Production of Currency</b>	<ul style="list-style-type: none"> <li>• Possess understanding of policies relating to design, form and material of currency notes/ banknotes / Central Bank Digital Currency</li> <li>• Possess understanding relating to production, planning of printing of bank notes, currency related legislation, indigenization of bank note materials, expansion, up-gradation and modernization of Presses, Paper Mills, Ink factory, R&amp;D centres etc.</li> <li>• Possess understanding of the process of examining and seeking approvals on various proposal/requests received from the printing agencies &amp; paper mills like security clearance, procurement, upgradation/modernisation of printing press, duty/ tax exemption</li> <li>• Ability to undertake Research &amp; Development activities to improve capabilities of the agencies, global best practices, current national priorities, new technologies to improve existing technologies related to currency.</li> <li>• Possess understanding of legislations related to Central Bank Digital Currency and International Cooperation of crypto assets.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• The Reserve Bank of India Act, 1934 (Central Banking functions relating to currency management)</li> <li>• The Reserve Bank of India Act, 1934 (note-refund) rules 2009</li> <li>• SBN (Cessation of Liabilities) Act, 2017: rules &amp; orders</li> </ul>	<ul style="list-style-type: none"> <li>• Security clearance guidelines &amp; orders</li> <li>• Procurement -related guidelines               <ul style="list-style-type: none"> <li>➢ Global Tendering Exemption (GTE)</li> <li>➢ General Financial Rules: Make in India instructions</li> <li>➢ Advertised tenders</li> </ul> </li> </ul>



## Domain Competencies- Coins & Currency Division

<b>2. Management &amp; Production of Coins</b>	<ul style="list-style-type: none"> <li>• Possess understanding of policies relating to design, shape and size of circulation coins, fixation of fair selling price of coins.</li> <li>• Possess understanding relating to production, planning of minting of coins, coins related legislation, expansion, up-gradation and modernization of mints.</li> <li>• Possess understanding of the process of examining and seeking approvals on various proposal/requests received from the minting agencies like security clearance, procurement, upgradation/modernisation of mints, duty/ tax exemption</li> <li>• Ability to undertake Research &amp; Development activities to improve capabilities of the agencies, global best practices, current national priorities, new technologies to improve existing technologies related to coins.</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• The Coinage Act, 2011 (Issuance of Coins)</li> <li>• The Coinage Act, 2011 (Issuance of Commemorative Coins)</li> </ul>	<ul style="list-style-type: none"> <li>• Security clearance guidelines &amp; orders</li> <li>• Procurement -related guidelines               <ul style="list-style-type: none"> <li>➢ Global Tendering Exemption (GTE)</li> <li>➢ General Financial Rules: Make in India instructions</li> <li>➢ Advertised tenders</li> </ul> </li> </ul>

<b>3. Knowledge of Commemorative Coins</b>	<ul style="list-style-type: none"> <li>• Possess understanding of policies regulating Commemorative Coins in India referring to any coin stamped by the Government or any other authority empowered by the Government in this behalf to commemorate any specific occasion or event or eminent persons/ personalities/ institutions/ events/ programmes/ history, etc. that have a national or international nature and which have made a lasting contribution or impact</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• The Coinage Act, 2011 (Issuance of Commemorative Coins)</li> </ul>	<ul style="list-style-type: none"> <li>• Security clearance guidelines &amp; orders</li> <li>• Procurement -related guidelines               <ul style="list-style-type: none"> <li>➢ Global Tendering Exemption (GTE)</li> <li>➢ General Financial Rules: Make in India instructions</li> <li>➢ Advertised tenders</li> </ul> </li> </ul>

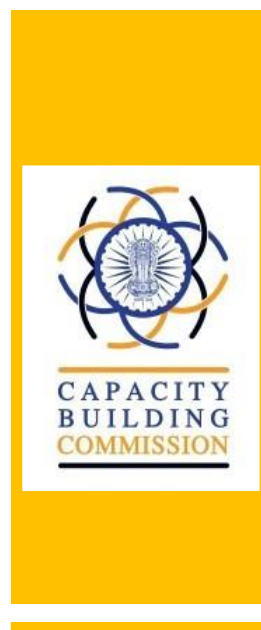
## Domain Competencies- Coins & Currency Division

<b>4. Administration of Security Printing and Minting Corporation of India Limited (SPMCL)</b>	<ul style="list-style-type: none"> <li>• Possess understanding of working of Security Printing and Minting Corporation of India Limited</li> <li>• Ability to handle administrative matters of SPMCL related appointment to Board Level posts, MoU/MoA/AoA, laying of annual report, residual establishment matters of Corporatization, vigilance related matters, coordination of meetings related matters of SPMCL Board, SPMCL Pension Fund Trust, APARs etc.</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Export Promotion Policy, 2020</li> </ul>	<ul style="list-style-type: none"> <li>• The Reserve Bank of India Act, 1934 (Central Banking functions relating to currency management)</li> <li>• The Reserve Bank of India Act, 1934 (note-refund) rules 2009</li> </ul>	

# Economic Division



## Domain Competencies Economic Division



Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Economic Survey</li> <li>Economic Analysis / Reporting</li> <li>Economic Research</li> <li>Indian Macro Economy</li> <li>Macroeconomic parameters, specifically, GDP, output, savings, and investment</li> <li>Macro modelling</li> <li>Economic investigations related to Money &amp; Banking sector</li> <li>Econometrics software</li> <li>Econometric modelling / techniques</li> <li>Climate Change Finance</li> <li>Green Finance</li> <li>Domestic climate negotiations</li> <li>India's International trade patterns and developments</li> <li>International trade law, negotiations</li> <li>Balance of Payments data released by Reserve Bank of India</li> <li>Balance of Payments statistics</li> <li>Trade policy analysis techniques</li> <li>Components of external debt</li> <li>External debt compilation software</li> <li>External debt flow agreements</li> <li>External Debt Compilation and Reporting</li> <li>GDP growth projection for the Union Budget</li> <li>Monetary and Credit Aggregates</li> <li>Public Finance</li> <li>Fiscal Policy and Tax Reforms</li> <li>Indian Public Finance Statistics</li> <li>Government Finance Statistics (GFS)</li> <li>Global commodity prices</li> <li>Price Policy and inflation management</li> <li>Commodity composition in export and import basket</li> </ul>	<ul style="list-style-type: none"> <li>Schemes of Food Corporation of India(FCI)</li> <li>Pulses Production Through Minimum Support Price (MSP) and Related Policies</li> <li>Policies relating to price control</li> <li>Policies related Agricultural and Industrial Production</li> <li>Policies related to Production Public Distribution and Stocks of food grains</li> <li>Policies relating to central outlays resources and expenditure, fiscal issues, tax measures, direct and indirect tax proposal/reforms</li> <li>Policies relating to the allied sectors of animal husbandry, fisheries, and dairying</li> <li>Policies and schemes related to agriculture and food management such as farming agrarian distress, farmers' indebtedness, pricing and procurement as well as distribution of agricultural produce</li> <li>Policy related to social infrastructure and human development.</li> <li>Policies relating to price control</li> <li>Price Policy and inflation management</li> <li>Labour laws</li> <li>Understanding interventions by RBI</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal Responsibility and Budget Management (FRBM) Act, 2003</li> <li>Collection of Statistics Act, 2008</li> <li>Companies Act, 2013</li> <li>The Foreign Trade (Development and Regulation) Act, 1992</li> </ul>	<ul style="list-style-type: none"> <li>United Nations Framework Convention on Climate Change (UNFCCC) and its Paris Agreement</li> <li>Climate change related financial pledges of developed countries</li> <li>National Action Plan on Climate Change</li> <li>Booklet on Economic and Functional Classification</li> <li>Special Data Dissemination Standard (SDDS)</li> <li>Guidelines to monitor pricing of essential commodities</li> </ul>

## Domain Competencies- Economic Division

<ul style="list-style-type: none"> <li>• <b>Economic Research &amp; Data Analysis*</b></li> <li>• <b>Macroeconomic Analysis/Reporting/forecasting*</b></li> <li>• <b>Economic Survey*</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ability to conduct Economic Research based on secondary data sources to keep abreast with various macroeconomic patterns and their impact on the Indian Economy.</li> <li>• Ability to conduct analysis of past &amp; current developments and projecting short term forecasting of the variables to develop reports like Monthly Economic Report, Annual Economic survey report, analytical notes and background papers on important policy issues etc.</li> </ul>
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Demonstrates knowledge and understanding of:			
	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Indian Macro Economy</li> <li>• Global Economic Trends</li> <li>• Macroeconomic parameters, specifically, GDP, output, savings, investment, Net Exports, Social sector indicators like poverty, livelihood, unemployment, education</li> <li>• Linking Macro Economic trends to sectoral policies</li> <li>• India's International trade patterns and developments</li> <li>• GDP Growth Projection for Union Budget</li> <li>• Indian Public Finance Statistics</li> <li>• Government Finance Statistics (GFS).</li> <li>• Balance of Payments Statistics</li> <li>• Monetary and Credit Aggregates</li> </ul>	<ul style="list-style-type: none"> <li>• Macro Economic and Sectoral Policies Related to the Indian Economy</li> <li>• Policies related to social development</li> <li>• Policies relating to central outlays, resources and expenditure, fiscal issues, tax measures, direct and indirect tax proposals/reforms</li> <li>• Policies relating to Industrial Promotion, Disinvestment and Public Asset Management</li> <li>• Policies Related to Public Debt Management and global financial flows</li> <li>• Policies related to pricing, inflation management and monetary economics</li> <li>• Policies related to Banking, Capital Markets and Shadow Banking sectors</li> <li>• Policies Related to Climate Financing, Transition Models and Sustainable Development</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal Responsibility and Budget Management Act (2003)</li> <li>• Policies, Acts and Regulations related to International Trade, WTO and global economic conventions</li> </ul>	<ul style="list-style-type: none"> <li>• Balance of Payments data released by RBI</li> <li>• Booklet on Economic and Functional Classification</li> <li>• Special Data Dissemination Standard (SDDS)</li> </ul>

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies- Economic Division

<b>Econometric Forecasting and Macroeconomic Modelling *</b>	<ul style="list-style-type: none"> <li>• Ability to carry in depth analysis of data while preparing various presentation and detailed notes. It requires expertise in data extraction, visualization, as well as Econometric Tools Methods along with Inferential statistics (parametric and non-parametric), Time-Series analysis and other forecasting techniques.</li> <li>• Ability to determine the economic implications of various hypothetical economic events and changes by updating the suite of econometric tools and models, as well as latest techniques in AI/ML and Data Science.</li> </ul>
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Demonstrates knowledge and understanding of:			
	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Data Analysis and Presentation</li> <li>• Macro Modelling</li> <li>• Econometric Software</li> <li>• Econometric Techniques and Models</li> </ul>			<ul style="list-style-type: none"> <li>• Booklet on Economic and Functional Classification</li> <li>• Special Data Dissemination Standard (SDDS)</li> </ul>

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies- Economic Division

<b>Development Economics analysis &amp; Agriculture and Social Sector Policy formulation *</b>	<ul style="list-style-type: none"> <li>• Possess knowledge of policies and issues related to Agriculture and primary sector, especially administering price controls such as MSP, Buffer Stock and other aggregate data for government intervention in primary sector of the economy.</li> <li>• Ability to conduct economic analysis of social infrastructure, employment and human development along with ability to analyse about issues, employment trends, health, education and other topics concerning social sector.</li> <li>• Ability to examine and evaluate results of NFHS, labour, unemployment and other surveys conducted by different ministries and render advice on Social Infrastructure and Development Sector in periodic reports brought out by the division.</li> </ul>
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Demonstrates knowledge and understanding of:			
	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Price Policies, Index Numbers and Inflation management</li> <li>• Agricultural Economics and Policies associated with Land Management</li> <li>• Economics Analysis of HDI, MPI, SDG and other constituent indicators of development unemployment, poverty</li> <li>• Economics of Labour unemployment, poverty Manufacturing and Industry</li> <li>• Economics of HRD, Capacity Building &amp; Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Policies related Agricultural and Industrial Production</li> <li>• Pulses Production Through Minimum Support Price (MSP) and Related Policies</li> <li>• Policies relating to price control</li> <li>• Schemes of Food Corporation of India (FCI)</li> <li>• Policies related to Production, Public Distribution and Stocks of food grains</li> <li>• Policies relating to the allied sectors of animal husbandry, fisheries, and dairying</li> <li>• Policies and schemes related to agriculture and food management such as farming, agrarian distress, farmers' indebtedness, pricing and procurement as well as distribution of agricultural produce.</li> <li>• Policies related to social infrastructure and human development.</li> </ul>	<ul style="list-style-type: none"> <li>• Labour Laws</li> </ul>	

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies- Economic Division

<b>International Trade and External Sector Economic analysis *</b>	<ul style="list-style-type: none"> <li>• Possess understanding of the developments in India's trade patterns vis a vis global trends and servicing of External Debt along with providing policy inputs/ briefs/ comments, etc for publication of an Annual &amp; quarterly Status Report on India's External Debt, based on inputs from relevant stakeholders.</li> <li>• Ability to analyse India's volumetric, sectoral, bilateral and regional Trade balances, along with Balance of Payments (BoP) developments to maintain and provide policy inputs/ briefs/ comments related to India's key trade and BoP indicators on weekly/monthly/quarterly/annual basis. Understanding of India's international trade practices in specific elements of Import -Export analysis vis a vis goods, merchandise, services and destinations, in light of international trade laws and ongoing trade negotiations. Reviewing all the trade policies of India as per developments in the economy.</li> <li>• Awareness of data of International monetary transactions between India and other countries provided by RBI.</li> </ul>
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Demonstrates knowledge and understanding of:			
	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• India's International trade patterns and developments</li> <li>• Balance of Payments data released by RBI</li> <li>• Balance of Payments statistics</li> <li>• International trade law, negotiations</li> <li>• Trade policy analysis techniques</li> <li>• Components of external debt</li> <li>• External debt compilation software</li> <li>• External debt flow agreements</li> <li>• External Debt Compilation and Reporting</li> <li>• Global Commodity Prices</li> <li>• Commodity Composition in Export and Import Basket</li> </ul>	<ul style="list-style-type: none"> <li>• Policies, Acts and Laws related to WTO, International Trade Agreements and Conventions</li> </ul>	<ul style="list-style-type: none"> <li>• The Foreign Exchange Management Act, 1999</li> <li>• International Trade Laws related to Standards, Compliance Procedures and SPS Conditions</li> </ul>	<ul style="list-style-type: none"> <li>• WTO handbooks related to GATT and GATS</li> <li>• Booklet on Economic and Functional Classification</li> </ul>

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies- Economic Division

<b>Public Finance *</b>	<ul style="list-style-type: none"> <li>Keeps abreast with Central fiscal parameters such as fiscal deficit, revenue deficit, aggregate expenditure, policies related to central plan outlays, resources and expenditures etc. to inform Public Debt Management.</li> <li>Ability to conducting analysis of fiscal issues, tax measures, direct and indirect tax proposals/ reforms and reports the inputs for Macro-Economic Framework Statement for the Union Budget and other reporting purposes.</li> <li>possess knowledge of industrial growth and policies related to Public sector.</li> <li>Ability to undertake analysis of developments in infrastructure sector, to render advice on PPP issues by monitoring trends in industrial growth at macro and sectoral levels, and core infrastructure industries, in order to coordinate with infrastructure policy and planning division.</li> </ul>		
<b>Demonstrates knowledge and understanding of:</b>			
	<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>Fiscal Policy and Tax Reforms</li> <li>Indian Public Finance Statistics</li> <li>Government Finance Statistics (GFS)</li> <li>General Financial Rules of the Government</li> <li>Public Economics principles related to Budgetary Management</li> <li>Public Economics principles related to Public Debt Management</li> <li>Devolution of fiscal responsibility as per principles laid out in the latest Finance Commission Report</li> </ul>	<ul style="list-style-type: none"> <li>Policies relating to central outlays, resources and expenditure, fiscal issues, tax measures, direct and indirect tax proposals/reforms</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal Responsibility and Budget Management Act (2003)</li> <li>GST, IT ACT and other acts related to Public revenue</li> <li>The Finance Commission (Miscellaneous Provisions) Act, 19</li> </ul>	

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies Economic Division

<b>Monetary Economics, Banking and Financial Sectors Analysis *</b>	<ul style="list-style-type: none"> <li>• Possess understanding of analysing the money market trends and developments in monetary policy, banking policy and aggregate trends in credit flows, yields on G -Sec/ Treasury Bills, Call Money Rates and LAF operations.</li> <li>• Ability to periodically provide updates on monetary policy in Annual Economic Survey.</li> </ul>		
<b>Demonstrates knowledge and understanding of:</b>			
	<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>• Economic investigations related to Money &amp; Banking sector</li> <li>• Monetary and Credit Aggregates</li> <li>• Analysis of Financial Markets and Institutions</li> <li>• Analysis of several benchmark rates and Monetary Policy Committee</li> <li>• Research and Analysis on Govt Role in Open-Market Operations</li> <li>• Understanding Interventions by RBI in Global Context of Interest Rates, Basel Norms and Financial Regulation</li> <li>• Economic Investigations related to Fintech, digital payment industry, and emerging digital/virtual asset regulation</li> </ul>			

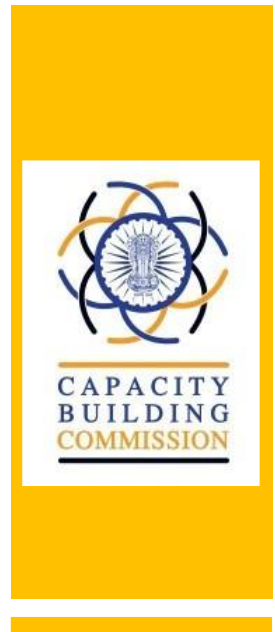
\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

## Domain Competencies Economic Division

<b>Environmental and Sustainable Economics Analysis *</b>	<ul style="list-style-type: none"> <li>• Possess understanding of global trends and policies related to climate and green finance which refers to financing drawn from public, private and alternative sources of financing emission reducing policies that seek to support mitigation and adaptation efforts that will address climate change and sustainable development priorities.</li> </ul>		
<b>Demonstrates knowledge and understanding of:</b>			
	<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>• Climate Change Finance</li> <li>• Green Finance</li> <li>• Domestic and international climate negotiations</li> <li>• Economics of Sustainable Development</li> <li>• Energy and Resource Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Policies related to just transitions and sustainable development.</li> <li>• Policies related to the International Solar Alliance (2015) and Solar Risk Mitigation Initiative (SRMI)</li> </ul>		<ul style="list-style-type: none"> <li>• United Nations Framework Convention on Climate Change (UNFCCC) and its Paris Agreement</li> <li>• Climate change related financial pledges of developed countries</li> <li>• National Action Plan on Climate Change</li> </ul>

\*This is a consolidated domain competency. The associated domain knowledge areas have been added as part of the 1<sup>st</sup> column of the table below

# Fund Bank & ADB Division



## Domain Competencies FB & ADB Division



Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Externally Aided Project life cycle management</li> <li>Relationship with Asian Development Bank</li> <li>Relationship with World Bank</li> <li>Relationship with The International Bank for Reconstruction and Development (IBRD)</li> <li>Relationship with The International Development Association (IDA)</li> <li>Relationship with International Monetary Fund (IMF)</li> <li>Relationship with The International Finance Corporation (IFC)</li> <li>Financial sustainability</li> <li>Climate Finance and Change mitigation</li> <li>International macroeconomics and finance architecture</li> </ul>	<ul style="list-style-type: none"> <li>Policies related to the ADB.</li> <li>World Bank Policies, rules and Regulations</li> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>ADB Act, 1966</li> <li>Rules / regulations of ADB guiding its various Sovereign and Non - Sovereign Operations in India</li> <li>Department of Expenditure rules/ regulations</li> <li>ADB financial acts and guidelines</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> <li>IMF and World Bank Act 1945</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures are applicable to deal with the proposals seeking funding from ADB and any other matter related to implementation of the Projects.</li> <li>ADB's Loan Disbursement Hand Book (2022)</li> <li>Departmental guidelines/ procedures for Make in India</li> <li>ADB Handbook 2022</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PRR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>IMF's Flagships reports</li> <li>World Economic Outlook</li> <li>GFSR</li> <li>Fiscal Monitor</li> <li>Global Health Architecture</li> </ul>

## Domain Competencies FB & ADB Division

<b>1. Externally Aided Project life cycle management</b>	<ul style="list-style-type: none"> <li>Possess understanding of various aspects of externally aided project life cycle including project pipeline, scope of project proposals received from States and Central Agencies, Proposal scrutiny mechanisms, project financial planning, Impact analysis, economic &amp; financial analysis, Project agreement documents i.e. financial and legal negotiations of terms &amp; conditions, progress review process</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Policies related to the ADB.</li> <li>World Bank Policies, rules and Regulations</li> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>ADB Act, 1966</li> <li>Rules / regulations of ADB guiding its various Sovereign and Non-Sovereign Operations in India</li> <li>Department of Expenditure rules/ regulations</li> <li>ADB financial acts and guidelines</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> <li>IMF and World Bank Act 1945</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures are applicable to deal with the proposals seeking funding from ADB and any other matter related to implementation of the Projects.</li> <li>ADB's Loan Disbursement Hand Book (2022)</li> <li>Departmental guidelines/ procedures for Make in India</li> <li>ADB Handbook 2022</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>IMF's Flagships reports</li> <li>World Economic Outlook</li> <li>GFSR</li> <li>Fiscal Monitor</li> <li>Global Health Architecture</li> </ul>

## Domain Competencies FB & ADB Division

<b>2. Collaboration with Asian Development Bank</b>	<ul style="list-style-type: none"> <li>Understanding of the ADB, membership, operations &amp; developments and India's position with ADB and related policies, projects &amp; loans in India</li> <li>ADB loans/projects in Urban and Finance sectors. Also, financing in transport, power and Agriculture, Irrigation, Environment &amp; Natural Resources sectors</li> <li>Financials parameters of ADB loans i.e. rate of interest, variable spread, Secured Overnight Financing Rate (SOFR) interest rates, commitment charge etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Policies related to the ADB.</li> </ul>	<ul style="list-style-type: none"> <li>ADB Act, 1966</li> <li>Rules / regulations of ADB guiding its various Sovereign and Non-Sovereign Operations in India</li> <li>Department of Expenditure rules/ regulations</li> <li>ADB financial acts and guidelines</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures are applicable to deal with the proposals seeking funding from ADB and any other matter related to implementation of the Projects.</li> <li>ADB's Loan Disbursement Hand Book (2022)</li> <li>Departmental guidelines/ procedures for Make in India</li> <li>ADB Handbook 2022</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>GFSR</li> </ul>



## Domain Competencies FB & ADB Division

<b>3. Collaboration with World Bank</b>	<ul style="list-style-type: none"> <li>Understanding of the World Bank, membership, operations &amp; developments and India's position with World Bank and related policies</li> <li>Understanding of World bank's technical assistance, grants, projects, pipeline projects, trainings and workshops, for India, relating to financial Service Sector, including agriculture insurance, crops insurance, Governance, PFM, tourism, Irrigation &amp; Water Management Projects, Rural Water Supply &amp; Sanitation Projects, infrastructure sectors in Power, petrochemicals, mines, coal, petroleum, energy affiliates and Oil &amp; Gas, Transport Sector including Road, Railways, Shipping, and Ports, Urban Sector including Urban Transport, Water Supply and Sanitation, Infrastructure projects in IT, Telecom, Posts sectors etc.</li> <li>Financials parameters of World Bank loans i.e. rate of interest, variable spread, SOFR interest rates, commitment charge, processing fee, SBL etc.</li> <li>Understanding of the Multilateral Investment Guarantee Agency (MIGA), membership, operations &amp; developments</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>World Bank Policies, rules and Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Department of Expenditure rules/ regulations</li> <li>Privileges and Immunities Act 1947</li> <li>IMF and World Bank Act 1945</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>IMF's Flagships reports</li> <li>World Economic Outlook</li> <li>Fiscal Monitor</li> <li>Global Health Architecture</li> </ul>

## Domain Competencies FB & ADB Division

<b>4. Relationship with The International Bank for Reconstruction and Development (IBRD)</b>	<ul style="list-style-type: none"> <li>Understanding of the IBRD, membership, operations &amp; developments and India's position with IBRD and related policies, projects &amp; loans in India. IBRD provides financial products and policy advice to help countries reduce poverty and extend the benefits of sustainable growth to all of their people.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>Department of Expenditure rules/ regulations</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>World Economic Outlook</li> </ul>

<b>5. Relationship with The International Development Association (IDA)</b>	<ul style="list-style-type: none"> <li>Understanding of the IDA, membership, operations &amp; developments and India's position with IDA and related policies, projects &amp; loans in India. IDA supports a range of development activities that pave the way toward equality, economic growth, job creation, higher incomes, and better living conditions.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>Department of Expenditure rules/ regulations</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>World Economic Outlook</li> </ul>

## Domain Competencies FB & ADB Division

<b>6. Relationship with International Monetary Fund (IMF)</b>	<ul style="list-style-type: none"> <li>Understanding of the IMF, membership, operations &amp; developments and India's position with IMF and related policies, projects &amp; loans in India.</li> <li>Posses the working of Quotas as they are the IMF's main source of financing. Each member of the IMF is assigned a quota, based broadly on its relative position in the world economy. The IMF regularly reviews quotas to assess their adequacy overall and their distribution among members.</li> <li>Understanding of New Arrangements to Borrow focussing on credit arrangements between the IMF and other member countries</li> <li>Understanding of Bilateral Borrowing Agreements and mechanisms of Note Purchase Agreement (NPA) between Reserve Bank of India (RBI) and the IMF.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Policies related to the ADB.</li> <li>World Bank Policies, rules and Regulations</li> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>Department of Expenditure rules/ regulations</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> <li>IMF and World Bank Act 1945</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>IMF's Flagships reports</li> <li>World Economic Outlook</li> <li>GFSR</li> <li>Fiscal Monitor</li> <li>Global Health Architecture</li> </ul>

## Domain Competencies FB & ADB Division

<b>7. Relationship with The International Finance Corporation (IFC)</b>	<ul style="list-style-type: none"> <li>Understanding of International Finance Corporation, its operations &amp; developments and India's position with International Finance Corporation and related policies. Understanding to also include investments by IFC and their outcomes, advisory activities of IFC, trainings by IFC, policy matters relating to IFC, etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Government Guarantee Policy, 2022</li> </ul>	<ul style="list-style-type: none"> <li>Department of Expenditure rules/ regulations</li> <li>Privileges and Immunities Act 1947</li> <li>GFR 2017</li> </ul>	<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>PPR Guidelines</li> <li>User Manual for PPR Project Process Cycle</li> <li>World Economic Outlook</li> </ul>

<b>8. Financial sustainability</b>	<ul style="list-style-type: none"> <li>Understanding the concept of Sustainable finance investment decisions that take into account the environmental, social, and governance (ESG) factors of an economic activity or project</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
		<ul style="list-style-type: none"> <li>Departmental guidelines/ procedures for Make in India</li> <li>Guidelines of the Multilateral Development Banks (MDBs)</li> <li>World Economic Outlook</li> <li>Global Health Architecture</li> </ul>

## Domain Competencies FB & ADB Division

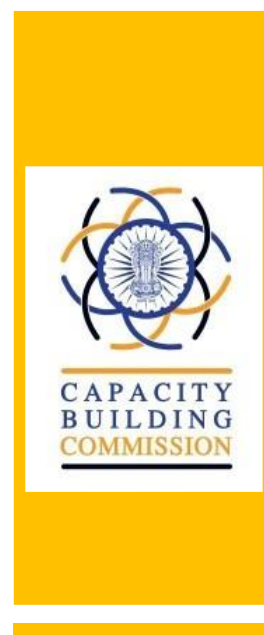
<b>9. Climate Finance and Change mitigation</b>	<ul style="list-style-type: none"> <li>• Understanding of global trends and policies related to climate finance referring to the financing drawn from public, private and alternative sources of financing that seeks to support mitigation and adaptation actions that will address climate change</li> <li>• Understanding the concept of climate mitigation which refers to efforts to reduce or prevent emission of greenhouse gases using new technologies and renewable energies, making older equipment more energy efficient, or changing management practices or consumer behaviour.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
		<ul style="list-style-type: none"> <li>• Departmental guidelines/ procedures for Make in India</li> <li>• Guidelines of the Multilateral Development Banks (MDBs)</li> <li>• World Economic Outlook</li> <li>• Global Health Architecture</li> </ul>

<b>10. International macroeconomics and finance architecture</b>	<ul style="list-style-type: none"> <li>• Understanding fundamentals of contemporary international macroeconomy including trade, exchange rate systems, international financial policy and open macro economy etc.</li> <li>• Understanding the concept of international financial architecture which is the study of monetary interactions between two or more countries, focusing on areas such as foreign direct investment and currency exchange rates.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
		<ul style="list-style-type: none"> <li>• Departmental guidelines/ procedures for Make in India</li> <li>• Guidelines of the Multilateral Development Banks (MDBs)</li> <li>• World Economic Outlook</li> <li>• Global Health Architecture</li> </ul>

## Financial Markets Division



## Domain Competencies- Financial Markets Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Knowledge of Primary Markets</li> <li>Supervision of Quasi-Judicial Bodies like SEBI</li> <li>Knowledge of Security Market by player/product/Institution</li> <li>Knowledge of Secondary Market &amp; Stock Market movements</li> <li>Supervision &amp; Policy Making of Stock Exchanges, Clearing Corporations, Depositories, Social Stock Exchange etc.</li> <li>Investor's Grievance</li> <li>Commodity Derivatives Market &amp; Commodities for futures trading</li> <li>Knowledge of National Spot Exchange &amp; Gold Spot Exchange</li> <li>Warehousing Arrangement with WDR &amp; Ministry of Consumer Affairs</li> <li>Commodity Exchange System</li> <li>Forward Markets Commission</li> <li>Knowledge of External Markets</li> <li>International Financial Services Centres Policy Administration</li> <li>Fund management</li> </ul>	<ul style="list-style-type: none"> <li>Policy related to External Commercial Borrowings, Trade Credits and Structured Obligations</li> <li>Framework for issuance of Rupee denominated Bonds in on-shore and off-shore market</li> <li>Combined Corporate Debt Limit (CCDL) policy for all foreign investments in Rupee denominated bonds –onshore and offshore</li> <li>Policies related to Depository Receipts Scheme (ADR/GDR)</li> <li>Policies related to Bharat Depository Receipts/Indian Depository Receipts (BHDR/IDR)</li> <li>Direct Listing Scheme</li> </ul>	<ul style="list-style-type: none"> <li>SEBI Act, 1992</li> <li>Depositories Act, 1996</li> <li>Securities Contracts Regulation (SCRA) Act 1956</li> <li>Companies Act, 2013</li> <li>RBI Act, 1934</li> <li>Indian Stamp Act, 1899</li> <li>The Competition Act &amp; The Competition (Amendment) Act 2007</li> <li>Insolvency and Bankruptcy Code, 2016</li> <li>Forward Contracts (Regulation) Act, 1956</li> <li>WDR Act, 2007</li> <li>Foreign Exchange Management Act, 1999</li> <li>SEBI (Foreign Portfolio Investors) Regulations, 2014</li> <li>Foreign Exchange Management (Current Account Transactions) Rules</li> <li>Foreign Exchange Management (Permissible Capital Account Transactions) Regulations</li> <li>Foreign Exchange Management (Borrowing and Lending in Rupees and Foreign Exchange) Regulations</li> <li>Foreign Exchange Management (Foreign Exchange Derivative Contracts) Regulations</li> <li>Foreign Exchange Management (Foreign Currency Accounts by a Person Resident in India) Regulations</li> <li>Foreign Exchange Management (Transfer or Issue of Security by a Person Resident outside India and Transfer or Issue of any Foreign Security) Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Financial Inclusion in Stock Market</li> <li>Development of ESG Index</li> <li>Setting up of Social Stock Exchange</li> <li>Database of stock exchanges</li> <li>SEBI regulations &amp; circulars</li> <li>RBI Circulars</li> <li>Functioning of International stock exchanges</li> <li>Functioning of foreign financial regulators</li> <li>Technical know-how of stock exchanges</li> <li>Financial Development Index</li> <li>Functioning of IFSC of different countries</li> <li>Global trends pertaining to IFSCs</li> <li>Best practices pertaining to IFSCs</li> </ul>

## Domain Competencies- Financial Markets Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>International Financial Architecture</li> <li>Sovereign Credit Rating methodology &amp; indicators</li> <li>Financial Development Index upliftment</li> <li>Financial Regulations</li> <li>Financial Market Risk Management</li> <li>Macroeconomic indicators</li> <li>Statute Administration/ Legal Document Drafting</li> </ul>		<ul style="list-style-type: none"> <li>Foreign Exchange Management (Export of Goods and Services) Regulations</li> <li>Foreign Exchange Management Regulations concerning Guarantees, Deposits, Insurance, Remittance of Assets and Export &amp; Import of Currency</li> <li>Foreign Exchange Management (Non Debt Instruments), Rules, 2019</li> <li>FEMA 22 R for establishment of Liaison office / Branch office/ Project Office in India by Foreign entities</li> <li>References from MHA on Foreign Contribution Regulation Act (FCRA)</li> <li>Foreign Exchange Management (Deposit) Regulations, 2016</li> <li>International Financial Services Centres Authority Act, 2019- Section 31, Section 12 &amp; Section 13</li> <li>SEZ Act, 2005</li> <li>The Banking Regulation Act, 1949 (10 of 1949)</li> <li>The Deposit Insurance and Credit Guarantee Corporation Act, 1961 (47 of 1961)</li> <li>The Credit Information Companies (Regulation) Act, 2005</li> <li>The Government Securities Act, 2006</li> <li>The Payment and Settlement Systems Act, 2007</li> <li>The Insurance Act, 1938</li> <li>The General Insurance Business (Nationalisation) Act, 1972</li> <li>The Insurance Regulatory and Development Authority Act, 1999</li> <li>The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>Factoring Regulation Act, 2011</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>1. Knowledge of Primary Markets</b>	<ul style="list-style-type: none"> <li>• Possess understanding of primary market which is the type of financial market where new securities are issued and become available for trading by individuals and institutions.</li> <li>• Possess understanding of various types of Primary Market Issues which includes initial public offerings (IPOs), Follow-on Public Offerings (FPOs), Rights issues, Bonus issues, Private placements, Preferential allotments, and Qualified Institutional Placements.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Depositories Act, 1996</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Companies Act, 2013</li> </ul>	

<b>2. Supervision of Quasi-Judicial Bodies like SEBI</b>	<ul style="list-style-type: none"> <li>• Understanding of policy and functioning of Quasi-Judicial Bodies like SEBI.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Depositories Act, 1996</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Companies Act, 2013</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>3. Knowledge of Security Market by player/product/Institution</b>	<ul style="list-style-type: none"> <li>• Possess understanding of policies regulating <b>Security Market products</b> like Corporate Bond Market, Mutual Funds, Collective investment schemes, investment funds, Merchant Banks etc.</li> <li>• Possess understanding of policies regulating <b>Security Market Players</b> like Private Equity &amp; Venture Capital</li> <li>• Possess understanding of policies regulating <b>Security Market Institutions</b> like Stock Exchanges, Securities Appellate Tribunal, FIMMDA, ASSOCHAM, credit rating agencies etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Depositories Act, 1996</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Companies Act, 2013</li> </ul>	

<b>4. Knowledge of Secondary Market &amp; Stock Market movements</b>	<ul style="list-style-type: none"> <li>• Possess understanding of Secondary Market which is the type of financial market where securities are traded after being initially offered to the public in the primary market and/or listed on the Stock Exchange. Secondary market comprises of equity markets and the debt markets.</li> <li>• Possess understanding of market movements, daily market report and database relating to Stock Markets</li> <li>• Possess understanding of methods to maintain market data/reports/dashboards</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Depositories Act, 1996</li> <li>• RBI Act, 1934</li> <li>• Companies Act, 2013</li> <li>• Indian Stamp Act, 1899</li> <li>• The Competition Act &amp; The Competition (Amendment) Act 2007</li> <li>• Insolvency and Bankruptcy Code, 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Inclusion in Stock Market</li> <li>• Development of ESG Index</li> <li>• Setting up of Social Stock Exchange</li> <li>• Database of stock exchanges</li> <li>• SEBI regulations &amp; circulars</li> <li>• RBI Circulars</li> <li>• Functioning of International stock exchanges</li> <li>• Functioning of foreign financial regulators</li> <li>• Technical know-how of stock exchanges</li> </ul>

## Domain Competencies- Financial Markets Division

<b>6. Investor's Grievance</b>	<ul style="list-style-type: none"> <li>• Possess understanding of various grievances investors face in the market and dispose off the grievances on CPGRAMS.</li> <li>• Formulate reforms required in Investors' Grievance Redressal Mechanisms</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Depositories Act, 1996</li> <li>• RBI Act, 1934</li> <li>• Companies Act, 2013</li> <li>• Indian Stamp Act, 1899</li> <li>• The Competition Act &amp; The Competition (Amendment) Act 2007</li> <li>• Insolvency and Bankruptcy Code, 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Inclusion in Stock Market</li> <li>• Development of ESG Index</li> <li>• Setting up of Social Stock Exchange</li> <li>• Database of stock exchanges</li> <li>• SEBI regulations &amp; circulars</li> <li>• RBI Circulars</li> <li>• Functioning of International stock exchanges</li> <li>• Functioning of foreign financial regulators</li> <li>• Technical know-how of stock exchanges</li> </ul>

<b>7. Commodity Derivatives Market &amp; Commodities for futures trading</b>	<ul style="list-style-type: none"> <li>• Understanding of commodity derivatives market which includes design of new products /contracts, entry of new players- domestic as well as foreign, harmonization of rules and procedures with securities market, encouraging hedging by government entities / farmers etc.</li> <li>• Understanding of integration of Commodity spot and derivatives market</li> <li>• Understanding the concept of futures trading of commodities where a commodities futures agreement is prepared to sell or buy the commodity at a specific price on a specific date in the future</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Forward Contracts (Regulation) Act, 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956- Section 2 (b) c</li> <li>• WDRA Act, 2007</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>8. Knowledge of National Spot Exchange &amp; Gold Spot Exchange</b>	<ul style="list-style-type: none"> <li>• Understanding functioning of National Spot Exchange Limited, scams &amp; risks associated with the spot exchanges</li> <li>• Understanding the concept of gold spot trading where spot gold is bought or sold for almost immediate settlement.</li> <li>• Understanding the rules and regulations relating to Gold spot exchange which allows spot trading of physical gold represented by electronic gold receipts (EGRs).</li> <li>• Understanding of integration of gold derivatives with gold spot</li> <li>• Keeping abreast with global trends pertaining to gold spot exchanges.</li> <li>• Understanding of the concept of Vault management to store gold commodity</li> <li>• Possess understanding of policies, tax provisions, grievances related to Gold Spot exchange</li> <li>• Understanding of linkage of Gold spot with international exchange like Bullion Exchanges, Bullion Depository Receipt</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Forward Contracts (Regulation) Act, 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956- Section 2 (b) c</li> <li>• WDRA Act, 2007</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>9. Warehousing Arrangement with WDRA &amp; Ministry of Consumer Affairs</b>	<ul style="list-style-type: none"> <li>• Keeping abreast with acts/guidelines of WDRA related to repositories of commodities in warehouses</li> <li>• Ability to integrate private warehouses with WDRA for maximise the storage spaces</li> <li>• Understands and propose ways to utilise WDRA warehouses</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Forward Contracts (Regulation) Act, 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956- Section 2 (b) c</li> <li>• WDRA Act, 2007</li> </ul>	

<b>10. Commodity Exchange System</b>	<ul style="list-style-type: none"> <li>• Understanding the working of <b>Multi Commodity Exchange (MCX)</b> that allows traders to trade in gold, silver, and other precious metals for a high return. Overall, the MCX offers a trading platform for options such as energy, bullion, non-ferrous metals, and other agricultural commodities.</li> <li>• Understanding the working of <b>National Commodity and Derivative Exchange (NCDEX)</b> that allows multi-commodity trading exchange that enables traders to trade agricultural commodities such as wheat, oil and soybeans.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Forward Contracts (Regulation) Act, 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956- Section 2 (b) c</li> <li>• WDRA Act, 2007</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>11. Forward Markets Commission</b>	<ul style="list-style-type: none"> <li>• Possess understanding of Forward Markets Commission (FMC) as it used to regulate the commodity market before 2015</li> <li>• Possess understanding of rules &amp; regulations by SEBI to regulate the commodity market as after 2015, the regulatory powers moved from FMC to SEBI</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Forward Contracts (Regulation) Act, 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956- Section 2 (b) c</li> <li>• WDRA Act, 2007</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>12. Knowledge of External Markets</b>	<ul style="list-style-type: none"> <li>• Possess understanding of policies and functioning of external market as it is place for investment opportunities which are offered outside the country's jurisdiction .</li> <li>• Understanding of Foreign portfolio investment (FPI) and policies related to FPI which is holding financial assets from a country outside India. FPI holdings can include stocks, ADRs, GDRs, bonds, mutual funds, and exchange traded funds.</li> <li>• Understanding of Depository Receipts which are foreign currency denominated instruments issued outside India by a foreign depository on the back of an Indian security deposited with a domestic Indian custodian in India.</li> <li>• Possess understanding on how to monitor Global bond indices which related to the emerging debt markets which monitor local currency bonds that are issued by governments of various developing nations.</li> <li>• Possess understanding of functioning of Currency Derivatives markets which includes Foreign Exchange Derivatives, Interest Rate Derivatives and other derivatives</li> <li>• Possess understanding of Sukuk Bonds and policies regulating the Sukuk Bonds</li> <li>• Keeps abreast with the Bilateral/Multilateral Currency Swap Agreements of India and other countries</li> <li>• Possess understanding of India's Overseas Direct Investments and acts &amp; policies regulating ODI.</li> <li>• Understanding of Sovereign wealth fund which are used to investment in real and financial assets and the fund is funded by foreign exchange reserves that are held by the central bank. They are controlled by the government with trade surpluses and abundant foreign monetary reserves.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Policy related to External Commercial Borrowings, Trade Credits and Structured Obligations</li> <li>• Framework for issuance of Rupee denominated Bonds in on-shore and off-shore market</li> <li>• Combined Corporate Debt Limit (CCDL) policy for all foreign investments in Rupee denominated bonds –onshore and offshore</li> <li>• Policies related to Depository Receipts Scheme (ADR/GDR)</li> <li>• Policies related to Bharat Depository Receipts/Indian Depository Receipts (BhDR/IDR)</li> <li>• Direct Listing Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign Exchange Management Act, 1999</li> <li>• SEBI (Foreign Portfolio Investors) Regulations, 2014</li> <li>• Foreign Exchange Management (Current Account Transactions) Rules</li> <li>• Foreign Exchange Management (Permissible Capital Account Transactions) Regulations</li> <li>• Foreign Exchange Management (Borrowing and Lending in Rupees and Foreign Exchange) Regulations</li> <li>• Foreign Exchange Management (Foreign Exchange Derivative Contracts) Regulations</li> <li>• Foreign Exchange Management (Foreign Currency Accounts by a Person Resident in India) Regulations</li> <li>• Foreign Exchange Management (Transfer or Issue of Security by a Person Resident outside India and Transfer or Issue of any Foreign Security) Regulations</li> </ul>	

## Domain Competencies- Financial Markets Division

<b>12. Knowledge of External Markets (Continued...)</b>		
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• Foreign Exchange Management (Export of Goods and Services) Regulations</li> <li>• Foreign Exchange Management Regulations concerning Guarantees, Deposits, Insurance, Remittance of Assets and Export &amp; Import of Currency</li> <li>• Foreign Exchange Management (Non Debt Instruments), Rules, 2019</li> <li>• FEMA 22 R for establishment of Liaison office / Branch office/ Project Office in India by Foreign entities</li> <li>• References from MHA on Foreign Contribution Regulation Act (FCRA)</li> <li>• Foreign Exchange Management (Deposit) Regulations, 2016</li> </ul>	



## Domain Competencies- Financial Markets Division

<b>13. International Financial Services Centres Policy Administration</b>	<ul style="list-style-type: none"> <li>• Possess understanding of functioning of IFSCA which is established by an Act of Parliament to develop and regulate the financial products, financial services and financial institutions located / performed in the International Financial Services Centres in India.</li> <li>• Understanding of policies and acts regulating IFSCA</li> <li>• Handling signing of bilateral and multilateral MoUs by IFSCA for strengthening mutual co-operation with overseas financial regulators/authorities</li> <li>• Handling Budgetary, Administrative and establishment matters of International Financial Services Centres Authority</li> <li>• Supervising projects and schemes sanctioned to IFSCA including the IFSCA HQ Project, Sup-Tech Project and Fintech Incentive Scheme</li> <li>• Ability to understand challenges faced by IFSCs and propose agenda to mitigate the challenges against the board and policy amendments</li> <li>• Ability to propose ways for developments of IFSCs</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019- Section 31, Section 12 &amp; Section 13</li> <li>• SEZ Act, 2005</li> <li>• The Reserve Bank of India Act, 1934 (2 of 1934)</li> <li>• The Banking Regulation Act, 1949 (10 of 1949)</li> <li>• The Deposit Insurance and Credit Guarantee Corporation Act, 1961 (47 of 1961)</li> <li>• The Foreign Exchange Management Act, 1999 (42 of 1999)</li> <li>• The Credit Information Companies (Regulation) Act, 2005</li> <li>• The Government Securities Act, 2006</li> <li>• The Payment and Settlement Systems Act, 2007</li> <li>• The Securities Contracts (Regulation) Act, 1956</li> <li>• The Securities and Exchange Board of India Act, 1992</li> <li>• The Depositories Act, 1996</li> <li>• The Insurance Act, 1938</li> <li>• The General Insurance Business (Nationalisation) Act, 1972</li> <li>• The Insurance Regulatory and Development Authority Act, 1999</li> <li>• The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>• Factoring Regulation Act, 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Functioning of IFSC of different countries Global trends pertaining to IFSCs</li> <li>• Best practices pertaining to IFSCs</li> </ul>

## Domain Competencies- Financial Markets Division

<b>14. Fund management</b>	<p>Possess understanding of:</p> <ul style="list-style-type: none"> <li>• Global fund management structures</li> <li>• Policies &amp; regulations governing global fund management</li> <li>• Risks &amp; challenges of fund management</li> <li>• Tax implications related to foreign fund management</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019- Section 31, Section 12 &amp; Section 13</li> <li>• SEZ Act, 2005</li> <li>• The Reserve Bank of India Act, 1934 (2 of 1934)</li> <li>• The Banking Regulation Act, 1949 (10 of 1949)</li> <li>• The Deposit Insurance and Credit Guarantee Corporation Act, 1961 (47 of 1961)</li> <li>• The Foreign Exchange Management Act, 1999 (42 of 1999)</li> <li>• The Credit Information Companies (Regulation) Act, 2005</li> <li>• The Government Securities Act, 2006</li> <li>• The Payment and Settlement Systems Act, 2007</li> <li>• The Securities Contracts (Regulation) Act, 1956</li> <li>• The Securities and Exchange Board of India Act, 1992</li> <li>• The Depositories Act, 1996</li> <li>• The Insurance Act, 1938</li> <li>• The General Insurance Business (Nationalisation) Act, 1972</li> <li>• The Insurance Regulatory and Development Authority Act, 1999</li> <li>• The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>• Factoring Regulation Act, 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Functioning of IFSC of different countries Global trends pertaining to IFSCs</li> <li>• Best practices pertaining to IFSCs</li> </ul>

## Domain Competencies- Financial Markets Division

<b>15. International Financial Architecture</b>	Possess understanding of: <ul style="list-style-type: none"> <li>• Global Financial system</li> <li>• Measure taken to strengthen the international financial architecture</li> <li>• Emerging global financial market economies</li> <li>• Global financial trends,</li> <li>• Best practices adopted by various countries for their financial regulators</li> <li>• Challenges faced by other countries</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019- Section 31, Section 12 &amp; Section 13</li> <li>• SEZ Act, 2005</li> <li>• The Reserve Bank of India Act, 1934 (2 of 1934)</li> <li>• The Banking Regulation Act, 1949 (10 of 1949)</li> <li>• The Deposit Insurance and Credit Guarantee Corporation Act, 1961 (47 of 1961)</li> <li>• The Foreign Exchange Management Act, 1999 (42 of 1999)</li> <li>• The Credit Information Companies (Regulation) Act, 2005</li> <li>• The Government Securities Act, 2006</li> <li>• The Payment and Settlement Systems Act, 2007</li> <li>• The Securities Contracts (Regulation) Act, 1956</li> <li>• The Securities and Exchange Board of India Act, 1992</li> <li>• The Depositories Act, 1996</li> <li>• The Insurance Act, 1938</li> <li>• The General Insurance Business (Nationalisation) Act, 1972</li> <li>• The Insurance Regulatory and Development Authority Act, 1999</li> <li>• The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>• Factoring Regulation Act, 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Functioning of IFSC of different countries Global trends pertaining to IFSCs</li> <li>• Best practices pertaining to IFSCs</li> </ul>

## Domain Competencies- Financial Markets Division

<b>16. Sovereign Credit Rating methodology &amp; indicators</b>	<ul style="list-style-type: none"> <li>• Understanding of the concept of Sovereign credit rating that is independent assessment of the creditworthiness of a country or sovereign entity.</li> <li>• Understanding of methodology used for Sovereign Credit Rating by various credit rating agencies like Fitch, Moody's, S&amp;P, DBRS, JCRA, R&amp;I</li> <li>• Periodically engage with the stakeholders of various credit rating agencies to maintain healthy relationship and convey the transparent picture of the country's economy</li> <li>• Periodically monitor and analyse databases/indices/reports which are used to determine the credit rating of the country (like Public debt to GDP, Government debt to GDP which are published by RBI)</li> <li>• Understanding the process of conducting periodic International Financial Regulatory Cooperation dialogues/interactions happening between India and other countries &amp; international organizations like bilateral/multilateral agencies.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019</li> <li>• Foreign Exchange Management Act, 1999</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Companies Act, 2013</li> <li>• RBI Act, 1934</li> <li>• SEZ Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Development Index</li> </ul>

## Domain Competencies- Financial Markets Division

<b>17. Financial Development Index upliftment</b>	<ul style="list-style-type: none"> <li>• Possess understanding of the Financial Development Index published by World Economic Forum which measures and analyses the factors enabling the development of financial systems among different economies .</li> <li>• Possess understanding of the methodology and factors analysed used to position the India's ranking in the index</li> <li>• Ability to come up with ways to improve India's ranking in the index</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019</li> <li>• Foreign Exchange Management Act, 1999</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Companies Act, 2013</li> <li>• RBI Act, 1934</li> <li>• SEZ Act, 2005</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Development Index</li> </ul>

<b>18. Financial Regulations</b>	<ul style="list-style-type: none"> <li>• Understanding and overseeing the regulatory framework for development of financial ecosystem in Primary Market, Secondary Market, Foreign Portfolio Investments, IFSC, indirect investment by foreign investors etc. for financial regulators like SEBI, RBI, IRDAI, PFRDA, IFSCA</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• International Financial Services Centres Authority Act, 2019</li> <li>• SEBI Act, 1992</li> <li>• RBI Act, 1934</li> <li>• Insurance Regulatory and Development Authority Act, 1999</li> <li>• Small Industries Development Bank of India Act, 1989</li> <li>• Pension Fund Regulatory &amp; Development Authority Act</li> <li>• Securities Contracts Regulation (SCRA) Act 1956-</li> <li>• Securities and Exchange Board of India Depositories Act, 1996</li> </ul>	

## Domain Competencies- Financial Markets Division

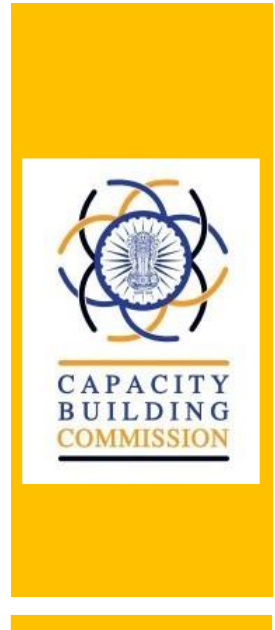
<b>19. Financial Market Risk Management</b>	<ul style="list-style-type: none"> <li>• Ability to identify, analyse and strategize ways to mitigate financial market risks to decrease its impact on the financial ecosystem of the country.</li> <li>• Possess understanding of financial market triggers and ways to mitigate risks/challenges arising from them</li> <li>• Understanding of Cybersecurity framework and guidelines pertaining to financial markets</li> </ul>
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<b>20. Macroeconomic indicators</b>	<ul style="list-style-type: none"> <li>• Understanding the process of monitoring macroeconomic factors like inflation, fiscal policy, employment levels, national income, and international trade and their impact on the financial markets.</li> </ul>
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<b>21. Statute Administration/ Legal Document Drafting</b>	<ul style="list-style-type: none"> <li>• Understanding of the acts governing the financial markets &amp; the financial Regulators</li> <li>• Understanding on how to interpret the provisions of the Acts</li> <li>• Understanding of how to amend the Legislation under the Act</li> <li>• Understanding of various powers vested to Govt under the Act to regulate the financial market &amp; financial regulators</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>• SEBI Act, 1992</li> <li>• Depositories Act, 1996</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• SEBI Act, 1992</li> <li>• Securities Contracts Regulation (SCRA) Act 1956</li> <li>• Depositories Act, 1996</li> <li>• Foreign Exchange Management Act, 1999</li> <li>• SEBI (Foreign Portfolio Investors) Regulations, 2014</li> <li>• International Financial Services Centres Authority Act, 2019</li> </ul>	

# Financial Stability & Cyber Security Division



## Domain Competencies- FSCS Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>Financial sector stability, vulnerabilities and risk</li> <li>Working of Financial Stability and Development Council (FSDC)</li> <li>Financial Stability- Data Integration and Analysis</li> <li>Working of the Financial Stability Board (Board) and G20 FMCBGs deliberations</li> <li>Financial Inclusion &amp; Financial Literacy</li> <li>Working of other International agencies like IMF, BIS, BCBS, IOSCO, IAIS, IFRS, ISSB etc. as well as International financial stability related institutions</li> <li>Macro prudential supervision of the economy including the functioning of large financial conglomerates etc.</li> <li>Management of stressed assets</li> <li>Financial sector development assessment</li> <li>Cyber Security in Financial Sector</li> </ul>	<ul style="list-style-type: none"> <li>Schemes – like ECLGS, SLS etc.</li> <li>Policies made by FSB</li> <li>Monetary Policy</li> <li>National Strategy for Financial Education</li> <li>National Strategy for Financial Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>RBI Act, 1934</li> <li>The Banking Regulation Act, 1949</li> <li>Securities and Exchange Board of India Act, 1992</li> <li>Insurance Regulatory and Development Authority Act, 1999</li> <li>The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>The Insolvency and Bankruptcy Code, 2016</li> <li>The International Financial Services Centres Authority Act, 2019</li> <li>FSB Charter</li> <li>G20 FMCBGs Communique</li> <li>G20 Leaders' Declarations</li> <li>Information Technology Act, 2000 and Rules</li> <li>IT –Act 2000 (amended 2008) and Rules.</li> <li>CERT-IN/CSIRT-FIN, NCHPC, Financial sector regulators legislations and</li> <li>Digital Data Protection Bill</li> </ul>	<ul style="list-style-type: none"> <li>Report on Observance of Standards and Codes (ROSC)</li> <li>Economic Capital Framework, Annual Report/Economic Survey/Other Routine Reports.</li> <li>Global Financial Stability Report by IMF</li> <li>Special Publications by World Bank &amp; IMF on Growth outlook and Economy outlook</li> <li>Debt Sustainability Analysis (DSA) - World Bank</li> <li>Financial Stability Report</li> <li>Publications of all regulators like SEBI, RBI etc</li> <li>Semi annual reports published by RBI on Monterey Policy</li> <li>A new framework for monetary policy - Urjit Patel panel's recommendations</li> <li>Report of the internal working group to review the Liquidity Management Framework</li> <li>Economic Capital Framework of the Reserve Bank of India- Bimal Jalan committee report</li> <li>Annual report of Central Banks around the world</li> </ul>

## Domain Competencies- FSCS Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
			<ul style="list-style-type: none"> <li>Daily report on financial sector development prepared within the division</li> <li>IMF Global Financial Stability report and World Economic Outlook</li> <li>World Bank, ADB, OECD Growth Projections</li> <li>FSRs published by the Central Banks of USA, England, European Nations, China</li> <li>Financial Stability index by New York City</li> <li>Financial Stability index by Chicago</li> <li>Financial Stress indicators</li> <li>Financial Condition indicators</li> <li>Annual Reports of FSDC</li> <li>IBC processes and Resolution framework</li> <li>FSB's Priority Areas of Work and ongoing/legacy work.</li> <li>FSB Reports – Thematic Peer Review and Country Peer Review</li> <li>Survey Questionnaires</li> <li>Functioning of NCFE</li> <li>Financial Inclusion Index of RBI</li> <li>G20 GPFI and FIAP</li> <li>FSAP Recommendations and follow up</li> <li>FSAP Review processes</li> <li>FSAP (Financial Sector Assessment Programme) undertaken jointly by IMF and World Bank.</li> </ul>

## Domain Competencies- FSCS Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
			<ul style="list-style-type: none"> <li>• Computer Security Incident Response Team for Financial Sector (CSIRT-Fin) SOPs/ guidelines .</li> <li>• Cyber Security Framework of Cyber Security</li> <li>• Cyber security related guidelines, circulars, SOPs.</li> <li>• Cyber Security benchmarks by IMF,FSB, IOSCO,PFMI</li> <li>• Global best practices in Cyber security</li> <li>• Cyber security reports</li> <li>• Emerging cyber security threats report</li> </ul>

## Domain Competencies- FSCS Division

<b>1. Financial sector stability, vulnerabilities and risk</b>	<ul style="list-style-type: none"> <li>• Understanding of financial system, financial sector developments, financial risks, identification of vulnerabilities for maintaining financial stability and enhancing inter-regulatory coordination and promoting financial sector development.</li> <li>• Knowledge of how to Monitor risks, identify vulnerabilities, and emerging concerns</li> <li>• Knowledge of various economic reports, surveys &amp; frameworks for e.g., Economic Capital Framework, Annual Report/Economic Survey/Other Routine Reports .</li> </ul>		
Demonstrates knowledge and understanding of:			
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines	
		<ul style="list-style-type: none"> <li>• Report on Observance of Standards and Codes (ROSC)</li> <li>• Economic Capital Framework, Annual Report/Economic Survey/Other Routine Reports .</li> <li>• Global Financial Stability Report by IMF</li> <li>• Special Publications by World Bank &amp; IMF on Growth outlook and Economy outlook</li> <li>• Debt Sustainability Analysis (DSA) - World Bank</li> </ul>	

## Domain Competencies- FSCS Division

<b>2. Working of Financial Stability and Development Council (FSDC)</b>	<ul style="list-style-type: none"> <li>Understands the Constitution of the FSDC and its Mandates</li> <li>Possess knowledge about the previous meetings agendas, decisions taken and Action Taken Report follow up</li> <li>Understanding of Agenda Setting process of the Council meetings</li> <li>Knowledge of the details of FSDC-Sub-Committee and its Working Groups</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>Monetary Policy</li> </ul>	<ul style="list-style-type: none"> <li>RBI Act, 1934</li> <li>The Banking Regulation Act, 1949</li> <li>Securities and Exchange Board of India Act, 1992</li> <li>Insurance Regulatory and Development Authority Act, 1999</li> <li>The Pension Fund Regulatory and Development Authority Act, 2013</li> <li>The Insolvency and Bankruptcy Code, 2016</li> <li>The International Financial Services Centres Authority Act, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Financial Stability Report</li> <li>Publications of all regulators like SEBI, RBI etc</li> <li>Annual Reports of FSDC</li> <li>IBC processes and Resolution framework</li> <li>Semi annual reports published by RBI on Monetary Policy</li> <li>A new framework for monetary policy - Urjit Patel panel's recommendations</li> <li>Report of the internal working group to review the Liquidity Management Framework</li> <li>Economic Capital Framework of the Reserve Bank of India- Bimal Jalan committee report</li> <li>Annual report of Central Banks around the world</li> </ul>

## Domain Competencies- FSCS Division

<b>3. Financial Stability Data Integration and Analysis</b>	Knowledge of methods and practices of analysis of financial stability indicators which aims at detecting and monitoring cyclical or structural vulnerabilities in the financial system. Analyses might warn of possible threats to financial stability, but the aim is not to forecast the occurrence of destabilising events.	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines</b>
		<ul style="list-style-type: none"> <li>Daily report on financial sector development prepared within the division</li> <li>IMF Global Financial Stability report and World Economic Outlook</li> <li>World Bank, ADB, OECD Growth Projections</li> <li>FSRs published by the Central Banks of USA, England, European Nations, China</li> <li>Financial Stability index by New York City</li> <li>Financial Stability index by Chicago</li> <li>Financial Stress indicators</li> <li>Financial Condition indicators</li> </ul>

## Domain Competencies- FSCS Division

<b>4. Working of the Financial Stability Board (Board) and G20 FMCBGs deliberations</b>	<ul style="list-style-type: none"> <li>• Knowledge about structure and mandate of Financial Stability Board</li> <li>• Understands the FSB's Working procedure – Plenary, Steering Committee, Standing Committees, Working Groups</li> <li>• Understand FSB's Role in G20 Finance Ministers and Central Bank Governors (FMCBGs)</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
	<ul style="list-style-type: none"> <li>• FSB Charter</li> <li>• G20 FMCBGs Communique</li> <li>• G20 Leaders' Declarations</li> </ul>	<ul style="list-style-type: none"> <li>• FSB's Priority Areas of Work and ongoing/legacy work.</li> <li>• FSB Reports – Thematic Peer Review and Country Peer Review</li> <li>• Survey Questionnaires</li> </ul>
<b>5. Financial Inclusion &amp; Financial Literacy</b>	<ul style="list-style-type: none"> <li>• Knowledge of Government and Regulators efforts towards Financial Literacy</li> <li>• Knowledge of financial markets and different financial products &amp; services available to financially excluded population and for the business/SMEs and its accessibility</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>• National Strategy for Financial Education</li> <li>• National Strategy for Financial Inclusion</li> </ul>		<ul style="list-style-type: none"> <li>• Functioning of NCFE</li> <li>• Financial Inclusion Index of RBI</li> <li>• G20 GPFI and FIAP</li> </ul>

## Domain Competencies- FSCS Division

<b>6. Working of other International agencies like IMF, BIS, BCBS, IOSCO, IAIS, IFRS, ISSB etc. as well as International financial stability related institutions</b>	<ul style="list-style-type: none"> <li>• Knowledge of work done by the international agencies like IMF, BIS, BCBS, IOSCO, IAIS, IFRS, ISSB etc. including the Global Financial Stability Report, World Economic Outlook of IMF, and reports &amp; papers prepared by all agencies.</li> <li>• Possess knowledge &amp; awareness about the functioning of and work done by relevant international financial organizations &amp; banks.</li> <li>• Understands the stability assessment under the FSAP which is carried out by IMF covers an evaluation of three components: (1) the source, probability, and potential impact of the main risks to macro financial stability in the near-term; (2) the country's financial stability policy framework; and (3) the authorities' capacity to manage and resolve a financial crisis should the risks materialize.</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
		<ul style="list-style-type: none"> <li>• FSAP Recommendations and follow up</li> <li>• FSAP Review processes</li> <li>• FSAP (Financial Sector Assessment Programme) undertaken jointly by IMF and World Bank.</li> </ul>
<b>7. Macro prudential supervision of the economy including the functioning of large financial conglomerates etc.</b>	<ul style="list-style-type: none"> <li>• Understanding of country's financial system and measures to increase resilience to shocks by addressing possible systemic risks</li> </ul>	



## Domain Competencies- FSCS Division

<b>8. Management of stressed assets</b>	<ul style="list-style-type: none"> <li>• Understanding of The Insolvency and Bankruptcy Code (IBC) 2016, and how to manage and transfer stressed assets</li> <li>• Understanding the mechanism to evaluate the stressed assets</li> <li>• Ability to research and study the existing system to manage stressed assets</li> <li>• Keeps abreast with the global practices to manage stressed assets.</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• The Insolvency and Bankruptcy Code (IBC) 2016</li> </ul>	

<b>9. Financial sector development assessment</b>	<ul style="list-style-type: none"> <li>• Understanding and analysing the scope for development of financial sector in India including in banking, insurance, capital market, pension sector and also to make these systems work smoothly</li> <li>• Knowledge of assessment carried out by World Bank which focuses on medium to long-term needs for the deepening and strengthening of the financial sector, and addresses major weaknesses affecting the sector's efficiency, soundness, and contribution to long-term growth and social development</li> <li>• Possess understanding of the concept of financial soundness by analysing the relevant indicators and is able to find risks and suggest ways to mitigate the challenges.</li> <li>• Understanding of Capital allocation exchange of margin system</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
	Bilateral Netting of Financial Contracts Act, 2020	

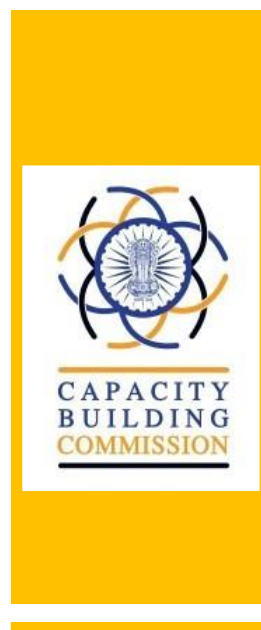
## Domain Competencies- FSCS Division

<b>10. Cyber Security in Financial Sector</b>	<ul style="list-style-type: none"> <li>• Knowledge of ways to strengthen Cyber Security Framework in the financial sector in consultation with regulators and other agencies/Departments concerned .</li> <li>• Knowledge of the critical cyber information infrastructure and ability of identifying them</li> <li>• Understanding the issues related to cyber security for coordinating with multiple stakeholders in government, financial sector regulators, and national and global agencies to discuss the issues</li> <li>• Understanding &amp; monitoring the sectoral efforts in the financial sector towards maintaining dynamic and modern cyber security resilience</li> <li>• Being aware of risks of security of emerging technologies in the sector and security aspects of emerging technologies like AI/ML, Blockchain etc.</li> <li>• Keeps abreast with global good practices relating to financial cyber security systems.</li> <li>• Knowledge of digital economics such as: Computer security, Cyber security, Digital payment service provider/Data residency issues, Credit rating agency inputs etc.</li> <li>• Understanding of the working of CSIRT-Fin which identifies the cyber Security lapse in the financial sector</li> <li>• Understanding of CSIRT-Fin as Cyber security is critical for safeguarding the integrity and stability of our financial sector</li> </ul>
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Demonstrates knowledge and understanding of:

Policies and Schemes*	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>• Information Technology Act, 2000 (amended 2008) and Rules .</li> <li>• CERT-IN/CSIRT-FIN, NCIIPC, Financial sector regulators legislations and</li> <li>• Digital Data Protection Bill</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber Security Framework of Cyber Security</li> <li>• Cyber security related guidelines, circulars, SOPs</li> <li>• Cyber Security benchmarks by IMF,FSB, IOSCO,PFMI</li> <li>• Global best practices in Cyber security</li> <li>• Cyber security reports</li> <li>• Emerging cyber security threats report\Computer Security Incident Response Team for Financial Sector (CSIRT-Fin) SOPs / guidelines</li> </ul>

# Financial Sector Reforms & Legislation Division



## Domain Competencies- FSRL Division

Demonstrates knowledge and understanding of:			
Domain knowledge*	Polices and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Financial sector stability and vulnerabilities</li> <li>Financial Sector developments</li> <li>Government foreign exchange reserves</li> <li>Government financial reserves</li> <li>Indian financial regulatory architecture</li> <li>OTC derivatives</li> <li>Operationalisation of monetary policy</li> <li>Insolvency and Consumer Protection Principles</li> <li>Laws concerning regulatory bodies in India</li> </ul>	<ul style="list-style-type: none"> <li>Policy and legislative proposals in tune with the recommendations of the FSRLC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Payment and Settlement Systems Act 2007</li> <li>Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>Finance Act 2017</li> <li>Financial Resolution and Deposit Insurance Bill, 2017 (the Bill)</li> <li>The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> <li>Indian Financial Code, 2015</li> <li>Monetary Policy Process Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Inflation target framework</li> <li>Monetary Policy Framework of RBI</li> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>

## Domain Competencies- FSRL Division

<b>1. Financial sector stability and vulnerabilities</b>	<ul style="list-style-type: none"> <li>Understanding of economy's mechanisms for pricing, allocating, and managing financial risks (banking related, Pension related, Insurance related, Secondary market related etc.) in the Indian and international economies</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Payment and Settlement Systems Act 2007</li> <li>Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Finance Act 2017</li> <li>The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> </ul>	<ul style="list-style-type: none"> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>

## Domain Competencies- FSRL Division

<b>2. Financial Sector developments</b>	<ul style="list-style-type: none"> <li>Possess knowledge of developments / management principles in the International financial sector by surveys, reports, other sources</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>Policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Payment and Settlement Systems Act 2007</li> <li>Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>Finance Act 2017</li> <li>Financial Resolution and Deposit Insurance Bill, 2017 (the Bill)</li> <li>The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> <li>Indian Financial Code, 2015</li> </ul>	<ul style="list-style-type: none"> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>

## Domain Competencies- FSRL Division

<b>3. Government foreign exchange reserves</b>	<ul style="list-style-type: none"> <li>• Possess knowledge and maintain data related Indian foreign exchange reserves to be used to back liabilities and influence monetary policy.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• Policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Bank of India Act</li> <li>• Banking Regulation Act, 1949</li> <li>• Security Contracts and regulation Act</li> <li>• Securities Exchange Board of India Act</li> <li>• Monetary Policy Process Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Inflation target framework</li> <li>• Monetary Policy Framework of RBI</li> <li>• Global economic reports, surveys, frameworks</li> <li>• Resolution of Financial systems in India</li> </ul>

<b>4. Government financial reserves</b>	<ul style="list-style-type: none"> <li>• Possess understanding and data awareness Indian government's financial reserves including Foreign Currency Assets, Gold, Special Drawing Rights (SDRs), Reserve Tranche Position</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• Policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Bank of India Act</li> <li>• Banking Regulation Act, 1949</li> <li>• Security Contracts and regulation Act</li> <li>• Securities Exchange Board of India Act</li> <li>• Monetary Policy Process Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Inflation target framework</li> <li>• Monetary Policy Framework of RBI</li> <li>• Global economic reports, surveys, frameworks</li> <li>• Resolution of Financial systems in India</li> </ul>

## Domain Competencies- FSRL Division

<b>5. Indian financial regulatory architecture</b>	<ul style="list-style-type: none"> <li>• Possess knowledge of functioning and linkages of different regulatory bodies in different fields namely banking, capital market, insurance, commodity market, and pension funds like Reserve Bank of India, Unified Financial Agency, Financial Sector Appellate, Tribunal, Resolution Corporation, Financial Redress, Agency, Public Debt Management Agency etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• Policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Bank of India Act</li> <li>• Banking Regulation Act, 1949</li> <li>• Security Contracts and regulation Act</li> <li>• Securities Exchange Board of India Act</li> <li>• Payment and Settlement Systems Act 2007</li> <li>• Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>• Financial Sector reforms and legislations</li> <li>• Fugitive Economic Offenders Act, 2018</li> <li>• Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>• Finance Act 2017</li> <li>• Financial Resolution and Deposit Insurance Bill, 2017 (the Bill)</li> <li>• The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> <li>• Indian Financial Code, 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>• Global economic reports, surveys, frameworks</li> <li>• Resolution of Financial systems in India</li> </ul>

## Domain Competencies FSRL Division

<b>6. OTC derivatives</b>	<ul style="list-style-type: none"> <li>Understanding of over the counter (OTC) derivatives that can be tailored to each party's needs such as Equity Derivatives, Fixed Income Derivatives etc.</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations*</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>Policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies</li> </ul>	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Finance Act 2017</li> <li>Indian Financial Code, 2015</li> </ul>	<ul style="list-style-type: none"> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>
<b>7. Operationalisation of monetary policy</b>	<ul style="list-style-type: none"> <li>Knowledge of mechanisms and channels through which monetary policy operationalization works in India and will also possess understanding of the framework under which monetary policy is working</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations*</b>	<b>Departmental SOPs/ guidelines*</b>
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Indian Financial Code, 2015</li> <li>Monetary Policy Process Regulations</li> <li>Finance Act 2017</li> </ul>	<ul style="list-style-type: none"> <li>Inflation target framework</li> <li>Monetary Policy Framework of RBI</li> </ul>

## Domain Competencies FSRL Division

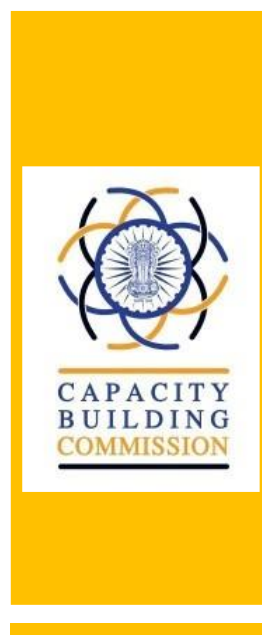
<b>8. Insolvency and consumer protection Principles</b>	<ul style="list-style-type: none"> <li>Knowledge of legal principles, financial distress handling mechanisms for financial institutions facing/ close to insolvency for protect Indian consumer rights</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes*</b>	<b>Acts and regulations*</b>	<b>Departmental SOPs/ guidelines*</b>
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Payment and Settlement Systems Act 2007</li> <li>Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>Finance Act 2017</li> <li>Financial Resolution and Deposit Insurance Bill, 2017 (the Bill)</li> <li>The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> <li>Indian Financial Code, 2015</li> <li>Monetary Policy Process Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Inflation target framework</li> <li>Monetary Policy Framework of RBI</li> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>

## Domain Competencies FSRL Division

<b>9. Laws concerning regulatory bodies in India</b>	<ul style="list-style-type: none"> <li>Understanding of various laws pertaining to the financial sector regulatory bodies in India to coordinate with various stakeholders within these bodies</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes*	Acts and regulations*	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act</li> <li>Banking Regulation Act, 1949</li> <li>Security Contracts and regulation Act</li> <li>Securities Exchange Board of India Act</li> <li>Payment and Settlement Systems Act 2007</li> <li>Insolvency and Bankruptcy code, 2016 and the Companies Act, 2013</li> <li>Financial Sector reforms and legislations</li> <li>Fugitive Economic Offenders Act, 2018</li> <li>Bilateral Netting of Qualified Financial Contracts Act, 2020</li> <li>Finance Act 2017</li> <li>Financial Resolution and Deposit Insurance Bill, 2017 (the Bill)</li> <li>The Bilateral Netting of Qualified Financial Contracts Bill, 2020</li> <li>Indian Financial Code, 2015</li> <li>Monetary Policy Process Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Inflation target framework</li> <li>Monetary Policy Framework of RBI</li> <li>Financial Sector reforms and legislations report (Legislative and non-legislative reforms)</li> <li>Global economic reports, surveys, frameworks</li> <li>Resolution of Financial systems in India</li> </ul>

## International Economic Relations





## Domain Competencies- International Economic Relations Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. G-20 Finance Track</li> <li>2. BRICS Financial Cooperation</li> <li>3. Collaboration with ASEAN &amp; Caribbean Union</li> <li>4. Collaboration with OECD &amp; Shanghai Cooperation Organisation</li> <li>5. Collaboration with SAARC &amp; SAARC Development Fund</li> <li>6. Collaboration with BIMSTEC &amp; BIMSTEC Development Fund</li> </ol>	<ul style="list-style-type: none"> <li>• International Economic Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Charter &amp; Bi-laws of SAARC Development Fund</li> <li>• Charter &amp; Bi-laws of BIMSTEC Fund</li> </ul>	<ul style="list-style-type: none"> <li>• G-20 Reports, Journals, publications, research etc.</li> <li>• International Regulatory Framework</li> <li>• Paris Agreement</li> <li>• Domestic Regulatory Framework.</li> <li>• OECD Economic Survey of India</li> <li>• Framework on Currency Swap Arrangement for SAARC Countries</li> </ul>



## Domain Competencies- IER Division

<b>1. G-20 Finance Track</b>	<ul style="list-style-type: none"> <li>• Possess in-depth knowledge of G-20, G-20 presidencies, and agenda items discussed in the summits so as to prepare for the upcoming G-20 events.</li> <li>• Possess understanding of various agenda items discussed in the G-20 Finance Track Working Groups: Framework Working Group, International Financial Architecture (IFA), Infrastructure Working Group (IWG), Sustainable Finance Working Group (SFWG), Global Partnership for Financial Inclusion (GPII), Joint Finance and Health Task Force, International Taxation Agenda, Financial Sector Issues.</li> <li>• Possess understanding of various agenda items discussed in G-20 Sherpa Trek such as Development, Energy, Climate change, Trade and Labour and Employment, Agriculture, Education, Digital Economy, Innovation, Anti-corruption etc.</li> <li>• Possess skills to negotiate and finalize the communicate on final outcome on the policy issues to be raised in the G-20 summit.</li> <li>• Ability to manage &amp; coordinate G-20 Finance Track meetings and related aspects.</li> <li>• Ability to coordinate and collaborate with Sherpa track to prepare for finance track agenda items</li> <li>• Able to find collaborative conversation points, draw historical precedent from agenda items, and offer proposals for broadening the agenda's scope.</li> <li>• Possess skills to negotiate and finalize the communicate on final outcome on the policy issues</li> <li>• Possess knowledge of the journals/reports released by international organizations like OECD, IMF etc on various topics relating Finance trek &amp; Sherpa track.</li> <li>• Ability to initiate agenda items with Banks, Knowledge partners, member countries to finalize the agenda for the summit events.</li> <li>• Understands the stance of member countries on the major summit agenda topics</li> <li>• Possess awareness about India's socio-political landscape and its interactions with other nations by consulting the Ministry of External Affairs to help in negotiations at multilateral meets.</li> </ul>		
Demonstrates knowledge and understanding of:			
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines	
<ul style="list-style-type: none"> <li>• International Economic Policy</li> </ul>		<ul style="list-style-type: none"> <li>• G-20 Reports, Journals, publications, research relating to working groups</li> <li>• International Regulatory Framework</li> <li>• Paris Agreement</li> <li>• Domestic Regulatory Framework.</li> </ul>	

## Domain Competencies- IER Division

<b>2. BRICS Financial Cooperation</b>	<ul style="list-style-type: none"> <li>• Possess in-depth knowledge of BRICS, presidencies, and agenda items discussed in the summits so as to prepare for the upcoming events.</li> <li>• Ability to coordinate on the BRICS Financial Cooperation agenda in consultation with Reserve Bank of India and other key stakeholders from Government of India.</li> <li>• Ability to conducting meetings &amp; coordination of BRICS Finance Ministers and Central Bank Governors meetings and BRICS FMCBG Deputies Meeting</li> <li>• Possess in-depth understanding of various agenda items discussed in the BRICS Economic and Financial Cooperation.</li> <li>• Able to find collaborative conversation points, draw historical precedent from agenda items, and offer proposals for broadening the agenda's scope.</li> <li>• Possess skills to negotiate and finalize the communicate on final outcome on the policy issues</li> <li>• Possess knowledge of the journals/reports released by international organizations like OECD, IMF etc on various topics relating to agenda items raised in previous summits to prepare for upcoming summits.</li> <li>• Ability to initiate agenda items with Banks, Knowledge partners, member countries to finalize the agenda for the summit events.</li> <li>• Understands the stance of member countries on the major summit agenda topics</li> <li>• Possess in-depth knowledge about the country-specific positions and data-sharing policies.</li> <li>• Possess awareness about India's socio-political landscape and its interactions with other nations by consulting the Ministry of External Affairs to help in negotiations at multilateral meets</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• International Economic Policy</li> </ul>		<ul style="list-style-type: none"> <li>• BRICS Reports, Journals, publications, research etc.</li> <li>• International Regulatory Framework</li> <li>• Paris Agreement</li> <li>• Domestic Regulatory Framework</li> </ul>

## Domain Competencies- IER Division

<b>3. Collaboration with ASEAN &amp; Caribbean Union</b>	<ul style="list-style-type: none"> <li>• Possess awareness of working of ASEAN, associated communities &amp; members and agendas of previously held ASEAN summits</li> <li>• Possess understanding of the matters related to ASEAN, ASEM and Caribbean Union</li> <li>• Possess understanding of various initiatives taken to engage with ASEAN and Caribbean Union</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines

<b>4. Collaboration with OECD &amp; Shanghai Cooperation Organisation</b>	<ul style="list-style-type: none"> <li>• Possess awareness of aim, objectives of OECD and countries associated with OECD</li> <li>• Possess understanding about India's engagements with OECD through bilateral activities, periodic reviews, sector- specific publications, and participation in the meetings of committees &amp; their related bodies.</li> <li>• Understands the components of OECD Economic Survey and is able to provide inputs for drafting OECD Economic Survey of India published by OECD.</li> <li>• Ability to collaborate with Shanghai Cooperation Organisation on agendas like Sustainable Financing, Bilateral Economic Relations etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
		<ul style="list-style-type: none"> <li>• OECD Economic Survey of India</li> </ul>



## Domain Competencies- IER Division

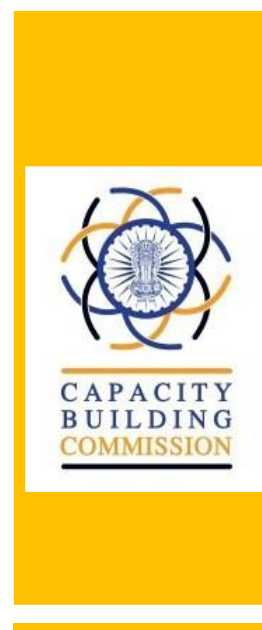
<b>5. Collaboration with SAARC &amp; SAARC Development Fund</b>	<ul style="list-style-type: none"> <li>Administration of SAARC Development funds and its usage which is created to promote the welfare of people of the SAARC region, to improve their quality of life and to accelerate economic growth, social progress and poverty alleviation in the SAARC region</li> <li>Understanding of project viability as well as project financing under SAARC from India's point of view.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>Charter &amp; Bi-laws of SAARC Development Fund</li> </ul>	<ul style="list-style-type: none"> <li>Framework on Currency Swap Arrangement for SAARC Countries</li> </ul>

<b>6. Collaboration with BIMSTEC &amp; BIMSTEC Development Fund</b>	<ul style="list-style-type: none"> <li>Possess awareness of objectives of BIMSTEC &amp; its significance for India and associated countries .</li> <li>Possess awareness about the various major issues prevailing between member countries and suggest agenda items to be discussed in the forum .</li> <li>Ability to handle the financial aspect of BIMSTEC and BIMSTEC Development funds.</li> <li>Understanding of project viability as well as project financing under BIMSTEC from India's point of view.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
	<ul style="list-style-type: none"> <li>Charter &amp; Bi-laws of BIMSTEC Fund</li> </ul>	<ul style="list-style-type: none"> <li>Framework on Currency Swap Arrangement for SAARC Countries</li> </ul>

## IES Cadre Division



## Domain Competencies- IES Cadre Division

Demonstrates knowledge of			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs / guidelines
1. Handling Recruitment and related activities 2. Training and development 3. Career Management of IES Officers 4. Handling Service Matters of IES officers 5. Deputation of IES Officers	<ul style="list-style-type: none"> <li>Policy of cadre review of Central Civil Services / Cadres</li> <li>Reservation policy for IES Cadre</li> <li>Transfer policy for officers of the Indian Economic Service ( IES)</li> <li>Financial Assistance Scheme</li> </ul>	<ul style="list-style-type: none"> <li>IES rules, 2008</li> <li>Central Civil Services (Conduct) Rules, 1964</li> <li>Rights of Persons with Disabilities Act, 2016</li> <li>Study Leave Rules</li> <li>Recruitment Rules (RR)</li> <li>APAR Rules</li> <li>CCS (Pension) Rules, 1972</li> <li>Central Civil Services (Leave) Rules, 1972</li> <li>Fundamental rules and Supplementary Rules (FRSR)</li> <li>Ex India Leave Rules</li> <li>FR Rule 56 (j)</li> <li>Regulation of terms &amp; conditions governing deputation/foreign service of employees to/from central government</li> <li>Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>Non-CCS rules- AIS, CSS and CSSS rules</li> <li>Central Secretariat Service Rules, 1962</li> <li>CSSS Rules, 1969</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines regarding Roster management</li> <li>Guidelines regarding Reservation Roster</li> <li>Handbook on Recruitment Rules</li> <li>Guidelines for Short term and long -term trainings, domestic/Foreign</li> <li>Induction Training Rules/Guidelines</li> <li>Manuals on National Standards for Civil Service Training Institutions</li> <li>Record Retention Schedule as Prescribed by D/o Administrative Reforms and Public Grievances</li> <li>Manual of Office Procedure</li> <li>CSMOP</li> <li>Instructions on ACRs/PARs</li> <li>Facilitate implementation of online filing of APARs in SPARROW</li> <li>DPC guidelines</li> <li>General guidelines for filling up the PAR form</li> <li>Handbook for retiring central government employees</li> <li>Handbook for Personnel Officers (2018)</li> <li>OM - Superannuation, extension in service, re - employment, premature retirement and VRS</li> <li>OM - Technical Resignation and Lien</li> <li>OM - Voluntary Retirement</li> <li>Brochure On Post Retirement Commercial Employment</li> <li>Guidelines regarding various deductions during deputation</li> </ul>

## Domain Competencies- IES Cadre Division

Demonstrates knowledge of			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs / guidelines
			<ul style="list-style-type: none"> <li>Cadre Clearance Guidelines</li> <li>Guidelines on Deputation/Foreign Service within India</li> <li>Details of IES officers on Deputation/Foreign Service</li> <li>Consolidated instructions on deputation /deputation in international organisations/ foreign service of Central Government employees to ex -cadre posts under Central Govt. / State Govt. / Public Sector Undertakings / Autonomous Bodies, Universities / UT Administration, Local Bodies, etc and vice versa dated 17th June 2010 (as modified from time to time)</li> <li>Handbook of Consolidated Instructions on Foreign Assignment</li> <li>Guideline for Central Staffing Scheme and non -CSS deputation</li> <li>Guidelines on Confirmation to the Service</li> <li>Guidelines on Offer on Appointment</li> <li>Guidelines on creation of Service Book</li> </ul>

## Domain Competencies- IES Cadre Division

<b>1. Handling Recruitment and related activities</b>	Posses understanding and knowledge about <ul style="list-style-type: none"> <li>• Direct Recruitment / Appointment of IES through IES Examination</li> <li>• Appointment by Promotion for IES</li> <li>• Probation Rules for IES officers as per IES Rules, 2008</li> <li>• Confirmation/ extension of probation of IES officers.</li> </ul>	
<b>Demonstrates knowledge of</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs / guidelines</b>
<ul style="list-style-type: none"> <li>• Policy of cadre review of Central Civil Services / Cadres</li> <li>• Reservation policy for IES Cadre</li> </ul>	<ul style="list-style-type: none"> <li>• IES rules, 2008</li> <li>• CCS Conduct Rules, 1964</li> <li>• Rights of Persons with Disabilities Act, 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines regarding Roster management</li> <li>• Guidelines regarding Reservation Roster</li> <li>• Hand Book on Recruitment Rules</li> <li>• Guidelines on Confirmation to the Service</li> <li>• Guidelines on Offer on Appointment</li> <li>• Guidelines on creation of Service Book</li> </ul>
<b>2. Training and development</b>	Possess ability to carry out <ul style="list-style-type: none"> <li>• Administration of mandatory probationary training comprising the Foundation course</li> <li>• Administration of Inservice Trainings for IES officers</li> <li>• Administration of exchange programmes</li> <li>• Administration of Induction training programmes</li> <li>• Administration of domestic/foreign training programmes</li> </ul>	
<b>Demonstrates knowledge of</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs / guidelines</b>
	<ul style="list-style-type: none"> <li>• Study Leave Rules</li> <li>• IES rules, 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines for Short term and long term trainings</li> <li>• Induction Training Rules/Guidelines</li> <li>• Manuals on National Standards for Civil Service Training Institutions</li> </ul>

## Domain Competencies- IES Cadre Division

<b>3. Career Management of IES Officers</b>	Possess knowledge and ability to <ul style="list-style-type: none"> <li>• Handle placement of officers</li> <li>• Handle transfers of IES officers</li> <li>• Manage APARs of the officers on SPARROW</li> <li>• Matters related to cadre review</li> <li>• Handle skill mapping of IES officers</li> </ul>	
<b>Demonstrates knowledge of</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs / guidelines</b>
<ul style="list-style-type: none"> <li>• Transfer policy for officers of the Indian Economic Service ( IES)</li> </ul>	<ul style="list-style-type: none"> <li>• IES rules, 2008</li> <li>• Recruitment Rules (RR)</li> <li>• APAR Rules</li> <li>• UPSC Exemption from Consultation Regulations, 1958</li> <li>• Seniority Rules</li> <li>• Grant of Non -Functional Upgradation rules</li> <li>• Ad-hoc Appointment rules</li> <li>• In-situ appointment Rules</li> </ul>	<ul style="list-style-type: none"> <li>• Instructions on ACRs/PARs</li> <li>• Facilitate implementation of online filing of APARs in SPARROW</li> <li>• DPC guidelines</li> <li>• General guidelines for filling up the PAR form</li> <li>• DoPTs guidelines on framing/amending RRs.</li> <li>• Guidelines for UPSC Exemption from Consultation Regulations</li> <li>• Guidelines for Seniority/Inter -se seniority distribution between DRs &amp; Promotees .</li> <li>• Guidelines on Non -Functional Upgradation.</li> <li>• Guidelines on Ad -hoc Appointment rules.</li> </ul>

## Domain Competencies- IES Cadre Division

<b>4. Handling Service Matters of IES officers</b>	<p>Possess knowledge and ability to manage/ handle</p> <ul style="list-style-type: none"> <li>• Voluntary retirement (Acceptance / waiver of notice)</li> <li>• Clarification of details for superannuation of IES officers</li> <li>• Matters related to resignation of IES officers</li> <li>• Matters related to Technical Resignation and Lien</li> <li>• Matters related to leave outside India regarding pension and ex India Leave</li> </ul>
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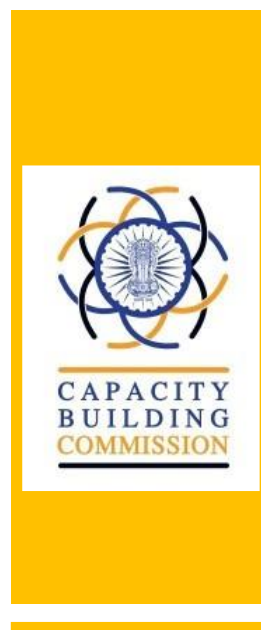
Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs / guidelines
<ul style="list-style-type: none"> <li>• Policy of cadre review of Central Civil Services / Cadres</li> <li>• Financial Assistance Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• CCS (Pension) Rules, 1972</li> <li>• IES rules, 2008</li> <li>• Central Civil Services (Leave) Rules, 1972</li> <li>• Fundamental rules and Supplementary Rules (FRSR)</li> <li>• Ex India Leave Rules</li> <li>• FR Rule 56 (I)</li> <li>• Rules for commercial employment</li> </ul>	<ul style="list-style-type: none"> <li>• Handbook for retiring central government employees</li> <li>• Handbook for Personnel Officers (2018)</li> <li>• OM- Superannuation/resignation, extension in service, re-employment, premature retirement and VRS</li> <li>• OM- Technical Resignation and Lien</li> <li>• OM- Voluntary Retirement</li> <li>• Brochure On Post Retirement Commercial Employment</li> <li>• Guidelines for ad-hoc/ In-situ appointment</li> </ul>

## Domain Competencies- IES Cadre Division

<b>5. Deputation of IES Officers</b>	<p>Possess knowledge and ability to manage/ handle</p> <ul style="list-style-type: none"> <li>• Deputation of IES officers: Centre deputation, state deputation, foreign deputation, deputation in regulatory bodies</li> <li>• Extension of deputation of IES officers</li> </ul>
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Demonstrates knowledge of		
Policies and Schemes	Acts and regulations	Departmental SOPs / guidelines
	<ul style="list-style-type: none"> <li>• IES rules, 2008</li> <li>• Regulation of terms &amp; conditions governing deputation/foreign service of employees to/from central government</li> <li>• Central Civil Services (Classification, Control and Appeal) Rules, 1965</li> <li>• Central Civil Services (Conduct) Rules, 1964</li> <li>• Non CCS rules - AIS, CSS and CSSS rules</li> <li>• Central Secretariat Service Rules 1962</li> <li>• CSSS Rules, 1969</li> <li>• Empanelment Rules</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines regarding various deductions during deputation</li> <li>• Cadre Clearance Guidelines</li> <li>• Guidelines on Deputation/Foreign Service within India</li> <li>• Details of IES officers on Deputation/Foreign Service</li> <li>• Consolidated instructions on deputation / deputation in international organisations/ foreign service of Central Government employees to ex-cadre posts under Central Govt. / State Govt. / Public Sector Undertakings / Autonomous Bodies, Universities / UT Administration, Local Bodies, etc and vice versa dated 17th June 2010 (as modified from time to time)</li> <li>• Handbook of Consolidated Instructions on Foreign Assignment</li> <li>• Instructions on Inter Cadre Deputation/Transfer</li> <li>• DoPT guidelines for the empanelment for JS/AS -equivalent in Govt</li> </ul>

## Domain Competency Framework Investment Division



### Domain Competencies Investment Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts, Rules and Regulations*	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. Foreign Direct Investment (FDI) &amp; Overseas Direct Investment</li> <li>2. Domestic investment</li> <li>3. Disinvestment</li> <li>4. Knowledge of Alternate Investment Funds</li> <li>5. Knowledge of Investment vehicles/ funds</li> <li>6. Knowledge of Functioning of Financial Regulators</li> <li>7. Bank Financial Management</li> <li>8. Risk Management</li> <li>9. Digital Economy &amp; Fintech</li> <li>10. Macroeconomic indicators</li> <li>11. Knowledge of types of Foreign Direct Investments</li> <li>12. Investment Indicators</li> <li>13. Foreign Exchange matters related to gold &amp; silver</li> <li>14. Foreign Exchange Aspects: Export &amp; Import Policy</li> <li>15. International Investment Treaties and Framework</li> </ol>	<ul style="list-style-type: none"> <li>• FDI Policy, 2020</li> <li>• ODI Policy</li> <li>• Domestic Investment Policies</li> <li>• Policies related to NIIF and SWAMIH Fund</li> <li>• Disinvestment Policy by DIPAM</li> <li>• Government schemes for Financial Technology</li> <li>• Policy on Fintech platforms</li> <li>• Policy related to digitization and optimization of process and records pertaining to financial services</li> <li>• Policy issues related to Digital Economy and FinTech in Financial Services.</li> <li>• Digital India Scheme</li> <li>• PIJ Schemes on IT and Electronics</li> <li>• Policies and schemes related to Multilateral Development Bodies MDB's e.g. WB, UNDP etc. – purpose, structure, departments and activities related to Fintech.</li> <li>• Policies and schemes related to Multilateral Forums like G20, G7, SCO, IPEF, BRIC etc. – purpose, structure, and activities related to Fintech</li> <li>• Gold Monetization Scheme</li> <li>• Indian Gold Coin (IGC)</li> <li>• Gold Metal Loan</li> <li>• EXIM Policy</li> <li>• Policy regarding international investment</li> <li>• Domestic Investment policies</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign Exchange Management Act, 1999 *</li> <li>• United Nations Commission on International Trade Law</li> <li>• International Investment Law</li> <li>• FEMA Non-debt rules</li> <li>• Companies Act, 2013 *</li> <li>• Banking Regulation Act, 1949 *</li> <li>• Prevention of Money Laundering Act, 2002 ((identification of clients, preserve records, and provide information to the Financial Intelligence Unit )</li> <li>• Securities and Exchange Board of India (Alternative Investment Funds) Regulations, 2012</li> <li>• The Indian Stamp Act, 1899 (Section 8G)</li> <li>• Reserve Bank of India Act, 1934 *</li> <li>• Securities and Exchange Board of India Act, 1992 *</li> <li>• Insurance Regulatory and Development Authority Act, 1999 *</li> <li>• International Financial Services Centres Authority Act, 2019 *</li> <li>• Pension Fund Regulatory &amp; Development Authority Act*</li> <li>• The Payment and Settlement Systems Act, 2007 (Section 4, 10A, 11, 18, 22, 30, 34A, 38)</li> <li>• Information Technology Act, 2000 (Section 43A, 72A)</li> <li>• Digital Personal Data Protection Bill 2022 *</li> <li>• Central Goods and Services Tax Act, 2017 (Section 31A)</li> <li>• Aadhaar Act, 2016 (Chapter -6)</li> <li>• The Consumer Protection Act, 2019 (Section 2(47)(ix))</li> <li>• The Reserve Bank of India Act (Provisions under various regulations on Gold)</li> <li>• The Foreign Exchange Management Act</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines of MCA</li> <li>• SEBI and RBI guidelines on FDI &amp; ODI</li> <li>• Global best practices on international investment policy making)</li> <li>• Procedure for Issuing of Sanction Orders</li> <li>• Investor's rights and Government obligations</li> <li>• Standard Operating Procedure (SOP) for Processing FDI Proposals</li> <li>• Structure of NIIF and SWAMIH Fund</li> <li>• Documents related to PPMs and Contribution Agreements</li> <li>• Investor's rights and Government obligations</li> <li>• Tech Policy Making Best Practices</li> <li>• Financial Action Task Force Recommendations</li> <li>• Gold policy framework operated by different agencies in India</li> <li>• Trade agreements w.r.t imports &amp; export tariff of gold</li> <li>• Comprehensive Economic Cooperation Agreement</li> <li>• Free Trade Agreements</li> <li>• Investor's rights and Government obligations</li> <li>• Model Bilateral Investment Treaty (BIT)</li> <li>• International Investment Treaties</li> <li>• Free Trade Agreements especially Investment chapters</li> </ul>

\*The relevant sections of the act to be referred depending on the requirement.

## Domain Competencies- Investment Division

<b>1. Foreign Direct Investment (FDI) &amp; Overseas Direct Investment</b>	<ul style="list-style-type: none"> <li>• Possess understanding of economic concepts of FDI, Indian FDI statistics and priorities</li> <li>• Possess understanding of general conditions related to FDI &amp; ODI, procedure to be followed for government approval, sector (agriculture, mining &amp; petroleum &amp; natural gas, manufacturing, services, financial services, etc.) specific conditions of FDI</li> <li>• Possess understanding Foreign Investment policy relating to Foreign Venture Capital Investment (FVCI), Alternative Investment Fund (AIFs) (except infrastructure funds) including Venture Funds, Angel Funds, Private Equity Funds, etc.</li> <li>• Possess understanding of FDI Policies including equity inflow transactions and FEMA 20</li> <li>• Possess knowledge of overseas Direct Investment concepts and statistics.</li> <li>• Keeps abreast with global trends in Foreign Direct Investment and related policies</li> <li>• Possess understanding of how to interpret FDI &amp; ODI proposals which requires government approvals and knows which ministry to coordinate with for further approvals</li> <li>• Understanding of the concept &amp; definitions of Ultimate Beneficiary Owner described in the Companies Act, Prevention of Money Laundering Act</li> <li>• Ability to recommend amendments in policies to improve investment environment in India with respect to FDI policy</li> <li>• Keeps abreast with various initiatives taken by Invest India to promote investments</li> <li>• Ability to use Foreign Investment Facilitation Portal (FIFP) which is the online single point interface of the Government of India for investors to facilitate Foreign Direct Investment</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts, Rules and Regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• FDI Policy, 2020</li> <li>• ODI Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign Exchange Management Act</li> <li>• United Nations Commission on International Trade Law</li> <li>• International Investment Law</li> <li>• FEMA Non-debt rules</li> <li>• Companies Act, 2013 (Section 379-393)</li> <li>• Banking Regulation Act, 1949</li> <li>• Prevention of Money Laundering Act, 2002</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines of MCA</li> <li>• SEBI and RBI guidelines on FDI &amp; ODI</li> <li>• Global best practices on international investment policy making)</li> <li>• Procedure for Issuing of Sanction Orders</li> <li>• Investor's rights and Government obligations</li> <li>• Standard Operating Procedure (SOP) for Processing FDI Proposals</li> </ul>

## Domain Competencies- Investment Division

<b>2. Domestic investment</b>	<ul style="list-style-type: none"> <li>• Possess understanding of domestic investment (Domestic private &amp; Public investments) and outward investment from India (except foreign investment), including industrialization, manufacturing sector and innovation.</li> <li>• Understanding of policies of domestic investment in India by foreign investors</li> <li>• Possess understanding of the global trends in Domestic Investment and related policies</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts, Rules and Regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Domestic Investment Policies</li> <li>• Policies related to NIIF and SWAMIH Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Companies Act, 2013 (Chapter - 3, 4, 5)</li> <li>• Banking Regulation Act, 1949</li> <li>• Securities and Exchange Board of India (Alternative Investment Funds) Regulations, 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines of MCA</li> <li>• Structure of NIIF and SWAMIH Fund</li> <li>• Documents related to PPMs and Contribution Agreements</li> <li>• Investor's rights and Government obligations</li> </ul>

<b>3. Disinvestment</b>	<ul style="list-style-type: none"> <li>• Possess understanding of the concept of disinvestment and policies of Disinvestment process by Department of Investment and Public Asset Management.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts, Rules and Regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Disinvestment Policy by DIPAM</li> </ul>	<ul style="list-style-type: none"> <li>• The Indian Stamp Act, 1899 (Section 8G)</li> </ul>	

## Domain Competencies- Investment Division

<b>4. Knowledge of Alternate Investment Funds</b>	<ul style="list-style-type: none"> <li>Understanding of the structure, policies regulating, process of monitoring operation &amp; performance of the National Investment and Infrastructure Fund (NIIF) and SWAMIHFund.</li> <li>Possess understanding of different types of agreements under AIF such as Contribution Agreement, Investment Management Agreement, PPM Agreement.</li> <li>Possess understanding of various components and terminologies used in AIF agreements like hurdle rate, categories of AIF, role of trustee company etc.</li> <li>Possess understanding of various classes of investment such as Class A investment, Class B investment etc. Also, understand the role of contributor &amp; sponsor in the investment.</li> <li>Understanding of the process of sanctioning of proposed investments under NIIF and SWAMIH when drawdown notices are submitted by the funds.</li> <li>Ability to examine monthly/quarterly reports of NIIF and SWAMIHFunds</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts, Rules and Regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>Domestic Investment Policies</li> <li>Policies related to NIIF and SWAMIH Fund</li> </ul>	<ul style="list-style-type: none"> <li>Securities and Exchange Board of India (Alternative Investment Funds) Regulations, 2012</li> </ul>	<ul style="list-style-type: none"> <li>Structure of NIIF and SWAMIH Fund</li> <li>Documents related to PPMs and Contribution Agreements</li> </ul>
<b>5. Knowledge of Investment vehicles/ funds</b>	<ul style="list-style-type: none"> <li>Posses knowledge of various investment vehicles such as Sovereign funds, Private Equity Funds, Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trust (InvITs), PPP investments, National Infrastructure Pipeline, Foreign Portfolio investment, Secondary market investment etc.</li> </ul>	
<b>6. Risk Management</b>	<ul style="list-style-type: none"> <li>Possess understanding about various risks associated with various types of investments and risk management framework</li> <li>Ability to form strategies to mitigate risks</li> <li>Possess understanding of various risk management regulations formed by financial regulators for various types of risks such as market risk, credit risk, operational risk etc.</li> </ul>	

## Domain Competencies- Investment Division

<b>7. Knowledge of Functioning of Financial Regulators</b>	<ul style="list-style-type: none"> <li>Possess basic understanding of the functioning of financial regulators and their regulatory framework for development of investment ecosystem like Securities and Exchange Board of India (SEBI), Reserve Bank of India (RBI), Insurance Regulatory and Development Authority of India (IRDAI), Pension Fund Regulatory and Development Authority (PFRDA), International Financial Services Centres Authority (IFSCA)</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts, Rules and Regulations</b>	<b>Departmental SOPs/ guidelines</b>
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act, 1934</li> <li>Securities and Exchange Board of India Act, 1992</li> <li>Insurance Regulatory and Development Authority Act, 1999</li> <li>International Financial Services Centres Authority Act, 2019</li> <li>Pension Fund Regulatory &amp; Development Authority Act</li> </ul>	
<b>8. Bank Financial Management</b>	<ul style="list-style-type: none"> <li>Possess understanding of concepts International Banking, Foreign Exchange, Factors Determining Exchange Rates; Exchange Rate Mechanism, Derivative Products etc</li> <li>Possess understanding of Corporate Banking</li> <li>Possess understanding Role of EXIM Bank, Reserve Bank of India related to investments</li> <li>Possess awareness about the Exchange Control in India – FEMA, FEDAI and Others</li> <li>Keeps abreast with the emerging technologies in International Banking, Fintech and various kinds of investments</li> <li>Possess understanding of the components of Balance Sheets such Components of Assets and Liabilities in Balance Sheet and their Management Capital Adequacy Asset Classification and Provisioning Norms</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts, Rules and Regulations</b>	<b>Departmental SOPs/ guidelines</b>
	<ul style="list-style-type: none"> <li>Reserve Bank of India Act, 1934</li> <li>Securities and Exchange Board of India Act, 1992</li> <li>Foreign Exchange Management Act</li> </ul>	

## Domain Competencies- Investment Division

<b>9. Digital Economy &amp; Fintech</b>	<ul style="list-style-type: none"> <li>• Understanding the scope of investing in digital economy and emerging technology in financial services</li> <li>• Possess understanding potential of Fintech industry (including global trends) and policies regulating fintech platforms in India</li> <li>• Possess understanding of process of digitization and optimization of financial services</li> <li>• Ability to propose changes existing laws and rules in the area of Financial services and technologies</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts, Rules and Regulations</b>	<b>Departmental SOPs/ guidelines</b>
<ul style="list-style-type: none"> <li>• Government schemes for Financial Technology</li> <li>• Policy on Fintech platforms</li> <li>• Policy related to digitization and optimization of process and records pertaining to financial services</li> <li>• Policy issues related to Digital Economy and FinTech in Financial Services.</li> <li>• Digital India Scheme</li> <li>• PU Schemes on IT and Electronics</li> <li>• Policies and schemes related to Multilateral Development Bodies MDB's e.g. WB, UNDP etc. – purpose, structure, departments and activities related to Fintech.</li> <li>• Policies and schemes related to Multilateral Forums like G20, G7, SCO, IPEF, BRIC etc. - purpose, structure, and activities related to Fintech</li> </ul>	<ul style="list-style-type: none"> <li>• The Payment and Settlement Systems Act, 2007 (Section 4, 10A, 11, 18, 22, 30, 34A, 38)</li> <li>• The Prevention of Money Laundering Act, 2002 (identification of dients, preserve records, and provide information to the Financial Intelligence Unit )</li> <li>• Information Technology Act, 2000 (Section 43A, 72A)</li> <li>• Digital Personal Data Protection Bill 2022</li> <li>• The Indian Stamp Act, 1899</li> <li>• Central Goods and Services Tax Act, 2017 (Section 31A)</li> <li>• Banking Regulation Act, 1949</li> <li>• Aadhaar Act, 2016 (Chapter -6)</li> <li>• The Companies Act, 2013 (Incorporation of NBFCs)</li> <li>• The Consumer Protection Act, 2019 (Section 2(47)(ix))</li> <li>• Reserve Bank of India Act, 1934 (the issuance of NBFC licences)</li> </ul>	<ul style="list-style-type: none"> <li>• Tech Policy Making Best Practices</li> <li>• Financial Action Task Force Recommendations</li> </ul>

## Domain Competencies- Investment Division

<b>10. Macroeconomic indicators</b>	<ul style="list-style-type: none"> <li>• Possess Understanding on how to monitor macroeconomic indicators like GDP, inflation, employment levels, national income, and balance of trade and their impact on the domestic as well as foreign investments pattern of the country</li> </ul>
<b>11. Knowledge of types of Foreign Direct Investments</b>	<ul style="list-style-type: none"> <li>• Possess understanding the concept of green field investments and brown field investments and interventions such as technology, initiative etc taken by Indian government to promote various foreign direct investments</li> <li>• Keeps abreast with the green and brown field investment projects in India</li> </ul>
<b>12. Investment Indicators</b>	<ul style="list-style-type: none"> <li>• Possess understanding on how to monitor and analyse the indicator of the level of investments in India such as Gross Fixed Capital Formation.</li> <li>• Ability to read the data &amp; reports published by Ministry of Statistics and Programme Implementation on investments in India</li> <li>• Possess awareness about the sources of data used to create the reports and statistics.</li> <li>• Ability to coordinate with various line ministries related to the investment for the required data and conduct analysis.</li> </ul>



## Domain Competencies- Investment Division

<b>13. Foreign Exchange matters related to gold &amp; silver</b>	<ul style="list-style-type: none"> <li>• Possess understanding of Foreign Exchange aspects relating to Import/Export of gold/silver.</li> <li>• Possess understanding of policies related to Gold, Gold Monetisation Scheme (GMS) and Indian Gold Coin (IGC).</li> <li>• Ability to implement GMS &amp; IGC and make amendments in these Schemes.</li> <li>• Ability to draft Gold Policy for promotion of Gold as Financial Asset Class</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Gold Monetization Scheme</li> <li>• Indian Gold Coin (IGC)</li> <li>• Gold Metal Loan</li> </ul>	<ul style="list-style-type: none"> <li>• The Reserve Bank of India Act (Provisions under various regulations on Gold)</li> <li>• The Foreign Exchange Management Act</li> </ul>	<ul style="list-style-type: none"> <li>• Gold policy framework operated by different agencies in India</li> <li>• Trade agreements w.r.t imports &amp; export tariff of gold</li> </ul>

<b>14. Foreign Exchange Aspects: Export &amp; Import Policy</b>	<ul style="list-style-type: none"> <li>• Possess understanding of Export &amp; Import Policies with particular reference to the foreign exchange aspects: countertrade , deemed Exports, including issuance of Notification/Public Notices in terms of its provisions of EXIM Policy</li> <li>• Possess understanding of trade agreements and its foreign exchange implications</li> </ul>
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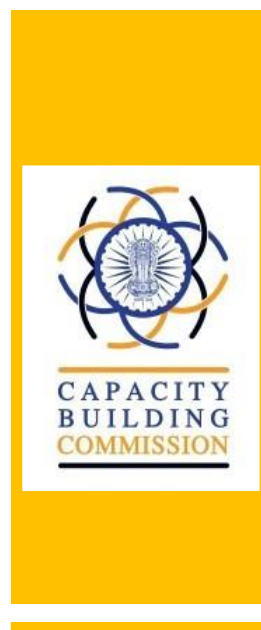
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• EXIM Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Reserve Bank of India Act</li> <li>• Foreign Exchange Management Act</li> <li>• Comprehensive Economic Cooperation Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive Economic Cooperation Agreement</li> <li>• Free Trade Agreements</li> </ul>

## Domain Competencies- Investment Division

<b>15. International Investment Treaties and Framework</b>	<ul style="list-style-type: none"> <li>• Possess understanding of Bilateral Investment Treaties (BITs) with other countries</li> <li>• Possess understanding of the policies to protect foreign investors in India and Indian investors in foreign countries</li> <li>• Possess understanding of International Investment agreements</li> <li>• Possess understanding of policies related to Investment Chapters of FTAs/CECA/CEPA and negotiation &amp; conclusion of Investment Chapter of FTAs/CECA/CEPA etc. with various countries and regional blocks.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Policy regarding international investment</li> <li>• Domestic investment policies</li> </ul>		<ul style="list-style-type: none"> <li>• Investor's rights and Government obligations</li> <li>• Model Bilateral Investment Treaty (BIT)</li> <li>• International Investment Treaties</li> <li>• Free Trade Agreements especially Investment chapters</li> </ul>

# Infrastructure Policy & Planning and Infrastructure Support & Development Division



## Domain Competencies- IPP & ISD Division

Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ol style="list-style-type: none"> <li>1. Infrastructure Financing</li> <li>2. Infrastructure Project Management</li> <li>3. Assets Monetization policy of the government</li> <li>4. Public Private Partnerships</li> <li>5. Viability Gap Fund in PPP projects</li> <li>6. Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trust (InvITs)</li> <li>7. National Infrastructure Pipeline (NIP)</li> <li>8. Knowledge of Energy &amp; power Sector</li> <li>9. Capacity gaps of Infrastructure implementing agencies</li> <li>10. Credit Rating / Credit Enhancement</li> <li>11. Harmonized Master list for infrastructure</li> </ol>	<ul style="list-style-type: none"> <li>• India Infrastructure Project Development Fund Scheme</li> <li>• VGF Scheme (Revamped)</li> <li>• Scheme and Guidelines for forwarding proposals for financial support to Public Private Partnership in Infrastructure under the Viability Gap Funding Scheme of GOI</li> <li>• India Infrastructure Project Development Fund Scheme</li> <li>• Schemes/Guidelines related to appraisal/approval of SFC/EFC/DIB/PIB/Cabinet Notes etc.</li> <li>• Policies, schemes, programmes related to Housing and Urban Affairs, Urban Planning and management, Urban transport, sustainability of built environment</li> <li>• Policies, schemes, programmes related to Ministry of Civil Aviation</li> <li>• Policies, schemes, programmes related to Ministry of Surface Transport</li> <li>• Policies, schemes, programmes related to Ministry of Railways</li> <li>• Policies, schemes, programmes related to Ministry of Power</li> <li>• Policies, schemes, programmes related to Ministry of Communication</li> <li>• Policies, schemes, programmes related to Ministry of Ports Shipping &amp; Waterways</li> <li>• Policies, schemes, programmes related to Ministry of New &amp; Renewable Energy</li> <li>• Policies, schemes, programmes related to Department of space</li> <li>• Policies, schemes, programmes related to Ministry of Coal</li> <li>• Policies, schemes, programmes related to Ministry of Mines</li> <li>• Policies, schemes, programmes related to Ministry of Petroleum and Natural Gas</li> <li>• Gati Shakti Scheme</li> <li>• Assets Monetization policy of the government</li> <li>• Scheme for India Infrastructure Project Development Fund (IIPDF)</li> <li>• Domestic energy/power sector policies</li> </ul>	<ul style="list-style-type: none"> <li>• SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>• Rules &amp; Regulations by RBI, Act</li> <li>• Specific Relief Act, 1963, Contracts amendments</li> <li>• The Land Acquisition Act, 1894</li> <li>• Land Acquisition, Rehabilitation and Resettlement Act, 2013</li> <li>• Mineral Conservation and Development Rules, 2017</li> <li>• Mines &amp; Minerals (Development &amp; Regulation) Act, 1957</li> <li>• Mineral (Auction) Rules, 2015</li> <li>• National Mineral Policy</li> <li>• Offshore Mineral Concession Rules -2006</li> <li>• Indian Ports Act 1908</li> <li>• Coal Mines (Special Provisions) Act</li> <li>• Mines and Minerals (Development and Regulation) Act</li> <li>• Electricity Act</li> <li>• Regulations regarding electricity tariff etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines/Regulations for InvITs and REITs by SEBI &amp; RBI</li> <li>• Guidelines for probability of default</li> <li>• Guidelines to monitor expected loss</li> <li>• Guidelines/Regulations for InvITs and REITs by SEBI</li> <li>• Guidelines/Regulations for monetized assets of the government (Guidelines under process)</li> <li>• Appraisal of PPP projects (Manual in progress) <ul style="list-style-type: none"> <li>➢ Model Concession Agreement</li> <li>➢ Model Bidding Documents (sector specific)</li> <li>➢ Model Tripartite agreement</li> </ul> </li> <li>• CAG Audit for PPP projects</li> <li>• Transaction Advisors for PPP Projects : Manual for use of the Panel</li> <li>• Guidelines for formulation, appraisal and approval of Public Private Partnership (PPP) Projects</li> <li>• Guidelines for probability of default</li> <li>• Guidelines to monitor expected loss</li> <li>• NIP Monitoring framework</li> <li>• Dynamics of energy sector regulation</li> </ul>

## Domain Competencies IPP & ISD Division

<b>1. Infrastructure Financing</b>	<ul style="list-style-type: none"> <li>• Proficiency in Infrastructure Financing and Sectoral knowledge including fiscal resources, PSE's IEBR and Private sector, including from National Monetization Plan, Project financing, corporate financing etc.</li> <li>• Possess understanding of Infrastructure Debt Funds (IDFs), Real Estate Investment Trusts (REITs)/Infrastructure Investment Trust (InvITs), Tax Free Bonds, Municipal Bonds and other instruments meant for infrastructure financing and credit enhancements.</li> <li>• Understanding of the concept of Green financing referring to increasing level of financial flows (from banking, micro-credit, insurance and investment) from the public, private and not-for-profit sectors to sustainable development priorities.</li> <li>• Understanding of the concept of green bond financial instrument like sovereign green bonds</li> <li>• Possess understanding of asset backed securities and legal aspect</li> <li>• Possess understanding of legal implications of infrastructure financing</li> <li>• Understanding of Indian &amp; global (major markets like NASDAQ, UK, USA, UAE) financial markets</li> <li>• Possess understanding of laws &amp; functioning of various financial institutions like NABFID, IIFCL etc</li> <li>• Possess understanding of domestic and global financial sector reforms.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• India Infrastructure Project Development Fund Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>• Rules &amp; Regulations by RBI, Act</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines/Regulations for InvITs and REITs by SEBI &amp; RBI</li> <li>• Guidelines for probability of default</li> <li>• Guidelines to monitor expected loss</li> </ul>

## Domain Competencies IPP & ISD Division

<b>2. Infrastructure Project Management</b>	<ul style="list-style-type: none"> <li>• Understanding of Infrastructure Project life cycle which includes Project Finance &amp; Feasibility Study, Estimation of Economic Potential &amp; Impact Analysis, Project Ownership Models, Project Appraisal, Viability &amp; Investment, Risk Management, Scheduling, Monitoring &amp; Control, Value Analysis, Contract Management, Dispute Resolution</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• VGF Scheme (Revamped)</li> <li>• Scheme and Guidelines for forwarding proposals for financial support to Public Private Partnership in Infrastructure under the Viability Gap Funding Scheme of GOI</li> <li>• India Infrastructure Project Development Fund Scheme</li> <li>• Schemes/Guidelines related to appraisal/approval of SFC/EFC/DIB/PIB/Cabinet Notes etc.</li> <li>• Policies, schemes, programmes related to Housing and Urban Affairs, Urban Planning and management, Urban transport, sustainability of built environment</li> <li>• Policies, schemes, programmes related to Ministry of Civil Aviation</li> <li>• Policies, schemes, programmes related to Ministry of Surface Transport</li> <li>• Policies, schemes, programmes related to Ministry of Railways</li> <li>• Policies, schemes, programmes related to Ministry of Power</li> <li>• Policies, schemes, programmes related to Ministry of Communication</li> <li>• Policies, schemes, programmes related to Ministry of Ports Shipping &amp; Waterways</li> <li>• Policies, schemes, programmes related to Department of space</li> <li>• Policies, schemes, programmes related to Ministry of Coal</li> <li>• Policies, schemes, programmes related to Ministry of Mines</li> <li>• Policies, schemes, programmes related to Ministry of Petroleum and Natural Gas</li> <li>• Gati Shakti Scheme</li> <li>• Assets Monetization policy of the government</li> </ul>	<ul style="list-style-type: none"> <li>• Specific Relief Act, 1963, Contracts amendments</li> <li>• SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>• Rules &amp; Regulations by RBI, Act</li> <li>• The Land Acquisition Act, 1894</li> <li>• Land Acquisition, Rehabilitation and Resettlement Act, 2013</li> <li>• Mineral Conservation and Development Rules, 2017</li> <li>• Mines &amp; Minerals (Development &amp; Regulation) Act, 1957</li> <li>• Mineral (Auction) Rules, 2015</li> <li>• National Mineral Policy</li> <li>• Offshore Mineral Concession Rules -2006</li> <li>• Indian Ports Act 1908</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines/Regulations for InvITs and REITs by SEBI</li> <li>• Guidelines/Regulations for monetized assets of the government (Guidelines under process)</li> <li>• Guidelines for probability of default</li> <li>• Guidelines to monitor expected loss</li> <li>• Appraisal of PPP projects (Manual in progress) <ul style="list-style-type: none"> <li>➢ Model Concession Agreement</li> <li>➢ Model Bidding Documents (sector specific)</li> <li>➢ Model Tripartite agreement</li> </ul> </li> <li>• CAG Audit for PPP projects</li> <li>• Transaction Advisors for PPP Projects: Manual for use of the Panel</li> <li>• Guidelines for formulation, appraisal and approval of Public Private Partnership (PPP) Projects</li> </ul>

## Domain Competencies- IPP & ISD Division

<b>3. Assets Monetization policy of the government</b>	<ul style="list-style-type: none"> <li>• Being aware of the concepts of monetization of assets, owned by a public body, roads, airports, railways, stations, pipelines, mobile towers, transmission lines, etc., or even land that remains unutilized., by Ministries/Departments</li> <li>• Understanding of NITI Aayog's plan developed in consultation with infrastructure line ministries, based on the mandate for 'Asset Monetization' under Union Budget 2021-22. NMP aims to unlock value in brownfield projects by engaging the private sector and also posses understanding of Monetization progress report</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>• Assets Monetization policy of the government</li> </ul>		<ul style="list-style-type: none"> <li>• Guidelines/Regulations for monetized assets of the government (Guidelines under process)</li> </ul>

## Domain Competencies- IPP & ISD Division

<b>4. Public Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Understanding of the concept of Public-private partnerships and long-term contracting between the government and private agencies to deliver infrastructure projects</li> <li>• Understanding of commonly adopted model of PPPs including Build-Operate-Transfer (BOT) , Build-Own-Operate (BOO), Build-Operate-Lease-Transfer (BOLT), Design-Build-Operate-Transfer (DBFOT), Lease-Develop-Operate (LDO), Operate-Maintain-Transfer (OMT), etc. that can be used to finance, build, and operate projects, such as public transportation networks, parks, convention centers etc.</li> <li>• Understanding and application of optimal risk sharing framework in PPP projects ;</li> <li>• Understanding Post award contract management in PPP projects ;</li> </ul>	
Demonstrates knowledge and understanding of:		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>• VGF Scheme (Revamped)</li> <li>• Scheme and Guidelines for forwarding proposals for financial support to Public Private Partnership in Infrastructure under the Viability Gap Funding Scheme of GOI</li> <li>• PPP Policy &amp; Programmes</li> <li>• Scheme for India Infrastructure Project Development Fund (IIPDF).</li> </ul>		<ul style="list-style-type: none"> <li>• Appraisal of PPP projects (Manual in progress) <ul style="list-style-type: none"> <li>➢ Model Concession Agreement</li> <li>➢ Model Bidding Documents (sector specific)</li> <li>➢ Model Tripartite agreement</li> </ul> </li> <li>• CAG Audit for PPP projects</li> <li>• Transaction Advisors for PPP Projects: Manual for use of the Panel</li> <li>• Guidelines for formulation, appraisal and approval of Public Private Partnership (PPP) Projects</li> <li>• PPP Project renegotiation framework</li> <li>• Central Sector PPP Projects as per Cabinet approved guidelines and orders for delegation of powers</li> </ul>

## Domain Competencies- IPP & ISD Division

<b>5. Viability Gap Fund in PPP projects</b>	<ul style="list-style-type: none"> <li>Understanding Viability Gap Finance concepts for economically justified but not financially viable projects.</li> <li>Possess understanding of the grant under VGF provided as a capital subsidy to attract the private sector players to participate in PPP projects that are otherwise financially unviable.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>VGF Scheme (Revamped)</li> <li>Scheme and Guidelines for forwarding proposals for financial support to Public Private Partnership in Infrastructure under the Viability Gap Funding Scheme of GOI</li> <li>India Infrastructure Project Development Fund Scheme</li> </ul>	<ul style="list-style-type: none"> <li>SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>Rules &amp; Regulations by RBI, Act</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal of PPP projects (Manual in progress)</li> <li>Model Concession Agreement</li> <li>Model Bidding Documents (sector specific)</li> <li>Model Tripartite agreement</li> <li>CAG Audit for PPP projects</li> <li>Transaction Advisors for PPP Projects: Manual for use of the Panel</li> <li>Guidelines for formulation, appraisal and approval of Public Private Partnership (PPP) Projects</li> </ul>

## Domain Competencies- IPP & ISD Division

<b>6. Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trust (InvITs)</b>	<ul style="list-style-type: none"> <li>Understanding of Real estate investment Trusts (REITs) and Infrastructure Investment Trusts (InvITs) and similar innovative vehicles that allow developers to monetize revenue-generating real estate and infrastructure assets, while enabling investors or unit holders to invest in these assets without actually owning them. Understanding of REITs/ InvITs trust-based structures that maximize returns through efficient tax pass-through and improved governance structures.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
	<ul style="list-style-type: none"> <li>SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>Rules &amp; Regulations by RBI, Act</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines/Regulations for InvITs and REITs by SEBI</li> <li>Guidelines for probability of default</li> <li>Guidelines to monitor expected loss</li> </ul>

## Domain Competencies IPP & ISD Division

<b>7. National Infrastructure Pipeline (NIP)</b>	<ul style="list-style-type: none"> <li>• Understanding of National Infrastructure Pipeline (NIP) aiming to improve project preparation and attract investment into infrastructure</li> <li>• Possess understanding how National Infrastructure Pipeline (NIP) Planning is done and aligning the plan with Gati-Shakti vision</li> <li>• Possess understanding of NIP Monitoring framework</li> </ul>	
<b>Demonstrates knowledge and understanding of:</b>		
<b>Policies and Schemes</b>	<b>Acts and regulations</b>	<b>Departmental SOPs/ guidelines*</b>
<ul style="list-style-type: none"> <li>• VGF Scheme (Revamped)</li> <li>• India Infrastructure Project Development Fund Scheme</li> <li>• Policies, schemes, programmes related to Housing and Urban Affairs, Urban Planning and management, Urban transport, sustainability of built environment</li> <li>• Policies, schemes, programmes related to Ministry of Civil Aviation</li> <li>• Policies, schemes, programmes related to Ministry of Surface Transport</li> <li>• Policies, schemes, programmes related to Ministry of Railways</li> <li>• Policies, schemes, programmes related to Ministry of Power</li> <li>• Policies, schemes, programmes related to Ministry of Communication</li> <li>• Policies, schemes, programmes related to Ministry of Ports Shipping &amp; Waterways</li> <li>• Policies, schemes, programmes related to Ministry of New &amp; Renewable Energy</li> <li>• Policies, schemes, programmes related to Department of space</li> <li>• Policies, schemes, programmes related to Ministry of Coal</li> <li>• Policies, schemes, programmes related to Ministry of Mines</li> <li>• Policies, schemes, programmes related to Ministry of Petroleum and Natural Gas</li> <li>• Gati Shakti Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• SEBI (Infrastructure Investment Trusts) Regulations, 2014</li> <li>• Rules &amp; Regulations by RBI, Act</li> <li>• The Land Acquisition Act, 1894</li> <li>• Land Acquisition, Rehabilitation and Resettlement Act, 2013</li> <li>• Mineral Conservation and Development Rules, 2017</li> <li>• Mines &amp; Minerals (Development &amp; Regulation) Act, 1957</li> <li>• Mineral (Auction) Rules, 2015</li> <li>• National Mineral Policy</li> <li>• Offshore Mineral Concession Rules -2006</li> <li>• Indian Ports Act 1908</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines for probability of default</li> <li>• Guidelines to monitor expected loss</li> <li>• NIP Monitoring framework</li> </ul>

## Domain Competencies- IPP & ISD Division

<b>8. Knowledge of Energy &amp; power Sector</b>	<ul style="list-style-type: none"> <li>• Possess understanding of energy sector policies &amp; proposals which includes Petroleum and Natural Gas, Coal, Power, Atomic Energy and New &amp; Renewable Energy.</li> <li>• Possess understanding of the goals of Renewable Energy 2030 (Agenda, Targets, indicators)</li> <li>• Possess understanding of various measures taken to increase investment in Climate NDCs, contribution to global climate action, National Climate Plans</li> <li>• Possess understanding of green finance, decarbonization and determination of prices in power, petroleum &amp; oil sectors</li> <li>• Possess understanding of global practices in energy sector functioning</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines*
<ul style="list-style-type: none"> <li>• Domestic energy/power sector policies</li> <li>• Policies, schemes, programmes related to Ministry of Power</li> <li>• Policies, schemes, programmes related to Ministry of New &amp; Renewable Energy</li> <li>• Policies, schemes, programmes related to Ministry of Coal</li> <li>• Policies, schemes, programmes related to Ministry of Mines</li> <li>• Policies, schemes, programmes related to Ministry of Petroleum and Natural Gas</li> </ul>	<ul style="list-style-type: none"> <li>• Coal Mines (Special Provisions) Act</li> <li>• Mines and Minerals (Development and Regulation) Act</li> <li>• Electricity Act</li> <li>• Regulations regarding electricity tariff etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamics of energy sector regulation</li> </ul>

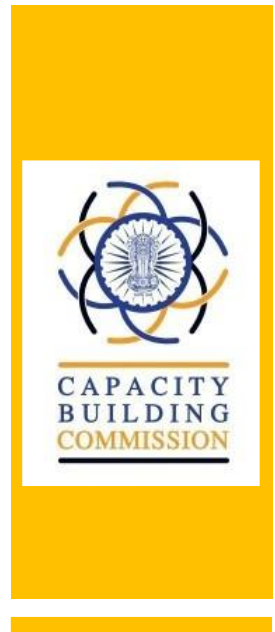
## Domain Competencies- IPP & ISD Division

<b>9. Capacity gaps of Infrastructure implementing agencies</b>	<ul style="list-style-type: none"> <li>• Understands the concept related to infrastructure in India</li> <li>• Conduct capacity gap analysis for central ministries / state governments departments responsible for Infrastructure development.</li> <li>• Posses ability to plan the capacity building program for Infrastructure implementing agencies to promote the investments and progress of infrastructure of the country</li> <li>• Conduct periodic review of capacity building in central ministries / state governments related to infrastructure</li> </ul>
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<b>10. Credit Rating / Credit Enhancement</b>	<ul style="list-style-type: none"> <li>• Understanding of credit rating systems focusing on quantified assessment of the creditworthiness of a borrower in general terms or with respect to a financial obligation</li> </ul>
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<b>11. Harmonized Master list for infrastructure</b>	<p>High level understanding of the Finance Ministry Harmonised Master List of Infrastructure sub-sectors including :</p> <ul style="list-style-type: none"> <li>• Transport and Logistics: Roads and bridges, Inland waterways, Airport, etc.</li> <li>• Energy: Electricity Generation, Electricity Transmission, etc.</li> <li>• Water and Sanitation: Solid Waste Management, Water treatment plants, etc</li> <li>• Communication: Telecommunication, etc</li> <li>• Social and Commercial Infrastructure: Education Institutions (capital stock), Sports Infrastructure, Hospitals (capital stock), Tourism infrastructure, etc.</li> </ul>
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# Other Multilateral Institutions Division



## Domain Competencies OMI Division



Demonstrates knowledge and understanding of:			
Domain knowledge	Policies and Schemes	Acts and regulations	Departmental SOPs / guidelines
<ol style="list-style-type: none"> <li>Externally Aided Project (EAP) management (AIIB, NDB, IFAD and OFID projects)</li> <li>Promoting Green/climate/ Sustainable financing</li> <li>Financing local currency (INR)</li> <li>Key policies of IFAD, AIIB and NDB</li> <li>Governance related matters of AIIB, NDB and IFAD</li> <li>Collaboration with African Development Bank (AfDB)</li> <li>Collaboration with European Bank for Reconstruction and Development (EBRD)</li> <li>Collaboration with NDB's Regional Office in India</li> <li>The Sendai Framework Monitor</li> <li>Coalition for Disaster Resilient Infrastructure (CDRI)</li> <li>Knowledge of Crypto Assets &amp; Central Bank Digital Currency (CBDC)</li> </ol>	<ul style="list-style-type: none"> <li>AIIB and NDB Corporate Strategy/ general Strategy;</li> <li>AIIB, NDB and IFAD Country Program;</li> <li>AIIB, NDB and IFAD Operational Policy on Financing;</li> <li>AIIB, NDB and IFAD General Conditions ;</li> <li>AIIB, NDB and IFAD Environment and Social Framework (ESF);</li> <li>AIIB and NDB Policy on Operations in Disputed Areas/International Relations ;</li> <li>Treasury and Risk policies of AIIB and NDB.</li> <li>Energy Strategy of AIIB</li> <li>Guidelines on Borrowing power authority of the AIIB and NDB</li> <li>Rules and procedure of the BoG/BoD of AIIB, NDB and IFAD (Rules &amp; Procedure of EB and GC)</li> <li>Policies of different line Ministries including M/oEF&amp;CC</li> </ul>	<ul style="list-style-type: none"> <li>Articles of Agreement (AoA) of AIIB, NDB, EBRD, AfDB and IFAD;</li> <li>AfDB Act 1983</li> <li>Host Country Agreement with NDB</li> <li>UNP&amp;I ACT 1947 extended to NDB/AIIB in Feb, 2017, and EBRD in 2019</li> <li>Policies, rules and regulations of SEBI and RBI</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines for posing, implementing and monitoring externally aided projects (EAPs)</li> <li>Finance Plus Criteria for selection of projects to be posed to MDBs</li> <li>UN Disaster Risk Reduction Framework</li> <li>CDRI Charter</li> <li>Other Guidelines such as Counterpart funding and orders of other line Ministries such as DoE etc. for EAPs.</li> </ul>



## Domain Competencies- OMI Division

<b>1. Externally Aided Project (EAP) management (AIIB, NDB, IFAD and OFID projects)</b>	<ul style="list-style-type: none"> <li>• Possess understanding of various aspects of EAPs of States and Central Agencies, Proposal scrutiny mechanisms, project financial planning, Impact analysis, economic &amp; financial analysis, Project legal documents, loan negotiations, project preparation and implementation review, etc. of sovereign backed financing.</li> <li>• Ability to manage life cycle of the projects i.e. receiving &amp; examination of proposal, seeking comments of concerned authorities, placement before Screening Committee, Project preparation, Negotiation with the bank on Legal Documents such as Loan Agreement &amp; Financing Agreement, signing of Legal Agreement, Review the progress of implementation.</li> <li>• Ability to facilitate non-sovereign backed financing operations/private sector projects of AIIB and NDB. This includes Investment in Equity, fund, venture capital, etc.</li> <li>• Ability to suggest innovative financing investment plan of the AIIB and NDB including venture capital, blended financing, hybrid capital, etc.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• AIIB and NDB Corporate Strategy/general Strategy;</li> <li>• AIIB, NDB and IFAD Country Program;</li> <li>• AIIB, NDB and IFAD Operational Policy on Financing;</li> <li>• AIIB, NDB and IFAD General Conditions ;</li> <li>• AIIB, NDB and IFAD Environment and Social Framework (ESF);</li> <li>• AIIB and NDB Policy on Operations in Disputed Areas/International Relations ;</li> <li>• Treasury and Risk policies of AIIB and NDB.</li> </ul>	<ul style="list-style-type: none"> <li>• Articles of Agreement (AoA) of AIIB, NDB and IFAD;</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines for posing, implementing and monitoring externally aided projects (EAPs)</li> <li>• Finance Plus Criteria for selection of projects to be posed to MDBs</li> <li>• Other Guidelines such as Counterpart funding and orders of other line Ministries such as DoE etc. for EAPs.</li> </ul>

## Domain Competencies- OMI Division

<b>2. Promoting Green/climate/ Sustainable financing</b>	<ul style="list-style-type: none"> <li>• Understanding of sustainable financing considering the environmental, social and governance (ESG) considerations when making investment decisions, leading to more long-term investments in sustainable economic activities and projects ; Paris agreement.</li> <li>• Ability to promote climate financing based on needs and concerns of local, national, or transnational financing drawn from public, private and alternative sources of financing that seeks to support mitigation and adaptation actions that will address climate change.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• ESF of AIIB, NDB and IFAD.</li> <li>• Energy Strategy of AIIB</li> <li>• Policies of different line Ministries including M/oEF&amp;CC</li> </ul>		

<b>3. Financing local currency (INR)</b>	<ul style="list-style-type: none"> <li>• Ability to enhance fund-raising capacity of the MDBs and need for local currency financing</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Policies, rules and regulations of SEBI and RBI</li> </ul>	<ul style="list-style-type: none"> <li>• Policies, rules and regulations of SEBI and RBI</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines on Borrowing power authority of the AIIB and NDB</li> </ul>

## Domain Competencies- OMI Division

<b>4. Key policies of IFAD, AIIB and NDB</b>	<ul style="list-style-type: none"> <li>• Possess understanding of AIIB and NDB Corporate Strategy/Sectoral Strategies/ General Strategy; IFAD Country Program; Sovereign and non-sovereign financing policies, Operational and pricing policies, General conditions, Environmental Social Framework, Risk management Framework, Policy on International Relations, compliance policies, oversight mechanisms, Budget and Human Resources management policies, Treasury Business Management Policy, Risks and operational policies, rules and procedure of the Board, etc.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Policies and schemes of IFAD, AIIB and NDB</li> </ul>	<ul style="list-style-type: none"> <li>• AoA of IFAD, AIIB and NDB</li> </ul>	<ul style="list-style-type: none"> <li>• Policy inputs are being provided to the banks based on the national priority and program of the Govt.</li> </ul>
<b>5. Governance related matters of AIIB, NDB and IFAD</b>	<ul style="list-style-type: none"> <li>• Is able to represent India in AIIB, NDB and IFAD which happens at the level of Board of Governors (BoG) /Board of Director (BoD) for AIIB and NDB. For the IFAD, this happens at the Executive Board (EB)/ Governing Council (GC) level.</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Rules and procedure of the BoG/BoD of AIIB, NDB and IFAD (Rules &amp; Procedure of EB and GC)</li> </ul>	<ul style="list-style-type: none"> <li>• AoA of AIIB, NDB and IFAD</li> </ul>	<ul style="list-style-type: none"> <li>• India makes intervention in the BoG/BoD/GC/EB meetings to consider policies and investment operation based on the national priority and program of the Govt.</li> </ul>

## Domain Competencies- OMI Division

<b>6. Collaboration with African Development Bank (AfDB)</b>	<ul style="list-style-type: none"> <li>• Is aware of the AfDB governance and shareholding of India at AfDB</li> <li>• Being a non-borrowing member/shareholder in AfDB, India contributes in general capital Increase, replenish to ADF</li> <li>• Undertakes Technical Cooperation Agreement with ADF to provide loan to the AfDB members</li> <li>• Is able to encourage Indian private sector participation in the AfDB regional member countries to expand business opportunities</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Based on the AfDB concerned policies/guidelines and agreements signed</li> </ul>	<ul style="list-style-type: none"> <li>• AoA of AfDB; AfDB Act 1983</li> </ul>	-
<b>7. Collaboration with European Bank for Reconstruction and Development (EBRD)</b>	<ul style="list-style-type: none"> <li>• Is aware of EBRD governance; and shareholding of India at EBRD;</li> <li>• Is able to encourage Indian private sector participation in the regional member countries of EBRD and to expand business opportunities ;</li> </ul>	
Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
<ul style="list-style-type: none"> <li>• Based on the EBRD concerned policies/guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• AoA of EBRD</li> </ul>	-

## Domain Competencies- OMI Division

<b>8. Collaboration with NDB's Regional Office in India</b>	<ul style="list-style-type: none"> <li>Possess in-depth knowledge of Signing of the Host Country Agreement with NDB and facilitation in operation of Regional Office in India</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
-	<ul style="list-style-type: none"> <li>AoA of NDB;</li> <li>Host Country Agreement, UNP&amp;I ACT 1947 extended to NDB in Feb, 2017;</li> </ul>	<ul style="list-style-type: none"> <li>Host Country Agreement, UNP&amp;I ACT 1947 extended to NDB on Feb 17, 2017;</li> </ul>

<b>9. The Sendai Framework Monitor</b>	<ul style="list-style-type: none"> <li>Understanding of the Sendai Framework Monitor function as a management tool to develop understanding of disaster risk reduction strategies, risk-informed policy decision making and allocation of resources to prevent new disaster risks.</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
-	-	UN Disaster Risk Reduction Framework

## Domain Competencies- OMI Division

<b>10. Coalition for Disaster Resilient Infrastructure (CDRI)</b>	<ul style="list-style-type: none"> <li>Ability to encourage CDRI to carry out several complementary projects to inform and encourage CDRI Members Countries to strengthen national and international collaboration for climate and disaster resilient infrastructure ; strategic initiatives for promoting resilient Infrastructure and program .</li> <li>Ability to facilitate the CDRI for executing the decisions of the Governing Council and Executive Committee through effective programming and time-bound delivery of program .</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
-	-	<ul style="list-style-type: none"> <li>CDRI Charter</li> </ul>

<b>11. Knowledge of Crypto Assets &amp; Central Bank Digital Currency (CBDC)</b>	<ul style="list-style-type: none"> <li>Ability to understand and conceptualise effective policies on crypto assets and Central Bank Digital Currency (CBDC)</li> <li>Keeps abreast with the global trends related to crypto assets, digital currency &amp; digital payment systems of various countries</li> </ul>
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Demonstrates knowledge and understanding of:		
Policies and Schemes	Acts and regulations	Departmental SOPs/ guidelines
-	-	

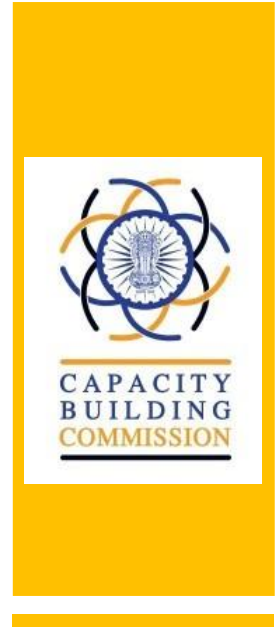
## 4.2 Role based competencies at DEA divisions

Following section of the report summarise few examples of role-based competencies culled out during ACBP exercise for FRAC analysis across DEA divisions, wherein this exercise was carried out and data set was adequately available.

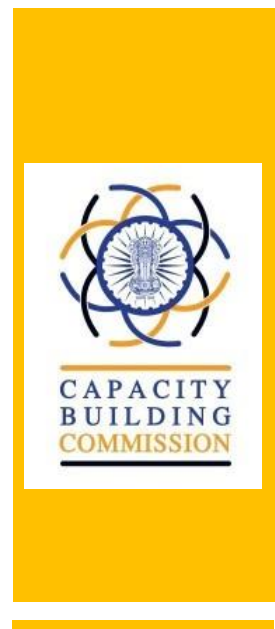


# Framework of Roles, Activities and Competencies

DEA RolesActivitiesCompetencies Mapping



# Administration: RolesActivities Competencies Mapping





## Position 1: Director (Admin-1,2,3,6) (1/2)

Role	Activities	Competencies
Managing Transfer/Promotion process	<ul style="list-style-type: none"> <li>Receive Transfer/Promotion Orders and ensure placement in the officials' personal files</li> <li>Oversee Transfer/Promotion process within department and seek Vigilance clearance and Cash Section (LPC) clearance</li> <li>Issue Order of transfer of Service Book to respective department</li> <li>Manage overall Transfer/Promotion process to ensure timely closure of Transfer/Promotion Orders (i.e., within 15/20 Days of receiving Transfer/Promotion orders)</li> </ul>	<b>Functional Competencies</b> 1. Office Management 2. Human Resource management 3. Administrative Communication 4. Digital Fluency 5. Training and Skill Development  <b>Behavioural Competencies</b> 1. Analytical Thinking 2. Decision Making 3. Stakeholder management 4. Result-orientation  <b>Domain Competencies</b> 1. Administration of personnel policies of Group A & B (Gazetted) officers 2. Administration of personnel policies of non gazetted officials 3. Administration of outsourced staff 4. Creation / continuance / abolition of posts 5. Management of Service Records 6. Trainings/workshops/seminars of DEA personnel 7. Administration of captive/embassy posts 8. Cash Management and Accounting
	Managing Loan requests	
Managing deputation process	<ul style="list-style-type: none"> <li>Receive and analyse deputation requests and forward to JS/ Secretary for approval</li> <li>Advertise deputation requirements in DEA through print and website medium</li> <li>Seek approval on the creation of Scrutiny Committee to check deputation eligibility.</li> <li>Manage Selection committee process and conduct discussions with candidates</li> </ul>	
	Managing GPF, Medical (CGHS), advances	
Conducting Disciplinary proceedings	<ul style="list-style-type: none"> <li>Analyse the case and check if it requires Vigilance/ Conduct related input</li> <li>Manage end to end disciplinary process as per guidelines and leadership inputs</li> </ul>	
Record management	<ul style="list-style-type: none"> <li>Ensure retention of files as per the retention schedule</li> <li>Manage weeding out removable files from the record room</li> <li>Create a system of classification of files</li> <li>Monitor online entry of files in the portal</li> </ul>	



## Position 1: Director (Admin-1,2,3,6) (2/2)

Role	Activities	Competencies		
Leave record management	<ul style="list-style-type: none"> <li>Receive recommendations on Childcare leave from the department</li> <li>Check eligibility and sanction leave as per guidelines</li> <li>Record attendance of staff and note presence of absconding people</li> <li>Conducts disciplinary proceedings in case of leave mismatch/ absconding staff</li> <li>Receive NOC requests sought for personal visit abroad</li> <li>Forward NOC requests as per guidance and guidelines</li> <li>Seek approval from JS/ AS for NOC</li> </ul>			
	Training Coordination		<ul style="list-style-type: none"> <li>Release circulars for trainings across departments</li> <li>Analyse requests and forward for approval for sanctioning of finances.</li> <li>Update training certification in officer's personal files.</li> <li>Receive nominations for foreign trainings (self/institutes/ departmental nominations)</li> <li>Seek sanctioning of foreign trainings from Secretary</li> <li>Ensure maintenance of trainings records by ASO and SO</li> </ul>	
			Updating Recruitment rules	<ul style="list-style-type: none"> <li>Review recruitment rules as per defined timelines (5 / 10 years) for ex -cadre posts of DEA.</li> <li>Consultation with DoPT and UPSC for revision of rules</li> <li>Revise Recruitment rules for the posts and forward file to JS/ AS</li> </ul>
				Carry out miscellaneous activities

## Position 2: Director (Admin-4,5) (1/2)

Role	Activities	Competencies
Logistic planning and support	<ul style="list-style-type: none"> <li>Keep oversight of the overall infrastructure and logistics of DEA</li> <li>Ensure supply of stationery, IT equipment, furniture, car, material etc.</li> <li>Plan for requirement of laptop to officers</li> <li>Ensure availability for senior officials/ reporting officers for immediate requirements</li> <li>Plan and provide for workplace accommodation to officers appointed at DEA</li> <li>Ensure meeting requirement are managed like snacks, video conferencing, venue, pickup drop facilities, IT infra set-up</li> </ul>	<b>Behavioural Competencies</b> 1. Result Orientation 2. Resilience 3. Communication 4. Stakeholder Management 5. Analytical thinking (attention to detail) 6. Decision Making
Procurement related activities	<ul style="list-style-type: none"> <li>Review file shared by Section officer/ Under Secretary</li> <li>Check for matching of technical specifications and financial guidelines - entitlement, GFR guidelines, DoE guidelines</li> <li>Provide comments and guidance for improvement of procurement implementation</li> <li>Take advance/ urgent procurement requests as per priority and impact</li> <li>Approve procurement of up-to 250000 for office supply</li> <li>Send proposals above 250000 for IFD proposal</li> </ul>	<b>Functional Competencies</b> 1. Administrative Communication 2. Contract Management 3. Procurement Management 4. Material and Services Management 5. Office Management 6. Financial Management
Event planning and management	<ul style="list-style-type: none"> <li>Oversee planning and end to end coordination for events</li> <li>Liasion with various stakeholders and seek approvals for conducting event</li> <li>Manage venue premise to accommodate the participants, venue permissions</li> <li>Review file shared by Section officer/ Under Secretary for event related activities</li> <li>Ensure on-ground implementation of event activities by vendor like venuesnacks, security, protocol, proper attire etc</li> </ul>	<b>Domain Competencies</b> 1. Maintenance of official portals and website 2. Management of Service Records 3. Procurement of materials & services 4. Management of Official seating arrangement 5. Administration of IT/cyber security cell 6. Event Management
Protocol related activities	<ul style="list-style-type: none"> <li>Oversees that protocol is followed if any foreign delegate is coming to India or any meeting is taking place outside north block</li> <li>Oversee the management of stay and meeting venue - cars, hotels etc as per MEA guidelines to check hotel category etc</li> <li>Review and approve files the meeting related requirement which are as per guidelines</li> </ul>	

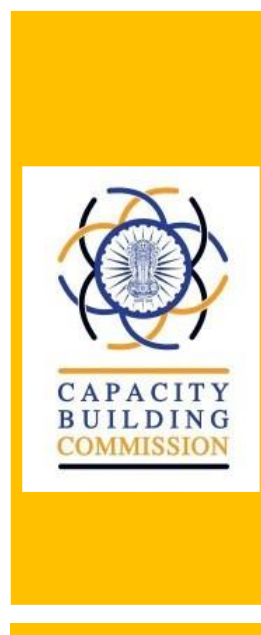
## Position 2: Director (Admin-4,5) (2/2)

Role	Activities	Competencies
Protocol related activities	<ul style="list-style-type: none"> <li>Handle escalations regarding the process of preparing &amp; issuing govt passport to any official is travelling abroad</li> <li>Oversee the booking of the venue for the meetings as per protocol and seeks payment approval from IFD</li> <li>Forward Venue payment request received from US to IFD for approvals</li> <li>Manage negotiations with the venue for events</li> </ul>	
Miscellaneous Activities	<ul style="list-style-type: none"> <li>Oversee management of Finance library and suggest improvement mechanisms</li> <li>Handle escalations regarding any subscription / finance library related issues</li> <li>Keep oversight on functioning of receipts and Issuances</li> <li>Overlooking cleaning and maintenance of DEA premises</li> <li>Overlooking security and office management activities</li> </ul>	
Coordination activities	<ul style="list-style-type: none"> <li>Ensuring endorsement of instructions under various rules and regulations to section/ attached and subordinate offices/ Public Sector Undertakings etc, where no particular section in the Department is concerned with the subject matter.</li> <li>Carry out Coordination concerning more than two Divisions where subject matter is not the concern of any specific Section/ Division in the Department</li> <li>Compilation of returns relating to matters when compilation involves collection of information from more than two Divisions.</li> <li>Monitor work relating to Standing Committee of the Department and work relating to SC/ST Cell.</li> <li>Ensure collection and compilation of material relating to Department from various sources for the Press Conference of Ministers from time to time.</li> <li>Coordination and compilation of brief for the Ministers for matters concerning DEA</li> <li>Ensure collection and compilation of material for annual report of the Department.</li> <li>Manage review meetings regarding progress in disposal of critical communication received</li> <li>Manage any other function assigned from time to time</li> </ul>	

## Position 3: Director (Admin-7, RTI & Outsourcing)

Role	Activities	Competencies	
Engagement of outsourced staff	• Receive requisition from divisions for outsourced staff	<b>Functional Competencies</b> 1. Human Resource Management (Handling service matters) 2. Material & Services Management 3. Contract management 4. Handling RTI Matters 5. Office Management 6. Digital Fluency (Digital Tools and Platforms)  <b>Behavioural Themes</b> 1. Analytical thinking 2. stakeholder management 3. Decision Making  <b>Domain Competencies</b> 1. Implementation of Official Language 2. Grievance redressal mechanism 3. Administration of IT/cyber security cell	
	• Review advertisement of hiring of staff		
	• Send tender for outsourcing for secretary review and approval		
	• Ensure publishing of tender through GeM portal		
	• Review advertisement of vacancy for outsourced staff		
	• Review staffing requests for Data operator staff		
	• in special cases, review the certificates and documents submitted by candidates while joining		
	• Review requisition of engagement of retired personnel		
	• Sanctioning of release of payment of outsourced staff as per approvals received		
Service matter for MoS	• Oversight on all activities related to outsourced staff		
	• Manage at service matters for MoS staff		
RTI handling	• Service matters may include Transfer process, Managing GPF, Medical, advances, Disciplinary etc.		
	• Receive RTI queries related to DEA		
	• Advise SO/JS to forward requests to concerned division/ unit/ section as per information		
	• Analyse the requirement of RTI ( e.g. opinion cannot be caught in an RTI, so they are rejected.)		
	• Monitor the status RTI closure in DEA		
• Finalize formal Instructions for creating awareness of clearance of pending RTIs/ appeals for respective CPIO/ FAA			

## BC & SF: Roles Activities Competencies Mapping



## Position 1: Director

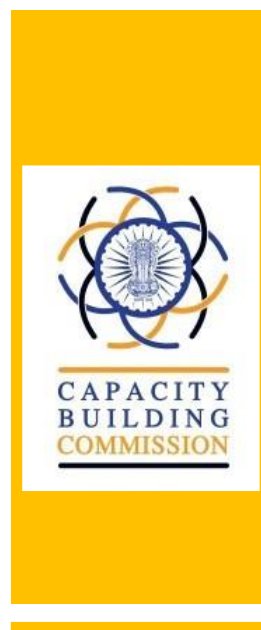
Role	Activities	Competencies
Exhibiting /implementing overall function of the Bilateral Cooperation Division	<ul style="list-style-type: none"> <li>Provide policy level support and manage Implementation of Indian Development Economic Assistance Scheme (IDEAS) in coordination with MEA.</li> <li>Address matters relating to Concessional Financing Scheme including extension of Lines of Credit thereunder</li> <li>Handle matters related to Bilateral cooperation with UK, Nordic, Russia, USA, Germany, France, Canada, Australia, EU, Newzeland, Swiss etc.</li> <li>Facilitate Extension of Lines of Credit under India Development and Economic Assistance Scheme (IDEAS) to countries in Asia (excluding Nepal, Bhutan and Bangladesh), Africa and other countries as decided by Govt. of India</li> <li>Release of IES claims under IDEAS Scheme</li> <li>Facilitate technical/grants assistance agreements with U.S. agencies – U.S. Agency for International Development (USAID) and U.S. Trade and Development Agency (USTDA); and Canadian Agency – International Development Research Centre (IDRC), Canada.</li> </ul>	<p><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>1. Policy Formulation</li> <li>2. Digital Fluency</li> <li>3. Data Analytics (Data -led decision making)</li> <li>4. Handling RTI Matters</li> <li>5. Litigation Management</li> <li>6. Handling Parliamentary Matters</li> </ol> <p><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Stakeholder Management</li> <li>3. Whole of Government Thinking</li> <li>4. Analytical Thinking</li> <li>5. Influencing &amp; Negotiation</li> </ol>
	<p><b>Handle matters related to Externally Aided Projects and Bilateral Cooperation dialogues</b></p> <ul style="list-style-type: none"> <li>Participate in Economic &amp; Financial Dialogue with USA, UK, Swiss, CANADA, AUSTRALIA, EU, New Zealand, etc</li> <li>Scrutinize the proposals under Externally Aided Project submitted by various Ministries/Departments.</li> <li>Seek approval of Screening Committee for engaging Consultants through bilateral partners and multilateral organisations. Posing, implementation and monitoring of the project.</li> <li>Conducting negotiation meetings on externally aided projects</li> <li>Nominate officers for Short -term foreign training courses up to four weeks duration offered by JICA, SCPTA, IMF, etc. under Technical Assistance Programme</li> </ul>	

## Position 1: Director

Role	Activities	Competencies
Handle matters related to Externally Aided Projects and Bilateral Cooperation dialogues	<ul style="list-style-type: none"> <li>Handle proposals from Ministries/Departments for approval of Screening Committee for engagement of consultants</li> <li>Engage with Consultants from Bilateral Partners and Multilateral Institutions by Ministries/ Department</li> </ul>	<p><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>1. Bilateral Cooperation Dialogues</li> <li>2. Bilateral Cooperation Assistance</li> <li>3. ODA Loans</li> <li>4. Relationship Management with Countries</li> <li>5. Collaboration with UNDP</li> <li>6. Collaboration with JICA</li> <li>7. Extending Lines of Credit</li> <li>8. Fund Flow Process</li> <li>9. Sovereign Guarantee</li> <li>10. Sustainable Finance</li> <li>11. Green Climate Fund (GCF)</li> </ol>
	<p><b>Handle G20 related matters</b></p> <ul style="list-style-type: none"> <li>Handle works relating to G20 with respect to G20 Debt Service Suspension Initiative (DSSI) and G20 Common Framework (CF) for debt treatment beyond the DSSI</li> <li>Handle policy matter with regard to Common Framework, Paris Club and G20 matters</li> </ul>	
<p><b>Handle parliamentary matters &amp; RTI matters of the division</b></p> <ul style="list-style-type: none"> <li>Drafts response to Parliament Questions pertaining to BC &amp; SF Division, where the question pertains to more than one bilateral partner,</li> <li>Handling RTI Appeals pertaining to Bilateral cooperation Division</li> </ul>		



# AAA: Roles Activities Competencies Mapping



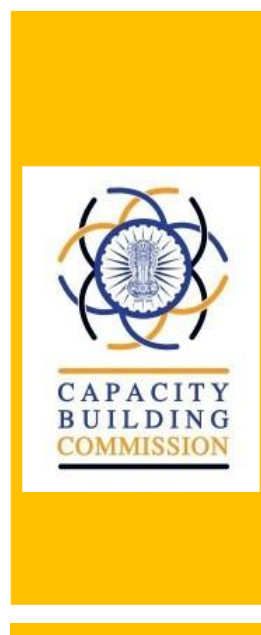
## Position 1: Joint CAAA (1/3)

Role	Activities	Competencies
Handles compliance of financial covenants in the Financing Agreement	<ul style="list-style-type: none"> <li>Oversee all matters related to compliance of financial covenants in the Financing Agreement rest with CAAA.</li> </ul>	<p><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>1. Data Analytics: Data Visualization</li> <li>2. Human Resource Management</li> <li>3. Budget/ PFMS</li> <li>4. Monitoring &amp; Evaluation</li> <li>5. Digital Fluency</li> <li>6. GFR- Material &amp; Services Management</li> <li>7. E-office/ Office Management</li> </ol> <p><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>1. Stakeholder management</li> <li>2. Analytical Thinking</li> <li>3. Team Management &amp; Development</li> <li>4. Communication</li> <li>5. Resilience</li> <li>6. Decision Making</li> </ol>
	<ul style="list-style-type: none"> <li>Analyse matters related to LIBOR to SOFR transitions, examining the various provisions mentioned in the Draft Agreement and offer comments, if any, to the concerned Credit Division</li> </ul>	
	<ul style="list-style-type: none"> <li>Supervise the preparation of Budget Estimates relating to External Loans/Credit Grants both for Receipts and Payments under the relevant Capital and Revenue Heads of Accounts as per provision of GFR; Put up for approval of CAAA</li> </ul>	
	<ul style="list-style-type: none"> <li>Monitor all matter related to reporting to various agencies including PQ inputs to credit division and other ministries/departments are dealt by Coordination Section</li> </ul>	
Handles Reporting of the division	<ul style="list-style-type: none"> <li>Oversee the matter related with reports such Annual report, Annual brochure of external assistance, Monthly &amp; quarterly reports to Credit Division and other stake holders</li> </ul>	
	<ul style="list-style-type: none"> <li>Supervise the preparation of Monthly reports, inputs on external assistance data to Economic survey , inputs in FRBM reports and Union Budget Government of India.</li> </ul>	
Supervision of Export Promotion Audit offices	<ul style="list-style-type: none"> <li>Provide approval of tour programme for Export Promotion Audit offices at HQ, Mumbai, Chennai and Annual performance report of DGFT.</li> </ul>	
	<ul style="list-style-type: none"> <li>Arrange recertification and Annual surveillance Audit as per requirement of ISO9001:2015. Take remedial actions as suggested by Audit through Management Review Meetings on Half yearly basis.</li> </ul>	

## Position 1: Joint CAAA (1/3)

Role	Activities	Competencies
<b>Supervision of Export Promotion Audit offices</b>	<ul style="list-style-type: none"> <li>Analyse reports prepared by Resident Audit Party Chennai, RAP Mumbai and EAP HQ teams are checked and finalisation of Audit Para of DGFT Schemes on all India level.</li> <li>Examine DGFT outstanding paras Compliance reports.</li> <li>Supervise the preparation of the Annual Performance Report and put up for approval of CAAA.</li> </ul>	<b>Domain Competencies</b> <ol style="list-style-type: none"> <li>1. Loan Agreement</li> <li>2. Draw-down of external funds process of funding agencies</li> <li>3. Disbursal of external funds process of funding agencies</li> <li>4. Debt servicing liability</li> <li>5. External aid statistics</li> <li>6. Debt receipt budget</li> <li>7. Debt payment budget</li> <li>8. Integrated Computerized System (ICS)</li> <li>9. Sovereign external debt portfolio</li> <li>10. Audit of Import Licenses</li> </ol>
<b>Supervision of PAO(CAAA)</b>	<ul style="list-style-type: none"> <li>Supervise PAO(CAAA) which deals with all matter related to receipt and servicing of sovereign external debt in INR.</li> <li>Monitor functions of PAO(CAAA) which is responsible to maintains external assistance accounts in INR</li> <li>Compile and forward Accounts of CAAA and submit on monthly and annual basis to CGA in INR term with approval of CAAA.</li> </ul>	
<b>Division Administration &amp; Coordination</b>	<ul style="list-style-type: none"> <li>Interact with the EDMU, RBI &amp; World Bank for external Debt Data Calendar every year. Other related agencies PDMC and Budget Division for estimates related with external debt</li> <li>Monitor HR issues of CAAA includes ex cadre staff /officers of DEA, encadred CGA officers and DPC member for recruitment of Auditor.</li> <li>Hire consultant for maintenance of software, hardware and network for AAAD</li> <li>Administer ICS updation with inputs from all staff officers and stakeholders. Further, maintenance alongside the appointed consultants for problem solving on day to day basis.</li> <li>Supervise Data migration ICS to CSDRMS 2000+ compilation of World Bank data for Calendar Year.</li> <li>Providing inputs on Parliamentary questions/ RTI matters/ PG portals (CPGRAMS, E- Samiksha) etc. pertaining to AAAD</li> </ul>	

## Economic Division: Roles Activities Competencies Mapping



## Position 1: Director ( Coordination Unit)

Role	Activities	Competencies
<b>Internal administration and coordination</b>	<ul style="list-style-type: none"> <li>Overall coordination with other Divisions and Units for various works such as Parliament Questions, Talking Points for Ministers, Presentations etc.</li> <li>Budget Provisions for Economic Division</li> <li>Posting of officers in Economic Division</li> <li>Shortlisting interns for Economic Division</li> </ul>	<b>Functional Competencies</b> <ol style="list-style-type: none"> <li>1. Handling RTI Matters</li> <li>2. Handling Parliamentary Matters</li> <li>3. Data Literacy</li> <li>4. Financial Management</li> <li>5. Cabinet Note Preparation</li> <li>6. Digital Fluency</li> </ol> <b>Behavioural Competencies</b> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Teamwork</li> <li>3. Analytical Thinking</li> <li>4. Whole of Government Thinking</li> <li>5. Stakeholder Management</li> </ol> <b>Domain Competencies</b> <ol style="list-style-type: none"> <li>1. Economic Survey</li> <li>2. Economic Analysis / Reporting</li> <li>3. Economic Research</li> <li>4. Indian Macro Economy</li> <li>5. Macroeconomic parameters, specifically, GDP, output, savings, and investment</li> <li>6. Macro modelling</li> <li>7. Econometrics software</li> <li>8. Econometric modelling / techniques</li> </ol>
<b>Finance Minister's Pre-Budget meetings</b>	<ul style="list-style-type: none"> <li>Preparing theme/agenda/point of discussion for the Finance Minister's Pre-Budget consultative meetings for select group(s) of stake holders</li> <li>Preparing/shortlisting the Invitees for different stakeholders to participants for Finance Minister's Pre-Budget consultative meeting</li> <li>Preparing gist of discussion for union budget making.</li> </ul>	
<b>Organising Conference, Lecture, Seminars, workshops and symposia</b>	<ul style="list-style-type: none"> <li>Organizing Arun Jaitley Memorial Lecture (AJML)</li> </ul>	
<b>Conference, Lecture and Workshop</b>	<ul style="list-style-type: none"> <li>Organizing lecture on current economic issues by renowned economists</li> <li>Organizing workshop and seminar on the topic relevant to Economic Division</li> </ul>	
<b>Economic Survey</b>	<ul style="list-style-type: none"> <li>Overall coordination with all units of Economic Division for publishing of Economic Survey</li> <li>Printing of Economic Survey for laying in the Parliament</li> <li>Printing of priced edition of Economic Survey for large dissemination to students and general public</li> <li>Organizing Economic Survey outreach programme on different regions /universities to disseminate Economic Survey</li> </ul>	
<b>Cabinet Note, SFC, EFC, PMO/VIP Reference/ Parliament Questions etc</b>	<ul style="list-style-type: none"> <li>Disposing RTIs, CPGRAMS grievances, etc</li> <li>Preparing reply for Parliament Questions</li> <li>Preparing reply on VIP reference</li> <li>Overall coordination of Economic Division for Parliament related matter</li> </ul>	

## Position 2: Director, O/o Chief Economic Adviser

Role	Activities	Competencies
<b>Brief and presentation preparation</b>	<ul style="list-style-type: none"> <li>Prepare draft speeches for Hon'ble FM, Secretaries and Chief Economic Adviser for various events</li> <li>Prepare presentations for Chief Economic Adviser's events on topics like Macro Economics, leadership and behavioural economics, FinTech etc.</li> <li>Prepare briefs for CEA review as analysis of reports by RBI, IMF, World bank</li> <li>Draft Essays/Chapters for Institutions/Organizations on behalf of Chief Economic Adviser</li> </ul>	<b>Functional Competencies</b> <ol style="list-style-type: none"> <li>1. Handling RTI Matters</li> <li>2. Handling Parliamentary Matters</li> <li>3. Cabinet Note Preparation</li> </ol> <b>Behavioural Competencies</b> <ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Teamwork</li> <li>3. Analytical Thinking</li> <li>4. Whole of Government Thinking</li> <li>5. Stakeholder Management</li> </ol>
<b>Report analysis</b>	<ul style="list-style-type: none"> <li>Periodically conduct report analysis which are released by RBI, IMF, World Bank, ADB etc.</li> <li>Prepare analytical notes based on the data on various macro related agendas</li> </ul>	
<b>References disposal</b>	<ul style="list-style-type: none"> <li>Timely disposal of VIP, PMO and other references received pertaining to the office of Chief Economic Adviser</li> </ul>	

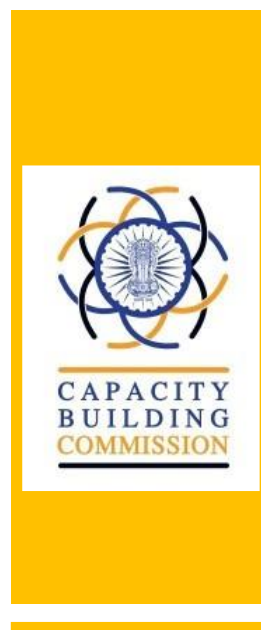
### Position 3: Joint Director, O/o Chief Economic Adviser

Role	Activities	Competencies
Brief and presentation preparation	• Prepare draft speeches for Hon'ble FM, Secretaries and Chief Economic Adviser for various events	<b>Functional Competencies</b> 1. Handling RTI Matters 2. Handling Parliamentary Matters 3. Cabinet Note Preparation  <b>Behavioural Competencies</b> 1. Communication 2. Teamwork 3. Analytical Thinking 4. Whole of Government Thinking 5. Stakeholder Management
	• Prepare presentations for Chief Economic Adviser's events on topics like Macro Economics, leadership and behavioural economics, FinTech etc.	
	• Prepare briefs for CEA review as analysis of reports by RBI, IMF, World bank	
	• Draft Essays/Chapters for Institutions/Organizations on behalf of Chief Economic Adviser	
Report analysis	• Periodically conduct report analysis which are released by RBI, IMF, World Bank, ADB etc.	
	• Prepare analytical notes based on the data on various macro related agendas	
References disposal	• Timely disposal of VIP, PMO and other references received pertaining to the office of Chief Economic Adviser	

### Position 4: Joint Director

Role	Activities	Competencies
Economic policy analysis	• Analyse the policy proposal and provide policy advice on issues and matters related to Agriculture and Food Management	<b>Functional Competencies</b> 1. Policy Making 2. Data Literacy 3. Cabinet Note Preparation 4. Data Analytics  <b>Behavioural Competencies</b> 1. Analytical Thinking 2. Whole of Government thinking 3. Decision Making
	• Examining/Appraising Cabinet/ CCEA/ CoS/ EFC and other policy notes on fixing Minimum Support Prices (MSPs) for major crops/crop insurance policy/ other agricultural policies including those related to change duty structure	
	• Review/ reports issues related to Incentivizing Pulses Production Through Minimum Support Price (MSP) and related policies	
	• Analysis of issues related to Allied sectors like dairy sector, fisheries, forestry and food processing	
	• Provides inputs on India's stand on financing issues related to climate change and sustainable development in fora like United Nations Framework Convention on Climate Change (UNFCCC), etc	
	• Examining/Appraising Cabinet/ CCEA/ CoS/ EFC and other policy notes	
	• inputs on an on-going basis on issues related to National Action Plan on Climate Change and on other emerging issues like definition of climate finance, new collective quantified goal on mobilization of finance from developed to developing countries, innovative and affordable financing options for climate transition by preparing positions papers and analysis of technical issues and policy options	
Union Budget matters	• Organize Pre- Budget meetings with stakeholders in farm sector;	
	• Monitor Union Budget paras pertaining to agriculture and allied sectors and climate finance	
Economic Survey preparation	• Preparation of the Chapter on 'Agriculture and Food Management' for Annual Economic Survey	
	• Prepare the chapter on sustainable development and climate change for the Economic Survey.	

# FB & ADB: Roles Activities Competencies Mapping



## Position 1: Deputy Secretary (1/3)

Role	Activities	Competencies
Management of Externally Aided Projects (EAPs) supported with WB and ADB.	<ul style="list-style-type: none"> <li>Facilitate States and Central Agencies to avail external assistance.</li> <li>Responsible for financing and management of EAPs and review of policies of WB and ADB</li> <li>Facilitate States and Central Agencies to avail external assistance, and building a robust project pipeline</li> </ul>	<p><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>Project Management</li> <li>GFR - Contract Management</li> <li>Monitoring and Evaluation</li> <li>Handling Parliamentary Matters</li> <li>Handling RTI Matters</li> <li>Cabinet Note Preparation</li> <li>Litigation Management</li> <li>Financial Management (Budget/ PFMS)</li> </ol> <p><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>Communication</li> <li>Analytical Thinking</li> <li>Stakeholder Management</li> <li>Whole of Government Thinking</li> <li>Influencing &amp; Negotiation</li> <li>Decision Making</li> </ol>
	Engage and coordinate with the MDBs both as a shareholder and borrower and with various line ministries and PIAs on policy and pricing matters	
Consideration of EAPs in the Screening Committee Meetings	Appraise the Screening committee on the project proposals received from States and Central Agencies seeking external assistance from the Multilateral Development Banks	
	Examine of the project proposals received from States and Central Agencies	
	Compile of the Comments/requisite approvals of Line Ministries and others concerned Ministries/Departments	
	Scrutinize the Proposal and presentation before the Screening Committee for consideration and approval	
Project Preparation	Pose the project for financial assistance to WB and ADB	
	Engage with WB and ADB and Project Implementing Agencies/State Governments/Central Agencies	
	Oversee the financing plan, project design, budgetary provision, environmental and social plan, institutional arrangement, projected outcome and impact, finance plus element, procurement plan, implementation arrangement, economic and financial analysis, Financial Management plan, etc.	

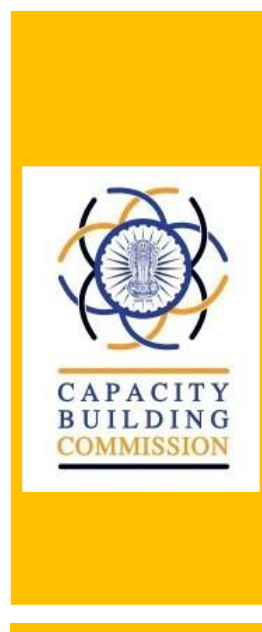
## Position 1: Deputy Secretary (2/3)

Role	Activities	Competencies
<b>Negotiation of Projects</b>	<ul style="list-style-type: none"> <li>Review the project readiness as per the checklist of the Department, for loan negotiation of the project</li> <li>Review of legal documents i.e. Loan Agreement, Project Agreement and Financing Agreement; and Project Documents from MDBs</li> <li>Conduct negotiations of the Legal Documents to finalize the financial terms and legal terms of the project</li> <li>Finalize and execute Minutes of Negotiation Meeting and Finalization of Legal Documents</li> </ul>	<b>Domain Competencies</b> <ol style="list-style-type: none"> <li>Externally Aided Project life cycle management</li> <li>Relationship with Asian Development Bank</li> <li>Relationship with World Bank</li> <li>Relationship with The International Bank for Reconstruction and Development (IBRD)</li> <li>Relationship with The International Development Association (IDA)</li> <li>Relationship with International Monetary Fund (IMF)</li> <li>Relationship with The International Finance Corporation (IFC)</li> <li>Financial sustainability</li> <li>Climate Finance and Change mitigation</li> <li>International macroeconomics and finance architecture</li> </ol>
<b>Signing of the Loan Agreements</b>	<ul style="list-style-type: none"> <li>Review of Final Draft Loan Agreement/Project Agreement from MDBs, as per the mutually agreed terms during the loan negotiation meeting</li> <li>Facilitate signing of the Loan Agreements</li> </ul>	
<b>Rescoping/ restructuring of projects</b>	<ul style="list-style-type: none"> <li>Examine the financial and technical issues counters in the project</li> <li>Extend approval for restructuring of the projects</li> </ul>	
<b>Periodical Review of the progress of the Project</b>	<ul style="list-style-type: none"> <li>Provide mission clearances to WB and ADB for field visit and review the progress of the projects</li> <li>Review of Mission report</li> <li>Participate in Bilateral review meetings with the MDBs/Project Implementing Agencies/ State Governments</li> <li>Participate Tripartite Portfolio Review Meetings (TPRM) with the WB and ADB, Project Implementing Authorities. State Governments and Central Line Ministries</li> <li>Intervention in the project preparation and implementation issues and encouraging timely disbursement and implementation.</li> </ul>	

## Position 1: Deputy Secretary (3/3)

Role	Activities	Competencies
<b>Board related Matters of WB, ADB, IFC and IMF</b>	• Examine agenda papers relating to Investment operations and policy issues of WB, ADB, IFC and IMF and conveying India's views	
	• Participate in the Board and Committee meetings and making necessary intervention in Investment operations and policy issues of WB, ADB, IFC and IMF	
	• Coordinate and prepare India's views on various agenda items of Board of Governors Annual, Spring and Special meetings of WB, ADB, IFC and IMF	
	• Prepare position papers and contributing in development and revision of various policy documents and frameworks of these MDBs	
<b>Budget Provisions</b>	• Keep provisions of Budget Estimates and Revised Estimates	
	• Make payment as contribution of India to MDBs according to the replenishment cycles	
<b>Administrative matters of WB, ADB, IFC and IMF</b>	• Examine the proposal for Appointment of Senior Management, compensation Benefit Policy, Budget Plan, retained earnings, etc and conveying India's views	
	• India's joining in other Multilateral Institution	
<b>PMO/VIP Reference/ Parliament Questions etc</b>	• Examine and reply to the VIP proposals/ letters seeking consideration of Hon'ble FM	
	• Frame Reply to Parliament Questions	

## Financial Markets: Roles Activities Competencies Mapping



## Position 1: Joint Secretary (1/2)

Role	Activities	Competencies
Governance and regulation of financial markets in India	Design policy and regulatory framework to strengthen access, depth and efficiency of financial markets	<b>Functional Competencies</b> 1. Policy Formulation (Policy Framing) 2. Data Analytics (Data led Decision making) 3. Monitoring and Evaluation (Evaluation of objectives, outcomes and outputs) 4. Litigation Management (Legal Know-how) 5. Training and Skill Development  <b>Behavioural Competencies</b> 1. Decision Making 2. Team Management & Development 3. Visionary Leadership 4. Influencing & Negotiation 5. Whole of Government Thinking 6. Stakeholder Management 7. Teamwork  <b>Domain Competencies</b> 1. Knowledge of Primary Markets 2. Supervision of Quasi-Judicial Bodies like SEBI 3. Knowledge of Security Market by player/product/Institution 4. Knowledge of Secondary Market & Stock Market movements
	Steer holistic development of legal framework for financial intermediation through capital markets (primary markets, secondary markets, commodity derivatives, international financial centres)	
	Administer key financial sector legislations viz SEBI Act, IFSCA Act, Depositories Act and SCRA	
	Frame sub-ordinate legislations to give effect to provisions of the Act and Interpret provisions of the Acts	
Administration of Foreign Exchange Management Act	Exercise powers vested to Gol under the Acts	
	Interpret provisions of FEMA and exercise powers vested to Gol under FEMA including clearance for foreign visits, setting up of liaison office	
	Frame rules to give effect to provisions of FEMA	
	Design legal framework and risk management framework to manage non-debt cross border capital flows	
Supervision of financial sector regulators viz SEBI and IFSCA and appellate bodies viz Securities Appellate Tribunal (SAT)	Supervise cross-border debt flows in consultation with RBI	
	Streamline regulatory framework for foreign investment flows	
	Supervise and enable functions performed by SEBI and IFSCA to develop and regulate financial markets in India	
	Formulate provisions to strengthen regulatory/appellate bodies through budgetary grants and other assistance	

## Position 1: Joint Secretary (2/2)

Role	Activities	Competencies
Supervision of financial sector regulators viz SEBI and IFSCA and appellate bodies viz Securities Appellate Tribunal (SAT)	Articulate government's stance on important policy and administrative matters in SEBI and IFSCA's Board meetings.	<b>Domain Competencies</b> 5. Supervision & Policy Making of Stock Exchanges, Clearing Corporations, Depositories, Social Stock Exchange etc. 6. Investor's Grievance 7. Commodity Derivatives Market & Commodities for futures trading 8. Knowledge of National Spot Exchange & Gold Spot Exchange 9. Warehousing Arrangement with WDRA & Ministry of Consumer Affairs 10. Commodity Exchange System 11. Forward Markets Commission 12. Knowledge of External Markets 13. International Financial Services Centres Policy Administration 14. Fund management 15. International Financial Architecture 16. Sovereign Credit Rating methodology & indicators 17. Financial Development Index upliftment 18. Financial Regulations 19. Financial Market Risk Management 20. Macroeconomic indicators 21. Statute Administration/ Legal Document Drafting
	Supervise parliamentary matters related to regulatory/appellate bodies and overall financial markets	
Research and capacity building	Identify areas for improvement and reforms in financial markets	
	Commission studies and research programmes with premiere research institutes such as NIPFP, National Institute of Financial Management (NIFM) Research Program	
	Plan focused training programmes and exposure visit for building capacity in Division	
Sovereign credit ratings management and international co-operation with foreign financial sector regulators	Manage India's sovereign credit ratings through engagement with credit ratings agencies (CRA)	
	Plan outreach to CRA on recent economic developments	
	Conduct financial regulatory dialogues for exchange of best practices and deeper regulatory	
	Build consensus among foreign regulators on areas of mutual collaboration	



## Position 2: Joint Director (Primary Markets)

Role	Activities	Competencies
Statute administration	Administer SEBI Act, Depositories Act, SCRA Act and policy matters incidental thereto	<b>Functional Competencies</b>  1. Litigation Management 2. Policy Formulation 3. Data Analytics 4. Handling Parliamentary Matters  <b>Behavioural Competencies</b>  1. Analytical Thinking 2. Stakeholder Management 3. Communication 4. Whole of Government Thinking  <b>Domain Competencies</b>  1. Knowledge of Primary Markets 2. Supervision of Quasi -Judicial Bodies like SEBI 3. Knowledge of Security Market by player /product/Institution 4. Financial Regulations 5. Financial Market Risk Management 6. Macroeconomic indicators 7. Statute Administration/ Legal Document Drafting
	Frame Subordinate Legislation under the Act	
	Interpret provisions of the Act	
	Exercise powers vested to GoI under the Act	
Supervision of SEBI	Supervise and enable functions performed by SEBI to develop and regulate SEBI	
	Articulate Policy on agenda items of SEBI's Board meetings.	
	Oversee Parliament Questions pertaining to SEBI	
Financial regulation	Oversee regulatory framework for development of financial ecosystem in Primary Market.	
	Oversee overall development of Corporate Bond Market handling with issues related to Collective Investment Schemes and Deemed public issue, financial literacy, Takeover Code, Credit Rating Agencies & shell companies etc.	
	Handle issues relating to Primary equity market, Mutual funds, Alternative Investment Funds, corporate governance, Minimum Public Shareholding, etc.	
	Coordinate for matters relating to Department of Economic Affairs –National Institute of Financial Management (NIFM) Research Program	

## Position 3: Director (Secondary Markets) (1/2)

Role	Activities	Competencies
Statute administration	Administer Securities Contracts (Regulation) Act, 1956 and Depositories Act, 1996 and policy matters incidental thereto	<b>Functional Competency</b>  1. Litigation Management 2. Policy Formulation 3. Data Analytics 4. Digital Fluency  <b>Behavioural Competency</b>  1. Analytical Thinking 2. Stakeholder Management 3. Communication 4. Whole of Government Thinking
	Frame Subordinate Legislation under the Securities Contracts (Regulation) Act, 1956 and Depositories Act, 1996	
	Interpret provisions of the Securities Contracts (Regulation) Act, 1956 and Depositories Act, 1996	
	Exercise powers vested to GoI under Securities Contracts (Regulation) Act, 1956 and Depositories Act, 1996	
Supervision of Stock Exchanges	Handle policy matters concerned with Secondary Markets and related intermediaries /participants (stock exchanges, clearing corporations, depositories their participants, trading members, etc.)	
	Handle matters related to Market Infrastructure Institutions/Intermediaries/Participants and Capacity building of stock exchanges/depositories	
	Handle matters related to Secondary market trading such as Insider Trading Regulation, Reform in auction of securities, unauthorized transactions / fictitious trades by brokers	
	Addresses issues related to exchanges / depositories / CCs	
	Identifies critical information related to Infrastructure and Protected System of MII's	
	Creates rules related to single Demat account for all financial assets	

## Position 3: Director (Secondary Markets) (2/2)

Role	Activities	Competencies
Supervision of Stock Exchanges	Administer Distribution of financial products	<b>Domain Competencies</b>  <b>1. Knowledge of Secondary Market &amp; Stock Market movements</b> <b>2. Supervision &amp; Policy Making of Stock Exchanges, Clearing Corporations, Depositories, Social Stock Exchange etc.</b> <b>3. Investor's Grievance</b> <b>4. Financial Regulations</b> <b>5. Financial Market Risk Management</b> <b>6. Macroeconomic indicators</b> <b>7. Statute Administration/ Legal Document Drafting</b>
	Administer implementation of recommendations of Sumit Bose Committee	
Stock Market Monitoring	Monitor market movements, prepare daily market report and database relating to Stock Markets	
	Handles Investors Grievances (IG) & Policy issue of IG Section	
	Dispose Investors Grievances on CPGRAMS Portal	
	Ensure smooth functioning of the stock market and provide necessary brief and report on the matter	
Policy Matters related to Social Stock Exchange and Stamp Duty	Monitor and submit progress report on ATR on pending recommendations of JPC on Stock Market Scam, 2002 and matters relating to	
	Handles matters related to policy and implementation work related to amendments in Indian Stamp Act, 1899 particularly related to stamp duty on Financial Market Instruments.	
	Conduct interaction with State Government officers	
	Conduct interaction with market participants and stakeholders	
	Handles work related to setting up of Social Stock Exchange (SSE) in India	
	Plan capacity development of stakeholders of SSE	

## Position 4: Director (IFSCA & IC) (1/2)

Role	Activities	Competencies
Statute administration	Administer IFSCA Act 2019 and policy matters incidental thereto	<b>Functional Competency</b>  <b>1. Litigation Management</b> <b>2. Policy Formulation</b> <b>3. Data Analytics</b> <b>4. Handling Parliamentary Matters</b> <b>5. Cabinet Note Preparation</b> <b>6. Handling RTI Matters</b>  <b>Behavioural Competency</b>  <b>1. Analytical Thinking</b> <b>2. Stakeholder Management</b> <b>3. Communication</b> <b>4. Whole of Government Thinking</b> <b>5. Influencing &amp; Negotiation</b> <b>6. Proactiveness</b> <b>7. Result Orientation</b>
	Frame Subordinate Legislation under IFSCA Act 2019	
	Interpret provisions of the IFSCA Act 2019	
	Exercise powers vested to Govt under IFSCA Act 2019	
Supervision of International Financial Services Centres Authority -IFSCA (unified financial sector regulator of IFSCs in India)	Supervise and enable functions performed by IFSCA to develop and regulate IFSCs	
	Articulate policy stance on agenda items of IFSC Authority meetings	
	Prepare Cabinet Notes for signing of bilateral and multilateral MoUs by IFSCA for strengthening mutual co-operation with overseas financial regulators/authorities	
	Release/Disburse budgetary assistance to IFSCA for expenditure on salaries, allowances and other establishment expenses of the Authority	
	Supervise projects and schemes sanctioned to IFSCA including the IFSCA HQ Project, Sup-Tech Project and Fintech Incentive Scheme	
	Oversee resolution of RTI applications and grievances related to IFSCA	
	Oversee Parliament Questions pertaining to IFSCA	

## Position 4: Director (IFSCA & IC) (2/2)

Role	Activities	Competencies
Financial regulation	Oversee regulatory framework for development of financial ecosystem in IFSC.	<b>Domain Competencies</b> 1. International Financial Services Centres Policy Administration 2. Fund management 3. International Financial Architecture 4. Sovereign Credit Rating methodology & indicators 5. Financial Development Index upliftment 6. Financial Regulations 7. Financial Market Risk Management 8. Macroeconomic indicators 9. Statute Administration/ Legal Document Drafting
	Formulate policy for development of IFSCs	
	Steer overall development of traditional and niche segments in the financial ecosystem of IFSC through inter departmental coordination	
	Enhance inter regulatory coordination between SEBI, RBI, IRDAI, PFRDA to enable comprehensive regulations and new financial products/services in IFSC	
	Firm up of agenda items related to development of IFSC under various economic and financial dialogues	
International Cooperation	Organize Financial regulatory dialogues with US, Japan, UK and EU	
	Oversee coordination and preparatory work relating to these dialogues i.e. examination and compilation of inputs received from stakeholders, finalization of agenda items and active participation in the dialogues	
	Oversee matters related to Sovereign Credit rating of India.	
	Grass root level preparatory exercise for scheduling and organizing annual credit rating meeting with sovereign credit rating agencies i.e. FITCH Ratings, S&P Global, Moody's Investors, DBRS, JCRA and R&I Japan.	
	Seek inputs from different concerned organizations / Departments/ministry, examination and compilation of these inputs, preparation of folders for these meetings	
Oversee work related to programme review committee meeting of DEA -NIPFP Research Programme and DEA-NIFM Research Programme undergoing in DEA		

## Position 5: Joint Director (EM & ECB)

Role	Activities	Competencies
Statute administration	Administer FEMA Act 1999 and policy matters incidental thereto	<b>Functional Competency</b> 1. Litigation Management 2. Policy Formulation 3. Data Analytics 4. Digital Fluency 5. Handling Parliamentary Matters 6. Cabinet Note Preparation 7. Handling RTI Matters  <b>Behavioural Competency</b> 1. Analytical Thinking 2. Stakeholder Management 3. Communication 4. Whole of Government Thinking  <b>Domain Competencies</b> 1. Knowledge of External Markets 2. Financial Regulations 3. Financial Market Risk Management 4. Macroeconomic indicators 5. Statute Administration/ Legal Document Drafting
	Frame Subordinate Legislation under the FEMA Act 1999	
	Interpret provisions of the FEMA Act 1999	
	Exercise powers vested to Gol under FEMA Act 1999	
Supervision of FEMA Act and FPI Regulations and policies	Supervise and enable functions performed by SEBI and RBI to develop and regulate FPI investment in India	
	Articulate policy stance on agenda items of SEBI Board meetings	
	Facilitate outreach by foreign investors	
	Supervise schemes sanctioned by RBI and SEBI related to foreign indirect investment in India	
Financial regulation	Oversee resolution of RTI applications and grievances related to FPI and FEMA related matters	
	Oversee Parliament Questions pertaining to FPI and FEMA related matters	
	Oversee regulatory framework for development of financial ecosystem for foreign investors.	
	Formulate policy for development of investment avenues for indirect investment by foreign investors	
Financial regulation	Enhance inter regulatory coordination between SEBI, RBI, IRDAI, PFRDA to enable comprehensive regulations and new financial products/services for FPI	
	Firm up of agenda items related to development of foreign investments under various economic and financial dialogues	

## Position 6: Joint Director (Commodity Derivatives Market)

Role	Activities	Competencies
Handle policy matters related to development and regulation of commodity derivatives market	Conduct detailed examination of the policy matter related to commodity derivatives market	<b>Functional Competency</b> 1. Litigation Management 2. Policy Formulation 3. Data Analytics 4. Handling Parliamentary Matters 5. Cabinet Note Preparation 6. Handling RTI Matters 7. Vigilance & Disciplinary Matters  <b>Behavioural Competency</b> 1. Analytical Thinking 2. Stakeholder Management 3. Communication 4. Whole of Government Thinking 5. Result Orientation 6. Influencing & Negotiation 7. Proactiveness
	Initiate policy matter related to Commodity derivatives market.	
	Undertake detailed deliberation and coordination with different stakeholders.	
	Undertake matters with Securities and Exchanges Board of India (SEBI) and resolve the matters/references come from SEBI related to Commodity derivatives and its markets.	
	Prepare initial reply of Parliament questions, PMO/VIP references, Public grievances, RTI related to commodity derivative markets	
	Examine matters related to Rules Regulation, and procedures applicable to Commodities Derivatives segment of securities market taken up in SEBI Board meetings.	
Handle Resumption / suspension of futures trading in various notified commodities	Notify the commodities as referred by SEBI in consultation with relevant ministries.	
	Consult different ministries and take their advice on the matter.	
	Examine the legal aspect and vetting from legal affairs ministry	
	Refer to SEBI for re-examination as per the examination	
Represent DEA in futures market related matters	Represent DEA in inter-ministerial meetings, Commodity derivative advisory committee and deal with the commodity exchanges.	
	Prepare and present reports for the meeting	

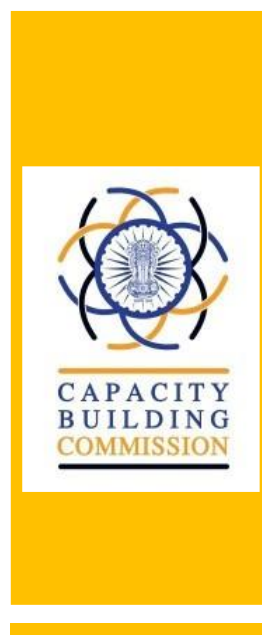
## Position 6: Joint Director (Commodity Derivatives Market)

Role	Activities	Competencies
Delivery arrangements in the market	Take up matters related to warehouses accredited by stock exchanges with WDRA and Ministry of Consumer Affairs	<b>Functional Competency</b> 1. Litigation Management 2. Policy Formulation 3. Data Analytics 4. Handling Parliamentary Matters 5. Cabinet Note Preparation 6. Handling RTI Matters 7. Vigilance & Disciplinary Matters  <b>Behavioural Competency</b> 1. Analytical Thinking 2. Stakeholder Management 3. Communication 4. Whole of Government Thinking 5. Result Orientation 6. Influencing & Negotiation 7. Proactiveness
	Prepare initial reply after examining the matters in detail related to WDRA, CWC etc.	
	Prepare comments for Draft Cabinet Note.	
	Attend the meetings related to WDRA and CWC representing DEA	
Handle matters related to Gold Spot Exchange	Initiate policy and establish gold spot exchange in the country	
	Preparing policy guidelines for gold spot exchange, taking tax related matters with DoR	
Handle matters related to NSEL	Organize regular review meetings at the Secretary level to monitor the progress made by different investigating Departments/agencies in the NSEL matter	
	Coordinate with different investigating agencies and seek periodic inputs to provide regular updates to PMO on the NSEL matter	
	Draft affidavits to be submitted in court and ensure timely filing of reply in Court matters.	
	Ensure timely reply in vigilance cases	
	Examine vigilance related matter and preparation of Reports thereupon	
	Conduct regular examination of various court orders in the NSEL case and briefing the hierarchy in the file.	

## Position 6: Joint Director (Commodity Derivatives Market)

Role	Activities	Competencies
<b>Handling requests/grievances of Investors</b>	Forward the request to appropriate Authority	<b>Domain Competencies</b>  1. Commodity Derivatives Market & Commodities for futures trading 2. Knowledge of National Spot Exchange & Gold Spot Exchange 3. Warehousing Arrangement with WDRA & Ministry of Consumer Affairs 4. Commodity Exchange System 5. Forward Markets Commission 6. Financial Regulations 7. Financial Market Risk Management 8. Macroeconomic indicators 9. Statute Administration/ Legal Document Drafting
	Ensure timely processing of references at Section level	
<b>Handle Parliament Questions</b>	Seek inputs from concerned stakeholder Departments, Regulator etc.	
	Prepare draft reply to the Parliament Question for seeking approval of Hon'ble Minister.	
	Ensure timely printout/copying of approved replies and getting it uploaded on the Parliament web portal.	
<b>Draft Securities markets code</b>	Consult with SEBI, and other stakeholders like public, on draft code	
	Consult with Legal ministry for legal drafting of code	
	Examine the comments received from SEBI	
	Organise meetings with stakeholders	
	Preparing briefs for the meeting	
	Prepare drafting notes, comments, reply etc.	
<b>Matters related to Financial Services in trade negotiations.</b>	Examine the chapter on financial services in trade negotiations	
	Participate in DoC committee on export of financial services	
	Participate in trade negotiations	
	Examine trade negotiation Documents in consultation with other Departments like DFS, DoC, Regulators like SEBI	

## FSCS: Roles-Activities-Competencies Mapping



## Position 1: Director (CSIRT -Fin)

Role	Activities	Competencies
CSIRT-Fin and its operationalization	Manage administrative, Coordination and other related matters of Computer security incident response team for Financial Sector (CSIRT - Fin), its	<b>Behavioural Competencies</b> 1. Stakeholder Management 2. Analytical Thinking 3. Communication 4. Result Orientation 5. Stress Management  <b>Functional Competencies</b> 1. Digital Fluency 2. Handling Parliamentary Matters 3. Cabinet Note Preparation 4. Citizen Centricity  <b>Domain Competencies</b> 1. Computer Security Incident Response Team for Financial Sector (CSIRT -Fin) 2. Cyber Security in Financial Sector 3. Financial sector stability, vulnerabilities and risk 4. Working of Financial Stability and Development Council (FSDC) 5. Financial Stability - Data Integration and Analysis
	Manage work related to Cyber Security, Digital Payment Service Provider/Data Residency issues.	
	Engage with the experts and leading institutions including IITs, Indian Institute of Science, etc. on strengthening CSIRT -Fin	
Handling Parliament Questions/Assurance Matters	Process all Parliament questions/ VIP references/ PMO references received in FS&CS Division	
Process Draft Cabinet Notes	Process Comments on draft Cabinet Notes received from other Divisions/Departments received in FS&CS Division	
Administration & Coordination	Process visits (both foreign and domestic) visits of officers of FS&CS Division for attending meetings/events etc.	

## Position 2: Director (Financial Stability) (1/2)

Role	Activities	Competencies
Handling Financial Stability and Development Council (FSDC) and FSDC subcommittee related matters	Propose and prepare agenda notes for FSDC meeting.	<b>Behavioural Competencies</b> 1. Stakeholder Management 2. Analytical Thinking 3. Communication 4. Whole of Government Thinking  <b>Functional Competencies</b> 1. Office Procedure, Noting & Drafting (Technical Report writing) 2. Handling Parliamentary Matters 3. Cabinet Note Preparation  <b>Domain Competencies</b>
	Handle administrative and logistic arrangements for FSDC meetings.	
	Handle Inter-regulatory and Inter-ministerial coordination for FSDC ATR updates.	
	Propose and prepare agenda topics for FSDC -SC, EWG, TGFIFL etc.	
	Monitor & track early warning indicators of financial stability	
	Engage with research institutions like NIPFP.	
	Prepare Annual report of FSDC	
Handling Financial Stability Board (FSB) and G20 matters	Analyse financial system, financial sector developments and monitoring risks, identifying vulnerabilities and emerging concerns and bringing these to the notice of FSDC.	1. Financial sector stability, vulnerabilities and risk 2. Working of Financial Stability and Development Council (FSDC) 3. Financial Stability - Data Integration and Analysis 4. Working of the Financial Stability Board (Board) and G20 FMCBGs deliberations 5. Financial Inclusion & Financial Literacy
	Align financial sector regulations of India with international standards and principles.	
	Regularly coordinate with FSB and the regulators to serve as an interface.	
	Read, analyse and provide inputs on FSB reports.	
	Coordinate with regulators /departments/ ministries to form coherent views on topics of FSB's work.	
	Provide inputs / comments on G20 communique and agenda papers.	
Propose and prepare inputs for financial stability related issues being discussed in FSB and G20.		



## Position 2: Director (Financial Stability) (2/2)

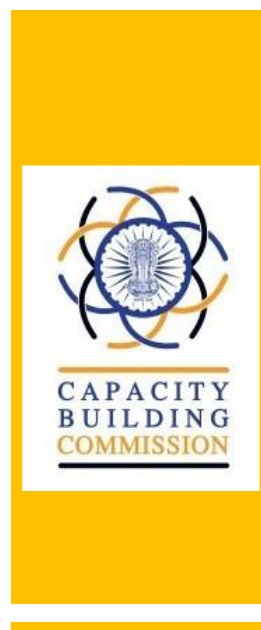
Role	Activities	Competencies
Handling Parliament Questions/Assurance	Provide inputs to financial stability related Parliament questions/ VIP references/ PMO references which are received in FS&CS Division	<b>Domain Competencies</b> 4. Working of the Financial Stability Board (Board) and G20 FMCBGs deliberations 5. Financial Inclusion & Financial Literacy
DCN Processing	Provide Comments on draft Cabinet Notes received from other Divisions/Departments which are received in FS&CS Division	
Coordination with Divisions	Provide inputs to other Divisions/ Departments: for Annual Report/Economic Survey/Other Routine Reports and other coordination related work.	



## Position 3: Director (Cyber Security)

Role	Activities	Competencies
Governance	Strengthen Cyber Security Framework in the financial sector in consultation with regulators and other agencies/Departments concerned,	<b>Behavioural competencies</b> 1. Analytical Thinking 2. Stakeholder Management 3. Whole of Government Thinking  <b>Functional competencies</b> 1. Digital Fluency 2. Data Analytics 3. Policy Making  <b>Domain Competencies</b> 1. Computer Security Incident Response Team for Financial Sector (CSIRT -Fin) 2. Cyber Security in Financial Sector 3. Financial sector stability, vulnerabilities and risk 4. Working of Financial Stability and Development Council (FSDC) 5. Financial Stability - Data Integration and Analysis
	Handles all Cyber Security related work including FSDC agenda and ATRs	
	Engage regularly with the experts and leading institutions including IIT, Indian Institute of Science, etc, on issues of Cyber security in the financial sector.	
	Handle matters relating to cyber issues in the financial sector which may come up in various national and international forums/ institutions/ Departments of Government of India	
	Provide inputs on strategic and policy matters.	
Coordination and Monitoring	Coordinate and follow -up for identification of critical information on infrastructure	
	Manage projects and coordinate with multiple stakeholders in government, financial sector regulators, and national and global agencies on various issues related to cyber security.	
	Monitor sectoral efforts in the financial sector towards maintaining dynamic and modern cyber security resilience and will undertake additional functions as may be called for given the specific requirements of the financial sector and prospective changes that may evolve in future.	
	Collect and prepare a monthly report based on public and classified information taken from various agencies.	
	Conduct the study as per need of sectoral requirements or for assessment of cyber security posture in the financial sector.	

# FSRL: Roles-Activities-Competencies Mapping



## Position 1: Joint Director

Role	Activities	Competencies
Handle policy matters related to financial sector reforms and legislations	Prepare policy proposals in consultation with various stakeholders and mooting of Draft Cabinet Notes.	<b>Behavioural competencies</b> <ol style="list-style-type: none"> <li>1. Analytical Thinking</li> <li>2. Stakeholder engagement</li> <li>3. Communication</li> <li>4. Result Orientation</li> <li>5. Whole of Government Thinking</li> </ol> <b>Functional competencies</b> <ol style="list-style-type: none"> <li>1. Policy Making</li> <li>2. Cabinet Note Preparation</li> <li>3. Monitoring and Evaluation</li> </ol> <b>Domain Competencies</b> <ol style="list-style-type: none"> <li>1. Financial sector stability and vulnerabilities</li> <li>2. Financial Sector developments</li> <li>3. Government foreign exchange reserves</li> <li>4. Government financial reserves</li> <li>5. Indian financial regulatory architecture</li> <li>6. OTC derivatives</li> <li>7. Operationalisation of monetary policy</li> <li>8. Insolvency and Consumer Protection Principles</li> <li>9. Laws concerning regulatory bodies in India</li> </ol>
	Take up reforms based on recommendations of other divisions/ departments or Suo moto	
Handle matters related to Monetary Policy Framework	Examine policy proposals & suggestions and implement them in the form of legislations / regulations / rule / notifications etc.	
	Perform functions under the Monetary Policy Framework of RBI	
	Set Inflation target framework every five years	
Handle Non -legislative Recommendations	Manage appointment of External Members to the Monetary Policy Committee	
	Prepare brief for the High Level Standing Committee on Deployment of Foreign Exchange Reserves	
	Ensure implementation of the Non - Legislative Recommendations of FSLRC commission by the financial regulators	
	Ascertain the responses are filled on time every quarter on the MIS Portal designed for the monitoring of the NLRs of FSLRC	
Process Draft Cabinet Notes	Monitor whether the regulators have complied with the recommendations	
	Identify the gaps in the responses submitted by the Regulators and ensure full compliance by each Regulator.	
	Prepare inputs for DCN/EFC/SFC received	



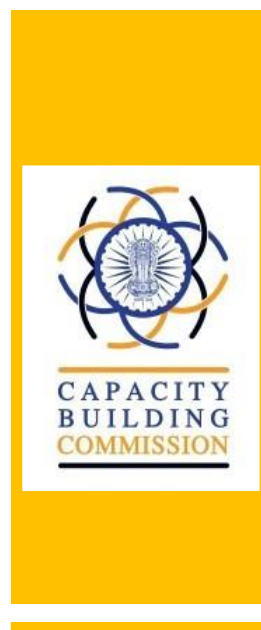
## Position 2: Deputy Director (1/2)

Role	Activities	Competencies
<b>Financial Sector Legislative Reforms Commission (FSLRC) Report and implementation of its recommendations</b>	Examine of various suggestions from stakeholders for improvements/amendments in the IBC Act	<p><b>Behavioural competencies</b></p> <ol style="list-style-type: none"> <li>1. Analytical Thinking</li> <li>2. Stakeholder engagement</li> <li>3. Communication</li> <li>4. Result Orientation</li> <li>5. Whole of Government Thinking</li> </ol> <p><b>Functional competencies</b></p> <ol style="list-style-type: none"> <li>1. Policy Making</li> <li>2. Cabinet Note Preparation</li> <li>3. Monitoring and Evaluation</li> </ol> <p><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>1. Financial sector stability and vulnerabilities</li> <li>2. Financial Sector developments</li> <li>3. Government for foreign exchange reserves</li> <li>4. Government financial reserves</li> </ol>
	Examine and implement the legislative recommendations of the FSLRC	
	Prepare Background Notes and preliminary analysis of proposals for reforms in the existing financial sector policies	
	Engage with concerned stakeholders, regulators, Ministries, and public in the consultative process during the preparation of legislative and policy proposals for the financial sector	
	Initiate policy and legislative proposals in tune with the recommendations of the FSLRC and other financial standard setting bodies, as accepted by the Government;	
	Create a single grievance redressal framework for financial consumers across the financial products along with conferring certain rights to financial consumers; prescribing principles of consumer protection; empowering regulators for enforcement of consumer rights; establishing a light -touched adjudication ombudsman mechanism; etc.	
	Frame an enabling law for creation of an independent Resolution Authority (RA) and a comprehensive Code on Resolution of Financial Firms.	

## Position 2: Deputy Director (2/2)

Role	Activities	Competencies
<b>Handle matters related to Non - legislative recommendation</b>	Ascertain the responses are filled on time every quarter on the MIS Portal designed for the monitoring of the NLRs of FSLRC	<p><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>4. Operationalisation of monetary policy</li> <li>5. Indian financial regulatory architecture</li> <li>6. Insolvency and Consumer Protection Principles</li> <li>7. Laws concerning regulatory bodies in India</li> </ol>
	Monitor whether the Regulators have complied with the recommendations	
	Identify the gaps in the responses submitted by the Regulators and ensure full compliance by each Regulator.	
<b>Handle Monetary Policy part of the RBI</b>	Set-up of Inflation Target for the 5 year period	
	Review of inflation targets for the 5 year period	
	Follow due procedure for MPC members appointment	
<b>Coordinate DEA -NIPFP Research Programmes</b>	Coordinate with the National Institute of Public Finance and Policy (NIPFP) for the deliverables with respect to FSRL Division	
	Examine the reports submitted by NIPFP under the DEA -NIPFP Research Programmes.	

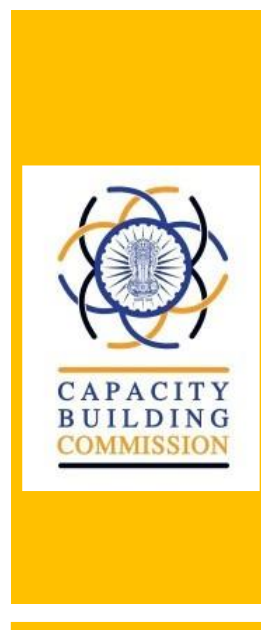
# IES Cadre: Roles Activities Competencies Mapping



## Position 1: Deputy Secretary

Role	Activities	Competencies
<b>IES Cadre Budget management</b>	<ul style="list-style-type: none"> <li>Management of Budget of the IES Cadre, Annual Accounts, Audit Paras</li> </ul>	<p><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>Office Procedure, Noting &amp; Drafting</li> <li>Financial Management</li> <li>Establishment &amp; Human Resource Management</li> <li>Handling Parliamentary Matters</li> <li>Handling RTI Matters</li> </ol> <p><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>Stakeholder management</li> <li>Analytical Thinking</li> <li>Decision Making</li> <li>Communication</li> </ol> <p><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>Handling Recruitment and related activities</li> <li>Training and development</li> <li>Career Management of IES Officers</li> <li>Handling Service Matters of IES officers</li> <li>Deputation of IES Officers</li> </ol>
<b>Handles Departmental Promotion Quota induction at JTS</b>	<ul style="list-style-type: none"> <li>Roster Management of Induction Quota, Promotion of Feeder Post Holders up to JTS of IES, Personal Files of officers through DPQ</li> <li>Facilitating Departmental Promotion Quota induction at JTS</li> <li>Maintenance of Integrated Eligibility List of Officers of Feeder Grade</li> </ul>	
<b>Handle vigilance &amp; court cases</b>	<ul style="list-style-type: none"> <li>Handling Court cases, vigilance matters, completion of procedural formalities w.r.t. the cases</li> </ul>	
<b>Handle Service matters</b>	<ul style="list-style-type: none"> <li>Handling resignation, VRS, inclusion in Old Pension Scheme, service Verification matters of IES officers</li> <li>Maintain service record &amp; files for IES cadre</li> <li>Preparing draft plan for subordinate services in IES</li> </ul>	
<b>Division Administration</b>	<ul style="list-style-type: none"> <li>Handling of e -Samiksha, Grievance portal, Annual Report material</li> </ul>	

# Investment: Roles Activities Competencies Mapping



## Position 1: Joint Secretary (Investment) (1/3)

Role	Activity	Competencies
Work related to related to National Investment and Infrastructure Fund (NIIF)	Supervise matters related to NIIF from investment decision related matters to Board meeting and updates	<b>Functional Competencies</b> 1. Citizen Centricity 2. Policy Making 3. Monitoring and Evaluation 4. Handling Parliamentary Matters 5. Litigation Management 6. Digital Fluency  <b>Behavioural Competencies</b> 1. Team Management & Development 2. Influencing & Negotiation 3. Whole of Government Thinking 4. Stakeholder Management 5. Decision Making 6. Visionary Leadership 7. Communication 8. Change Management
	Oversee coordination, appropriate response, decision and communication in matters related to NIIF.	
Work related to Special Window for Affordable & Mid -Income Housing (SWAMIH) Fund	Oversee all aspects related to SWAMIH Fund from investment decision related matters to various Senior level meetings including Advisory Board meeting	
	Oversee investment decision related matters for the Fund	
	Charing senior level meetings including the meeting of the Advisory Board	
Matters related to Investor issues	Understand and address all Financial Investor related matters	
	Coordinate with largely global investors and partly domestic investors	
Policy matters related to Foreign Investment	Handle policy matters in line with investor feedback for Foreign Investment	
	Address matters related to foreign investment and study global best practices for addressing the matters	
Work related to Foreign Direct Investment (FDI)	Oversee all work related to FDI	
	Supervise proposal assessment in order to come to appropriate decision	
Matters related to erstwhile Foreign Investment Promotion Board (FIPB)	Handle all matters pertaining to approvals during FIPB time	
	Review & Draw interpretations in line with the FDI policy and providing observations/ comments	

## Position 1: Joint Secretary (Investment) (2/3)

Role	Activity	Competencies
Other policy formulation matters	Oversee the formulation and update/ amendment of the Overseas Investment policy and related matters	<b>Domain Competencies</b> 1. Foreign Direct Investment (FDI) & Overseas Direct Investment 2. Domestic investment 3. Modalities of Fund Operations and Management 4. Digital Economy & Fintech
	Oversee policy matters related to Department of Investment & Public Asset Management (DIPAM)	
	Oversee policy matters related to Department of Public Enterprises (DPE)	
	Overseeing work related to Ministry of Electronics and Information Technology (MeitY)	
	Oversee work related to Ministry of Textiles (MoT)	
	Oversee work related to Department of Chemicals and Petrochemicals (DCPC)	
	Oversee work related to Department for Promotion of Industry & Internal Trade (DPIIT)	
	Review/ support/ other matters related to new Public Sector Enterprise (PSE) Policy including disinvestment/ closure	
Coordination and facilitation	Handle policy issues related to Digital Economy and FinTech in Financial Services	
	Supervise all work including coordination/ interpretation of Overseas Direct Investment related matters	
	Conduct regular meeting of SPOCs and coordination at multiple level for matters related to Investor Issues related to Single Point of Contact	
	Handle all disinvestment related proposals and requirement	
	Monitor, follow up and coordination for IMC related work	

## Position 1: Joint Secretary (Investment) (3/3)

Role	Activity	Competencies
Handling matters related to Digital Economy (DE)	Handle financial aspects related to DE	
	Handle work related to digitization and optimization of process and records pertaining to financial services	
Matters related to International collaboration in FinTech Space including bilateral JWG.	Handle matters related to International Collaboration including facilitating formation of JWG, holding regular meetings and follow up action plan.	
Handling meeting request of Investors with Hon'ble Finance Minister/Secretary	Examine the meeting request of Investors with Hon'ble Finance Minister/Secretary, Economic Affairs and furnishing comments on the meeting requests of Investors with Hon'ble Prime Minister as received from PMO and seeking convenience of Hon'ble Finance Minister/Secretary for the proposed meeting.	
Handling other administrative matters	Coordination with Ministries/Departments, in cases where inputs are required to be sought from other Ministries/Departments/Divisions for expediting inputs.	
	Draft reply to the Parliament Question for seeking approval of Hon'ble Minister	
	Oversee work related to Legal Matters concerning division	

## Position 2: Deputy Secretary (Domestic Investment) (1/2)

Role	Activity	Competencies
Handling references related to Special Window for Affordable & Mid-Income Housing (SWAMIH) Fund	• Ensure timely processing of references at Section level	<b>Functional Competencies</b> 1. Citizen Centricity 2. Monitoring and Evaluation 3. Handling Parliamentary Matters 4. Litigation Management 5. Digital Fluency  <b>Behavioural Competencies</b> 1. Result-Orientation 2. Analytical Thinking 3. Stakeholder Engagement 4. Communication 5. Whole of Government Thinking  <b>Domain Competencies</b> 1. Domestic Investment 2. Modalities of Fund Operations and Management
	• Examine the proposal put up on file	
	• Seek comments of Advisor to the Department SWAMIH on the drawdowns/distribution notices and on other issues concerning SWAMIHFund, wherever required	
	• Analyse the comments received from Advisor to the Department for the purpose of SWAMIH on the drawdowns/distributions received.	
	• Submit files for obtaining approval of competent authority and Integrated Finance Division.	
	• Ensure timely release of drawdowns	
	• Examine fund requests received from the Investment Manager of SWAMIH Make arrangements for the Review Meetings	
	• Handle Court Cases related to the Fund where Government of India is made a Respondent	
• Ensure adequate budget provision for the Funds for the Financial Year		
Handling meeting request of Investors with Hon'ble Finance Minister/Secretary, Economic Affairs and furnishing comments on the meeting requests of Investors with Hon'ble Prime Minister as received from PMO	• Examine the meeting request and seeking convenience of Hon'ble Finance Minister/Secretary for the proposed meeting.	
	• Seek details of investor/ obtaining bio-profile of the delegates who wishes to have meeting with Hon'ble Finance Minister/Secretary	
	• Convey Investors accordingly	

## Position 2: Deputy Secretary (Domestic Investment) (2/2)

Role	Activity	Competencies
Handling Cabinet Notes received from other Ministries/Departments	• Ensure timely processing of Cabinet Notes at Section level.	
	• Ensure that comments are sought from concerned Divisions/Departments wherever required and timely follow up with them for comments	
	• Obtain approval of Competent Authority on the comments prepared based on the inputs received from other Divisions/Departments	
Handling Parliament Questions	• Identifying, the Ministries/Departments, in cases where inputs are required to be sought from other Ministries/Departments/Divisions	
	• Coordinate with officer in the concerned Ministries/Departments for expediting inputs	
	• Preparation of draft reply to the Parliament Question for seeking approval of Hon'ble Minister	

## Position 3: Director (Foreign Direct Investment)

Role	Activity	Competencies
FDI proposal processing	Analyse the proposals received from companies	<b>Functional Competencies</b> 1. Citizen Centricity 2. Monitoring and Evaluation 3. Handling Parliamentary Matters 4. Cabinet Note Preparation 5. Litigation Management 6. Digital Fluency  <b>Behavioural Competencies</b> 1. Result-Orientation 2. Analytical Thinking 3. Stakeholder Engagement 4. Communication 5. Whole of Government Thinking 6. Team Management & Development  <b>Domain Competencies</b> 1. Foreign Direct Investment (FDI) & Overseas Direct Investment
	Provide comments to sub-ordinates on the file prepared for proposal	
	Coordinate with the concerned ministries for their views on the proposals received	
	Assist seniors who are leading the negotiations through preparation of folder, mandate and talking points	
Handling FDI policy matters	Prepare a mandate for approval of Hon'ble FM	
	Review clarifications prepared by sub-ordinates related to inflow transactions, FDI Policy and related matters of FEMA Non- Debt rules	
	Provide guidance on clarifications related to FDI policy related matters	
Territorial charge	Consult with stakeholders for matters related to FDI Policy	
	Manage activities related to Territorial charge of DPIIT	
	Provide guidance to sub-ordinates and manage matters related Make in India, EoDB, Investment Clearance Cell and Start-up; DIPAM ( IMG,CGD, Evaluation Committee Meetings, EFC)	
Handling Cabinet related requests/Parliament questions	Provide guidance and inputs for matters and Department of Public Enterprises related matters	
	Delegate tasks to subordinates for gathering information related to Cabinet notes	
	Review preparations/ circulations of Cabinet notes/ GoM note	
	Ensuring Disseminating of relevant/case specific information to the concerned Ministries/Department	
	Provide inputs to the seniors regarding response for parliament questions	

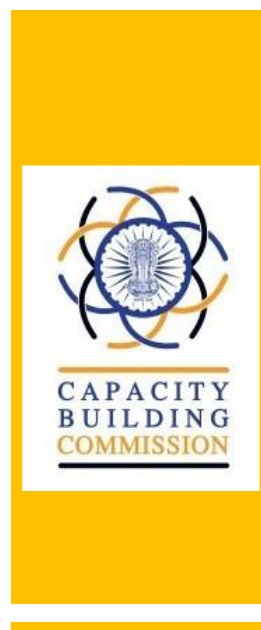
## Position 4: Joint Director (Domestic Investment) (1/2)

Role	Activity	Competencies
Handling policy references related to domestic investment in India by Foreign investors	<ul style="list-style-type: none"> <li>Receipt and examine the references pertaining to domestic investment which includes policy asks as well as clarifications from regulators</li> <li>Examine the proposal and seeking inputs from relevant Departments or Regulators and put up on E-file.</li> <li>Seek guidance and approval of seniors including Joint Secretary, Secretary, and Hon'ble FM</li> </ul>	<b>Functional Competencies</b> <ol style="list-style-type: none"> <li>Citizen Centricity</li> <li>Monitoring and Evaluation</li> <li>Handling Parliamentary Matters</li> <li>Litigation Management (legal know-how)</li> <li>Digital Fluency</li> </ol>
	<ul style="list-style-type: none"> <li>Examine issues specific to NIIF and SWAMIHFund.</li> <li>Monitor and review NIIF and SWAMIHFund as Government of India is a key investor in these funds</li> <li>Sanction of proposed investments under these Funds when required Drawdown notices are submitted by these funds.</li> <li>For the processing of Drawdown Notices the approval of Secretary as well as IF Division is sought before issuing the Sanction Order.</li> <li>Receive and examine monthly/quarterly reports of NIIF and SWAMIH besides other related references for the same.</li> </ul>	

## Position 4: Joint Director (Domestic Investment) (2/2)

Role	Activity	Competencies
Disposing policy references related to Domestic Investment and Global investors in general as well as for FM Office and PM Office as and when required.	<ul style="list-style-type: none"> <li>Engage with existing global and institutional investors on a routine basis to make them aware about possible investment opportunities as well as seek feedback on what can be done to facilitate more investment.</li> <li>Organize meetings, both virtual and in-person with key representatives of large institutional investors and global funds at a regular basis.</li> <li>Engage with industry associations such as CII, FICCI, USIBC and USISPF to put together events and interactions on topics relevant for investment.</li> <li>Prepare policy briefs based on inputs from key stakeholders and share routinely with FM office and PM Office.</li> </ul>	
Organizing meeting and interactions of Hon'ble FM with key foreign investors including Sovereign Wealth Funds	<ul style="list-style-type: none"> <li>Facilitate the meeting and interaction of key representatives of major institutional investors and funds with Hon'ble FM upon requests from their side.</li> <li>Examine such meeting requests and seek inputs from relevant stakeholders for assessing the merit of such requests.</li> <li>Post examining E-file is moved with our recommendation and for seeking guidance and approval of Secretary and Hon'ble FM.</li> </ul>	
Seek proposals for upcoming Budgets from an Investment point of view	<ul style="list-style-type: none"> <li>Collate tax and non-tax related asks of the industry for consideration of DoR</li> <li>Examine the asks received from each industry association and investor groups.</li> <li>Post examination, based on their merit, are discussed, and shared with DoR for consideration for the upcoming Budget</li> </ul>	

# IPP & ISD: Roles Activities Competencies Mapping



## Position 1: Joint Secretary (IPP)

Role	Activities	Competencies
Facilitator to support Infrastructure related Policy & Planning pertaining to central Ministries/Departments	Matters related to infrastructure financing and promotion of investment in infrastructure sectors	<b>Functional Competencies</b> <ol style="list-style-type: none"> <li>1. Citizen Centricity</li> <li>2. Policy Making</li> <li>3. Handling Parliamentary Matters</li> <li>4. Handling RTI Matters</li> <li>5. Grievance Redressal</li> <li>6. Litigation Management</li> </ol> <b>Behavioural Competencies</b> <ol style="list-style-type: none"> <li>1. Visionary Leadership</li> <li>2. Decision Making</li> <li>3. Team Management &amp; Development</li> <li>4. Influencing &amp; Negotiation</li> <li>5. Whole of Government Thinking</li> <li>6. Stakeholder Management</li> </ol> <b>Domain Competencies</b> <ol style="list-style-type: none"> <li>1. Infrastructure Financing</li> <li>2. Infrastructure Project Management</li> <li>3. Assets Monetization policy of the government</li> <li>4. Public Private Partnerships</li> <li>5. Viability Gap Fund in PPP projects</li> <li>6. Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trust (InvITs)</li> <li>7. National Infrastructure Pipeline (NIP)</li> <li>8. Knowledge of Energy &amp; power Sector</li> <li>9. Capacity gaps of Infrastructure implementing agencies</li> <li>10. Credit Rating / Credit Enhancement</li> <li>11. Harmonized Master list for infrastructure</li> </ol>
	Matters relating to Infrastructure Debt Funds (IDFs), Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trusts ( InvITs ), Tax Free Bonds, Municipal Bonds and other instruments meant for infrastructure financing;	
	Matters relating to New Credit Rating System for Infrastructure	
	Matters relating to Special Purpose Vehicle (SPV for Credit Enhancement of Infrastructure Projects;	
	All international interfaces on infrastructure financing (other than PPPs);	
	Matters relating to G20 Infrastructure Working Group (IWG);	
	Matters relating to meetings of Board of Directors of IIFCL, as JS is Government nominee on its Board of Directors;	
	Nominate junior officers for various training and capability development workshops relevant to their job requirement and personality enhancement.	
	Ensuring that the motivation & morale of the staff is maintained.	
	Oversee and approve the distribution of work among staff of the Section / Branch.	
Developing Capacity Building initiatives for Infrastructure Development and Infrastructure Finance		
RTI/PG/Court Case/ Handling Parliament related matters of IPP Division.	Oversee the disposal of various RTI/ PG applications	
	Signing of reply in capacity of authority.	
	Signing/approving of Counter reply in respect of a Court case.	
Organising official conferences and events	Overseeing the successful management of inter-ministerial activities, consultations official conferences and events etc.	



## Position 2: Joint Secretary (ISD)

Role	Activities	Competencies
Handling Infrastructure Support & Development	Matters related to support and development of infrastructure in Centre & States	<b>Functional Competencies</b> 1. Citizen Centricity 2. Policy Making 3. Handling Parliamentary Matters 4. Handling RTI Matters 5. Grievance Redressal 6. Litigation Management  <b>Behavioural Competencies</b> 1. Visionary Leadership 2. Decision Making 3. Team Management & Development 4. Influencing & Negotiation 5. Whole of Government Thinking 6. Stakeholder Management  <b>Domain Competencies</b> 1. Infrastructure Project Management 2. Public Private Partnerships 3. Viability Gap Fund in PPP projects 4. National Infrastructure Pipeline (NIP) 5. Knowledge of Energy & power Sector 6. Credit Rating / Credit Enhancement 7. Harmonized Master list for infrastructure
	Matters related to PPP policy and program	
	Matters related to National Monetization Plan & NIP, InvIT/ReIT	
	Matters related to energy sector policies and proposals; investments in Climate NDCs, RE 2030 Goal and decarbonization of economy	
	BRICS PPP Working Group Matters	
	Matters related to Infrastructure sectoral studies	
	Matters related to Board of Directors of IRFC, IRSDC, ONGC Videsh, NIIFTL, NLMC as Government nominee Director	
	Deputing junior officers for various training/workshops relevant to their job requirement and personality enhancement.	
	Encourages and promotes a learning culture in the team; promotes cooperation and commitment within a team to achieve goals and deliverables; acknowledges the achievements of teammates,	
Oversee and aligns the right work with the right people; delegates tasks according to people's strengths and interests; consistently provides support to the team,		
RTI /PG/Court Case/ Parliament Matter	Oversee the disposal of various RTI/ PG applications.	
Consultations/Conferences/Workshops	Overseeing the successful management of inter -ministerial activities, consultations, Conferences/Workshops ,etc	

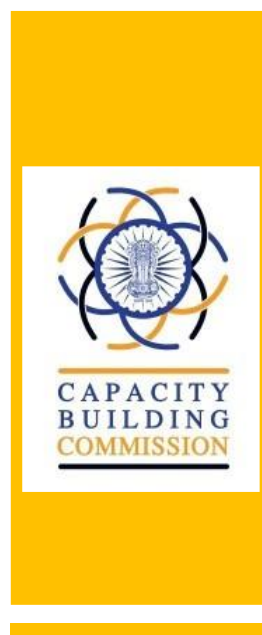
## Position 3: Adviser (CBU -IPP)

Role	Activities	Competencies
Assess capacity gap for various infra agencies	Coordinate with infrastructure line ministries and departments to access their capacity gaps	<b>Functional Competencies</b> 1. Citizen Centricity 2. Policy Making 3. Handling Parliamentary Matters 4. Handling RTI Matters 5. Grievance Redressal  <b>Behavioural Competencies</b> 1. Visionary Leadership 2. Decision Making 3. Team Management & Development 4. Influencing & Negotiation 5. Whole of Government Thinking 6. Stakeholder Management  <b>Domain Competencies</b> 1. Capacity gaps of Infrastructure implementing agencies 2. Harmonized Master list for infrastructure
	Develop tie-ups with institutions and training centres for training programs	
	Manage training programs, strategies, exposures for capacity building for PPPs and other matters relating to institution building for mainstreaming PPPs.	
Finalize Training program in on line and offline mode	Develop Capacity Building initiatives for Infrastructure Development and Infrastructure Finance	
	Engage with training institutes to suggest changes required in the training formats	
	Review the training content developed by training institutes	
	Arrange training nominations, shorting and finalize list of candidate for training	
	To get the feedback from participants about training contents	
Formulate Learning Management System	Engage with capacity building commission to development of e-learning platform	
	Review the e-learning content uploaded on e-learning platform in collaboration with CBC	

## Position 4: Director (Finance Unit -IPP)

Role	Activities	Competencies	
Manage Funding for Infrastructure projects	• Monitor the existing avenues of funds available	<b>Functional Competencies</b> 1. Citizen Centricity 2. Monitoring and Evaluation 3. Data analytics  <b>Behavioural Competencies</b> 1. Whole of Government Thinking 2. Analytical Thinking 3. Stakeholder Management 4. Communication 5. Change Management  <b>Domain Competencies</b> 1. Infrastructure Financing 2. Infrastructure Project Management 3. Assets Monetization policy of the government 4. Real Estate Investment Trusts (REITs)/ Infrastructure Investment Trust (InvITs) 5. Credit Rating / Credit Enhancement 6. Harmonized Master list for infrastructure	
	• Consult with the stakeholders such as investors, Regulatory bodies like SEBI, RBI etc.		
	• Identify the bottlenecks faced by the stakeholders		
	• Develop cohesive environment for the sector to fulfil the national objectives		
	• Take up financial sector reforms to create long term funds available for infrastructure projects		
	• Develop the tools to monitor the funding patterns of infrastructure projects in India		
	• Analysis of the past data on infrastructure finance including equity brought in by private players including overseas funding, exposures taken by financial institutions.		
	• Create Infrastructure Financing from Fiscal resources, PSE's IEBR and Private sector, including from National Monetization Plan		
• Looks after fulfilment of Budget announcements on infrastructure funding			
Handles Issues related to Infrastructure financing	• Addresses issues relating to Infrastructure Debt Funds (IDFs), Real Estate Investment Trusts (REITs)/Infrastructure Investment Trust (InvITs), Tax Free Bonds, Municipal Bonds and other instruments meant for infrastructure financing and credit enhancements		
	• Identify the areas of concern for IDFs / REITs / InvITs growth.		
	• Keeps abreast with international practices of funding with close coordination with G20 forum		
Formulate New Credit Rating System	• Formulate New Credit Rating System for Infrastructure project SPV		
	• Develop better credit rating system based on the advanced measuring tools such as PD (Probability of Default) and LGD (Loss Given Default).		

## OMI: Roles-Activities-Competencies Mapping



## Position 1: Additional Secretary (1/3)

Role	Activities	Competencies
Management of Externally Aided Projects (EAPs)	<ul style="list-style-type: none"> <li>Responsible for financing and management of EAPs and review of policies of AIIB and NDB;</li> </ul>	<p style="text-align: center;"><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>Decision Making</li> <li>Visionary Leadership</li> <li>Team Management &amp; Development</li> <li>Influencing &amp; Negotiation</li> <li>Whole of Government Thinking</li> <li>Stakeholder Management</li> <li>Communication</li> <li>Change Management</li> </ol> <p style="text-align: center;"><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>Citizen Centricity</li> <li>Financial Management</li> <li>Project Management</li> <li>Monitoring &amp; evaluation</li> <li>Litigation Management</li> <li>Policy Formulation</li> <li>Handling Parliamentary Matters</li> </ol>
	<ul style="list-style-type: none"> <li>Facilitate States and Central Agencies to avail external assistance, and building a robust project pipeline</li> </ul>	
	<ul style="list-style-type: none"> <li>Engage with the MDBs both as a shareholder and borrower and with various line ministries and PIAs on policy and pricing matters;</li> </ul>	
	<ul style="list-style-type: none"> <li>Appraise the Screening committee on the project proposals received from States and Central Agencies seeking external assistance from the Multilateral Development Banks, and Posing the project for financial assistance to MDBs.</li> </ul>	
Project Management	<ul style="list-style-type: none"> <li>Engage with AIIB, NDB, IFAD, OFID and Project Implementing Agencies/State Governments/Central Agencies</li> </ul>	
	<ul style="list-style-type: none"> <li>Oversee the financing plan, project design, budgetary provision, environmental and social plan, institutional arrangement, projected outcome and impact, finance plus element, procurement plan, implementation arrangement economic and financial analysis, Financial Management plan, etc.</li> </ul>	
	<ul style="list-style-type: none"> <li>Conduct Negotiations of the Legal Documents to finalize the financial terms and legal terms of the project.</li> </ul>	
	<ul style="list-style-type: none"> <li>Facilitate Signing of Legal Agreements with AIIB, NDB, IFAD and OFID</li> </ul>	
	<ul style="list-style-type: none"> <li>Manage execution of the Loan Agreements.</li> </ul>	
	<ul style="list-style-type: none"> <li>Extend approval for restructuring of the projects to overcome the financial and technical issues counters in the project</li> </ul>	

## Position 1: Additional Secretary (2/3)

Role	Activities	Competencies
Periodical Review of the progress of the Project	<ul style="list-style-type: none"> <li>Participate in Bilateral review meetings with the MDBs/Project Implementing Agencies/ State Governments.</li> </ul>	<p style="text-align: center;"><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>Externally Aided Project (EAP) management (AIIB, NDB, IFAD and OFID projects)</li> <li>Promoting Green/climate/ Sustainable financing</li> <li>Financing local currency (INR)</li> <li>Key policies of IFAD, AIIB and NDB</li> <li>Governance related matters of AIIB, NDB and IFAD</li> <li>Collaboration with African Development Bank (AfDB)</li> <li>Collaboration with European Bank for Reconstruction and Development (EBRD)</li> <li>Collaboration with NDB's Regional Office in India</li> <li>The Sendai Framework Monitor</li> <li>Coalition for Disaster Resilient Infrastructure (CDRI)</li> </ol>
	<ul style="list-style-type: none"> <li>Participate in Tripartite Portfolio Review Meetings (TPRM) with the AIIB, NDB and IFAD, Project Implementing Authorities. State Governments and Central Line Ministries.</li> </ul>	
	<ul style="list-style-type: none"> <li>Intervention in the project preparation and implementation issues and encouraging timely disbursement and implementation.</li> </ul>	
Board related Matters of NDB, AIIB and OFID	<ul style="list-style-type: none"> <li>Examine/review of Policy Matters of NDB, AIIB and OFID and participation in their Board meetings as a Board of Director for India</li> </ul>	
	<ul style="list-style-type: none"> <li>Examine agenda papers relating to Investment operations and policy issues of AIIB, NDB and IFAD and conveying India's views;</li> </ul>	
	<ul style="list-style-type: none"> <li>Participate in the Board and Committee meetings and making necessary intervention in Investment operations and policy issues of AIIB, NDB and IFAD.</li> </ul>	
Budget Provisions	<ul style="list-style-type: none"> <li>Prepare India's views on various agenda items of Board of Governors Annual of AfDB, EBRD, IFAD, AIIB and NDB</li> </ul>	
	<ul style="list-style-type: none"> <li>Provide approvals provisions of Budget Estimates and Revised Estimates.</li> </ul>	
Financial Commitments to AfDB	<ul style="list-style-type: none"> <li>Provide approvals for payment as contribution of India to MDBs according to the replenishment cycles.</li> </ul>	
	<ul style="list-style-type: none"> <li>Extend financial support through replenishment, grants, loans and technical assistance to AfDB/ADF</li> </ul>	

## Position 1: Additional Secretary (3/3)

Role	Activities	Competencies
Administrative matters of AfDB, EBRD, IADB, IFAD, AIIB and NDB	• Provide approvals the proposals on the administrative proposals	
	• Review the proposal for Appointment of Senior Management, compensation Benefit Policy, Budget Plan, retained earnings, etc and conveying India's views	
PMO/VIP Reference/ Parliament Questions etc	• Reply to the VIP proposals/ letters seeking consideration of Hon'ble FM	
	• Reply to Parliament Questions	
G20 Logistics	• Oversee logistics, protocol and hospitality support for G20 meetings and delegates.	
Crypto Assets and Central Bank Digital Currency (CBDC)	• Operationalization of CBDC and infrastructure for e -transaction, Secondary market transactions in government securities and their settlement, Efficiency of inter-bank market transactions.	

## Position 2: Director (1/3)

Role	Activities	Competencies
Management of Externally Aided Projects (EAPs)	• Manage EAPs and review of policies of AIIB and NDB;	<b>Behavioural Competencies</b> <ol style="list-style-type: none"> <li>Influencing &amp; Negotiation</li> <li>Whole of Government Thinking</li> <li>Stakeholder Management</li> <li>Communication</li> <li>Result Orientation</li> <li>Analytical Thinking</li> </ol> <b>Functional Competencies</b> <ol style="list-style-type: none"> <li>Citizen Centricity</li> <li>Financial Management</li> <li>Project Management</li> <li>Monitoring &amp; evaluation</li> <li>Litigation Management</li> <li>Policy Formulation</li> <li>Handling Parliamentary Matters</li> <li>Handling RTI Matters</li> <li>Cabinet Note Preparation</li> </ol>
	• Facilitates States and Central Agencies to avail external assistance, and building a robust project pipeline;	
	• Engage and coordinate with the MDBs both as a shareholder and borrower and with various line ministries and PIAs on policy and pricing matters;	
	• Examines the project proposals received from States and Central Agencies	
	• Compile the Comments/requisite approvals of Line Ministries and others concerned Ministries/Departments	
	• Scrutinize the Proposal and presentation before the Screening Committee for consideration and approval.	
• Pose the project for financial assistance to NDB and AIIB.		
Project Management	• Collaborate with AIIB, NDB, IFAD, OFID and Project Implementing Agencies/State Governments/Central Agencies	
	• Oversee the financing plan, project design, budgetary provision, environmental and social plan, institutional arrangement, projected outcome and impact, finance plus element, procurement plan, implementation arrangement economic and financial analysis, Financial Management plan, etc.	
	• Review the project readiness as per the checklist of the Department, for loan negotiation of the project.	
	• Review of legal documents i.e. Loan Agreement, Project Agreement and Financing Agreement; and Project Documents from MDBs	
	• Negotiate the Legal Documents to finalize the financial terms and legal terms of the project	

## Position 2: Director (2/3)

Role	Activities	Competencies
<b>Project Management</b>	<ul style="list-style-type: none"> <li>Finalize and execute Minutes of Negotiation Meeting and Finalization of Legal Documents.</li> <li>Review of Final Draft Loan Agreement/Project Agreement from MDBs, as per the mutually agreed terms during the loan negotiation meeting.</li> <li>Facilitate signing of the Loan Agreements</li> <li>Examine the financial and technical issues counters in the project;</li> <li>Extends approval for restructuring of the projects</li> </ul>	<b>Domain Competencies</b> <ol style="list-style-type: none"> <li>Externally Aided Project (EAP) management (AIIB, NDB, IFAD and OFID projects)</li> <li>Promoting Green/climate/ Sustainable financing</li> <li>Financing local currency (INR)</li> <li>Key policies of IFAD, AIIB and NDB</li> <li>Governance related matters of AIIB, NDB and IFAD</li> <li>Collaboration with African Development Bank (AfDB)</li> <li>Collaboration with European Bank for Reconstruction and Development (EBRD)</li> <li>Collaboration with NDB's Regional Office in India</li> </ol>
<b>Periodical Review of the progress of the Project</b>	<ul style="list-style-type: none"> <li>Provides clearances to NDB and AIIB for field visit and review the progress of the projects</li> <li>Review of Mission report.</li> <li>Conduct Bilateral review meetings with the MDBs/Project Implementing Agencies/ State Governments.</li> <li>Participates in Tripartite Portfolio Review Meetings (TPRM) with the AIIB, NDB and IFAD, Project Implementing Authorities. State Governments and Central Line Ministries.</li> <li>Intervention in the project preparation and implementation issues and encouraging timely disbursement and implementation.</li> </ul>	
<b>Handles board related Matters of NDB, AIIB and OFID</b>	<ul style="list-style-type: none"> <li>Examines agenda papers relating to Investment operations and policy issues of AIIB, NDB and IFAD and conveying India's views;</li> <li>Participates in the Board and Committee meetings and making necessary intervention in Investment operations and policy issues of AIIB, NDB and IFAD.</li> <li>Coordinates and prepares India's views on various agenda items of Board of Governors Annual and Special meetings of IFAD, AIIB and NDB;</li> </ul>	

## Position 2: Director (3/3)

Role	Activities	Competencies
<b>Handles board related Matters of NDB, AIIB and OFID</b>	<ul style="list-style-type: none"> <li>Prepares position papers and contributing in development and revision of various policy documents and frameworks of these MDBs.</li> <li>Handles BRICS matters related to NDB</li> </ul>	
<b>Estimates Budget Provisions</b>	<ul style="list-style-type: none"> <li>Provides provisions of Budget Estimates and Revised Estimates.</li> <li>Facilitates payment as contribution of India to MDBs according to the replenishment cycles.</li> </ul>	
<b>Handles Administrative matters of AfDB, EBRD, IADB, IFAD, AIIB and NDB</b>	<ul style="list-style-type: none"> <li>Examines the proposal for Appointment of Senior Management, compensation Benefit Policy, Budget Plan, retained earnings, etc and conveying India's views.</li> <li>India's joining in other Multilateral Institution.</li> </ul>	
<b>PMO/VIP Reference/ Parliament Questions etc</b>	<ul style="list-style-type: none"> <li>Examines and reply to the VIP proposals/ letters seeking consideration of Hon'ble FM</li> <li>Frames reply to Parliament Questions</li> </ul>	



## Position 3: Director (1/1)

Role	Activities	Competencies
Consideration of EAPs in the Screening Committee Meetings	• Examine the project proposals received from States and Central Agencies	<b>Behavioural Competencies</b> 1. Whole of Government Thinking 2. Stakeholder Management 3. Communication 4. Result Orientation 5. Analytical Thinking  <b>Functional Competencies</b> 1. Citizen Centricity 2. Financial Management 3. Project Management 4. Litigation Management 5. Handling Parliamentary Matters 6. Handling RTI Matters 7. Cabinet Note Preparation  <b>Domain Competencies</b> 1. 1. Externally Aided Project (EAP) management Promoting Green/climate/ Sustainable financing 2. Financing local currency (INR) 3. Collaboration with African Development Bank (AfDB) 4. Collaboration with European Bank for Reconstruction and Development (EBRD) 5. The Sendai Framework Monitor 6. Coalition for Disaster Resilient Infrastructure (CDRI)
	• Compile the Comments/requisite approvals of Line Ministries and others concerned Ministries/Departments	
	• Scrutinize the Proposal and presentation before the Screening Committee for consideration and approval.	
	• Prepare of minutes of the discussion.	
Board related Matters of EBRD and AfDB	• Examine agenda papers relating to documents from EBRD and AfDB, and conveying India's views;	
	• Coordinate and prepare India's views on various agenda items of Board of Governors Annual meeting of EBRD and AfDB;	
Budget Provisions	• Provides provisions of Budget Estimates and Revised Estimates.	
	• Make payment as contribution of India to AfDB according to the replenishment cycles.	
Financial Commitments to AfDB	• Extend financial support through replenishment, grants, loans and technical assistance to AfDB/ADF	
Matters of CDB and CDRI	• Handles matters relating to Coalition for Disaster Resilient Infrastructure (CDRI) and Sendai Framework Monitoring (SFM);	
RTI/PMO/VIP Reference/ Parliament Questions etc.	• Examine and frames reply to the VIP proposals/ letters seeking consideration of Hon'ble FM	
	• Frame Reply to Parliament Questions	
	• Responds to RTI queries	



## Position 4: Deputy Director (1/3)

Role	Activities	Competencies
Management of Externally Aided Projects (EAPs)	• Manages of EAPs and policies of AIB and NDB, facilitating States and Central Agencies to avail external assistance, and building a robust project pipeline;	<b>Behavioural Competencies</b> 1. Whole of Government Thinking 2. Stakeholder Management 3. Communication 4. Result Orientation 5. Analytical Thinking  <b>Functional Competencies</b> 1. Citizen Centricity 2. Financial Management 3. Project Management 4. Monitoring & evaluation 5. Litigation Management 6. Policy Formulation 7. Handling Parliamentary Matters 8. Handling RTI Matters 9. Cabinet Note Preparation
	• Engages and coordinates with the MDBs both as a shareholder and borrower and with various line ministries and PIAs on policy and pricing matters;	
	• Examines the project proposals received from States and Central Agencies	
	• Compiles of the Comments/requisite approvals of Line Ministries and others concerned Min./Departments .	
	• Scrutinize the Proposal and presentation before the Screening Committee for consideration and approval.	
	• Drafts minutes of the Screening Committee Meeting for approval.	
	• Pose the project for financial assistance to NDB and AIB.	
Project Management	• Engage with AIB, NDB, IFAD, OFID and Project Implementing Agencies/State Governments/Central Agencies	
	• Oversee the financing plan, project design, budgetary provision, environmental and social plan, institutional arrangement, projected outcome and impact, finance plus element, procurement plan, implementation arrangement economic and financial analysis, Financial Management plan, etc.	
	• Conduct analysis of project according to the project readiness checklist of the Department, for loan negotiation of the project	

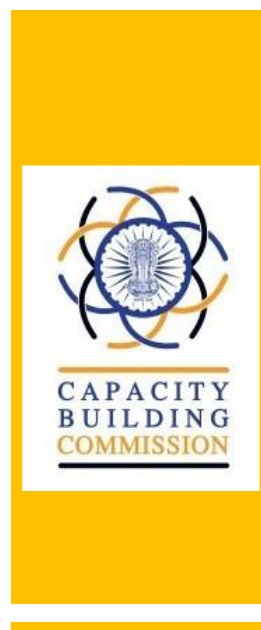
## Position 4: Deputy Director (2/3)

Role	Activities	Competencies
Project Management	• Review of legal documents i.e. Project Agreement and Financing Agreement from NDB; and Project Documents	<b>Domain Competencies</b>  1. Externally Aided Project (EAP) management (AIIB, NDB, IFAD and OFID projects) 2. Promoting Green/climate/ Sustainable financing 3. Financing local currency (INR) 4. Key policies of IFAD, AIIB and NDB 5. Governance related matters of AIIB, NDB and IFAD 6. Collaboration with African Development Bank (AfDB) 7. Collaboration with European Bank for Reconstruction and Development (EBRD) 8. Collaboration with NDB's Regional Office in India
	• Facilitates negotiations of the Legal documents	
	• Finalizes Minutes of Negotiation Meeting and Finalization of Loan Agreements.	
	• Review of Final Draft Loan Agreements from NDB, as per the mutually agreed agreements during the loan negotiation meeting.	
	• Facilitates signing of the Loan Agreements.	
	• Examine the financial and technical issues counters in the project;	
• Seek approval for restructuring of the projects		
Conduct periodical review of the progress of the Project	• Provides clearances to NDB and AIIB for field visit and review the progress of the projects	
	• Review of Mission report.	
	• Participates Bilateral review meetings with the MDBs/Project Implementing Agencies/ State Governments.	
	• Participates Tripartite Portfolio Review Meetings (TPRM) with the AIIB, NDB and IFAD, Project Implementing Authorities. State Governments and Central Line Ministries.	
Handles policy Matters related to NDB and AIIB	• Examines agenda papers from AIIB and NDB and conveying India's views post approval;	
	• Examines Agenda papers for the Board meetings and preparation of India's views on the papers.	

## Position 4: Deputy Director (3/3)

Role	Activities	Competencies
Handles policy Matters related to NDB and AIIB	• Prepares views of India on the agenda papers of AIIB and NDB for the Board meetings and Committee Meetings which are related to Investment operations and policy issues;	
	• Coordinates and prepares India's views on various agenda items of Board of Governors Annual and Special meetings of AIIB and NDB;	
	• Prepares position papers and contributing in development and revision of various policy documents and frameworks of these MDBs.	
	• Handles BRICS matters related to NDB	
Budget Provisions	• Propose provisions of Budget Estimates and Revised Estimates.	
	• Facilitates payment as contribution of India to NDB, according to the replenishment cycles.	
Handles administrative matters of AIIB and NDB	• Examines the proposal for Appointment of Senior Management, compensation Benefit Policy, Budget Plan, retained earnings, etc and conveying India's views.	
PMO/VIP Reference/ Parliament Questions etc	• Examines of VIP proposals/ letters seeking consideration of Hon'ble FM	
	• Frames Reply to Parliament Questions	

# Vigilance: RolesActivitiesCompetencies Mapping



## Position 1: Deputy Secretary (Vigilance)

Role	Activities	Competencies
Vigilance Notes	<ul style="list-style-type: none"> <li>Prepare vigilance note consisting allegations, departmental comments, knowledge of rule positions, analysis, proposed decision</li> <li>Present Vigilance notes to Chief Vigilance Officer</li> <li>Analyse/examine the case note prepared by the US/SO and make incremental changes in the note and forward to the CVO</li> </ul>	<p><b>Functional Competencies</b></p> <ol style="list-style-type: none"> <li>Digital Fluency</li> <li>E-Office &amp; Office Management</li> <li>Data Analytics</li> </ol> <p><b>Behavioural Competencies</b></p> <ol style="list-style-type: none"> <li>Communication</li> <li>Time Management</li> <li>Analytical Thinking</li> <li>Stakeholder Management</li> <li>Whole of Government Thinking</li> </ol> <p><b>Domain Competencies</b></p> <ol style="list-style-type: none"> <li>Complaints &amp; Disciplinary proceedings</li> <li>Preventive Vigilance</li> <li>Vigilance clearance</li> <li>Court Cases handling</li> </ol>
Vigilance Complaints	<ul style="list-style-type: none"> <li>Handles the complaints received from the CVO and assigns to team for further investigation</li> <li>Scrutinize the complaint received</li> <li>Ascertain the criticality of the complaint received</li> <li>Facilitate investigation and decision making on the vigilance cases</li> <li>Coordinate with senior official for their inputs on the vigilance complaints</li> <li>Reviews the comments received on the vigilance case on the allegations against the officer from the CVO of the concerned division/attached offices/ PSUs</li> <li>Take comments from CVO &amp; CVC, basis which investigation of the complaints are initiated and ascertained if the complaints needs to be put up for disciplinary action</li> <li>Provides inputs on the complaints of the departments which comes under the purview of DEA's CVO like SEBI</li> </ul>	
Vigilance Clearance	<ul style="list-style-type: none"> <li>Provides clearances related to Empanelment, Deputation, Appointment to Sensitive Post, Promotion, retirement etc.</li> </ul>	
Preventive Vigilance	<ul style="list-style-type: none"> <li>Adheres to the CVC Manual and DoPT vigilance rules</li> <li>Plans beforehand the action to be taken for any incident happens in department</li> <li>Monitor sensitive posts very closely</li> <li>Provides vigilance instructions and manuals to attached offices and divisions &amp; record proceedings</li> <li>Ensures attached offices &amp; divisions are preparing vigilance reports and submitting to DEA's CVO</li> </ul>	



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**Template for training needs analysis utilised across DEA divisions.**

**DEPARTMENT OF ECONOMIC AFFAIRS (DEA)**

*Template for capturing basic information on **DEA, Ministry of Finance** for development of  
Annual Capacity Building plan (ACBP) and Framework of Roles, Activities and Competencies (FRAC)*

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.....(NAME OF DEPARTMENT/DIVISION/ALLIED INSTITUTION. For Ex: BUDGET, ECONOMIC, INVESTMENT, FINANCIAL MARKETS etc.)

...Name of respondent (for reference purposes only)...

**Context:**

Refer notes ahead to complete the tabulation exercise. This is a self-assessment exercise termed as 'Training needs Assessment' (TNA) and commences at the institution level. It must cover all unique roles of an institution/division and this exercise is not specific to any individual. Intended outcome is an accurate compilation of baseline information covering job profiles and its competency requirements, upon joining the department/Division and/or ongoing needs and/or futuristic needs and capture specialized and specific training demand. To begin, **Fill the template attached as Step 1. There is total 5 steps in this TNA exercise.**

1. At the onset, state your position/designation in subject department/division.
  - a. For each unique position/designation, identify '**roles**' that the role holder performs at present or is expected to perform in future. (Ex. If two Directors share the same role and functions, only once the table needs to be filled, can be a consultative process between the two.
2. Next, identify the '**functions**' they (each role holder) carry out to perform each role.
  - a. There can be multiple roles and functions attached to one designation.
3. Next, identify the '**activities**' that needs to be performed to fulfil the role.
  - a. There can be multiple activities associated with a function to fulfil the role.
4. Lastly, identify competencies required to perform that role, function and activity.
  - a. The competencies required are divided into Functional & Behavioural (Table 1B) and Domain (Table 1C) as Part 1 of the exercise.
  - b. A brief explanation of these the terms mentioned are given below.

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## **Definitions:**

**Position:** A position is the Designation and the broad work area of an individual who is responsible for a particular wing / division of an MDO.

For e.g. Deputy Secretary (Vigilance)

**Roles:** Identify **key work areas** that capture your job profile, in particular, which may require training or capacity building for the position or for self. These are the roles that you perform as part of your job. While identifying your role, it is recommended that you jot down your broad areas of responsibilities on a piece of paper and then try to enter your roles. May repeat this exercise over 2-3 days if need be and extract key work areas.

E.g.,

- Vigilance Clearance,
- Preventive Vigilance

**Function:** A function briefly summarises the role that must be carried out by an individual holding the position in 1-2 sentences.

- E.g., Clearances related to Empanelment, Deputation, Appointment to Sensitive Post, Training, Promotion, NFU, Visit abroad etc.
- Preventive Vigilance issues for eradicating corruption

**Activity:** An activity is a particular action taken to contribute towards successful completion of the role/ function. They describe the 'how' and 'why' a particular role/function is being carried out.

**Competency:** Executing specific activities as part of a role requires a degree of proficiency in certain Knowledge areas, Skills, Attitudes and behaviors for successful performance. The set of knowledge, skills, attributes and behaviors are collectively called competencies.

**Domain competencies** areas are specialised knowledge areas and skills specific to roles in and for DEA (for example, Understanding Acts, policies, schemes, programmes related to Housing and Urban Affairs, Urban Planning and management, Urban transport, sustainability of built environment, etc., data analytics for programmes, schemes, best practices in Housing and Urban affairs, global and national, technologies specific to land management and monitoring, etc).

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

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

Next part provides the tables to be filled by the officers ranging from the Assistant Section Officer to Joint Secretary level or equivalent in the phase 1 of this exercise. Part 1 (1A, 1B, 1C) tables refer to job profiles and competencies and Part 2 (2A, 2B, 2C) refers to the level of training needs for the identified role for reaching for a specialised proficiency level.

## **Guide to Write Roles, Functions and Activities**

### **How to write a role**

Identify **key work areas** that capture your job profile, in particular, which may require training or capacity building for the position or for self. These are the roles that you perform as part of your job. While identifying your role, it is recommended that you jot down your broad areas of responsibilities on a piece of paper and then try to enter your roles. May repeat this exercise over 2-3 days if need be and extract key work areas.. These are the roles that you perform as part of your job. In the process of fulfilling the roles, the civil servants in the particular position are expected to undertake several activities. All activities under a cluster will be classified as activities associated with a particular Role, which has a unique purpose. Therefore, every position will have a set of distinct associated roles.

While identifying your role, it is recommended that you jot down your broad areas of responsibilities on a piece of paper and then try to enter your roles.

Few examples include:

- ✓ Vigilance Clearance
- ✓ Preventive Vigilance
- ✓ Handling Procurement procedures,
- ✓ Contract Management,
- ✓ Coordination with stakeholders,
- ✓ Handling Parliamentary Responses,
- ✓ Handling RTI Queries etc.

### **How to write a function**

A function briefly summarises the work area under the role that must be carried out by an individual to complete the job in 1-2 sentences.

Few examples include:

<b>Position</b>	<b>Role</b>	<b>Functions</b>
<b>Deputy Secretary (Vigilance)</b>	Vigilance Clearance	Clearances related to Empanelment, Deputation, Appointment to Sensitive Post, Training, Promotion, NFU, Visit abroad etc.
	75  Preventive Vigilance	Preventive Vigilance issues for eradicating corruption

**How to write an activity**

Activity is described by a statement consisting of an action verb (**what the employee does**), the object of the verb (**to whom or what is done**), and a phrase explaining **why and how the work is done**. Please refer to the examples below to gain an understanding of what an activity is and how it is defined:

<b>Action Verb (What the position-holder does)</b>	<b>Object of the verb (To whom or what is done)</b>	<b>Why the work is done (Expected Output)</b>	<b>How the work is done (Procedures, tools, equipment, work aids)</b>
Sort	correspondence and reports	to facilitate filing them	alphabetically

<b>Action Verb (What the position-holder does)</b>	<b>Object of the verb (To whom or what is done)</b>	<b>Why the work is done (Expected Output)</b>	<b>How the work is done (Procedures, tools, equipment, work aids)</b>
Evaluate	facility master plans and project plans for organizations	to make recommendations	Using guidelines in the operations Manual

All activities start with an action verb. Some of the key pointers which will help in listing down activities are mentioned below:

- What are the actions being undertaken?
- How are these actions being undertaken?
- Why is the activity being undertaken? (Outcome / focus / end product / objective / output)
- Is it a direct / indicated responsibility of the official?
- Where does the official contribute to a particular chain of tasks towards the final outcome (E.g., activity undertaken to facilitate policy formulation)?
- Where is the activity being performed? (If considered necessary in specific cases)

**Indicative List of Action Verbs that can be used while noting down activities (please note that list is not exhaustive, feel free to use the action verbs which describe your role and function the best):**

- Collect
- Collate
- Compile
- Correct
- Analyze
- Record
- Present
- Consult
- Discuss
- Examine
- Decide
- Scrutinize
- Prepare
- Guide
- Approve
- Derive
- Justify
- Modify
- Prepare
- Assess
- Predict

For example:

Position	Role	Functions	Activities
<b>Deputy Secretary (Vigilance)</b>	Vigilance Clearance	Clearances related to Empanelment, Deputation, Appointment to Sensitive Post, Promotion, NFU, Visit abroad etc.	<ul style="list-style-type: none"> <li>• Grant Vigilance Clearance to IAS officers for various purpose.</li> <li>• Oversee that all vigilance clearances have been attended to with respect to rule provisions</li> <li>• Oversee that all vigilance clearances have been attended to within permissible time limit</li> <li>• Oversee that correct and updated database for vigilance clearances</li> </ul>
	Preventive Vigilance	Preventive Vigilance issues for eradicating corruption	<ul style="list-style-type: none"> <li>• Manage Vigilance/disciplinary cases of officers of the service</li> <li>• Analyse matters pertaining to vigilance/disciplinary cases</li> </ul>

**Part 1 – Enlistment of Training needs**

Table 1 A: Work Profile

Designation/ Position, as applicable to your organization/division...	Roles	Functions	Activities
	<ul style="list-style-type: none"> <li>• Role 1</li> </ul>	<ul style="list-style-type: none"> <li>• Function 1</li> </ul>	<ul style="list-style-type: none"> <li>• Activity 1</li> <li>• Activity 2</li> <li>• Activity 3</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Table 1 B: Functional and Behavioral Trainings

Designation/ POSITION	Behavioral Competencies required	Institutional GAPS for the position, to be filled with training interventions	Functional Competencies required	Institutional GAPS for the position, to be filled with training interventions
	•	•	•	•
	•	•	•	•
	•	•	•	•
	•	•	•	•

Table 1 C: Domain Training Requirements

Domain Areas					Institutional GAPS for the position, to be filled with training interventions
Designation / POSITION	Domain Knowledge	Policies and Schemes	Acts and regulations	Department specific SOPs/ guidelines/ procedures	
		•	•	•	•
		•	•	•	•
		•	•	•	•
		•	•	•	•
		•	•	•	•



## Part 2 – Level of Training

1. In the following tables list the kind of training requirements the roles. This template is required to capture all such roles/ functions for training or capacity building purposes in the short term (less than an year), medium term ( year 1 onwards till 3 years) and long term (year 3 onwards to 5 years).
2. **This exercise is to capture institution/ organization wide roles and activities, it is not an individual’s assessment of competency or gaps.** It means, for example, that two designations can have same roles and functions but can carry out different activities. Illustrative example, if there are two officials, who handle the activities such as National policy/acts/schemes, procurement matters etc., work may have been segregated based on regional split, the roles and functions required for such policy may remain the same. Hence, training needs can be identified for the designation, upon an officer joining/ ongoing/futuristics. The exercise is not a generalized attempt at training, but, specialized to Ministry/Department concerned.
3. **Level of training earmarking-** Level of training means proficiency level to develop requisite competency or reiteration of knowledge including learning, unlearning and relearning processes as may be required for a specific Ministry.
  - a. To fill these three tables, refer tables 1 (a,b&c). Earmark specific course identified therein and for a given/your designation and fill the table 2a. (domain), 2b. (Functional/operational) and 2c. (Soft skills). Level of training can be marked as Basic (B), Advanced (A) and C for Induction/ Orientation/ Immersion requirements for new joinees upon transfer to the Ministry.
  - b. Induction can include field visits and can be listed as gaps or competencies required in Table 1A to 1C. Field visit to be specific along with purpose of field visit across the role. Refer Table 2B for an example template in functional competency area.
4. **Duration of Training:** Duration of training envisaged by the Department/Vertical intends/perceives as a requirement for the enlisted competency area across a designation. This can be provided for reference purposes of the institute or course developer and shall be finalized in the next stage upon finalization of the curated content by the entity concerned.
5. Broadly, training is envisaged as an online process. Please specify your needs, online/offline/blended modes. The purpose is to achieve scale, enable self-paced training, lessen cost, provide a seamless training system to minimize multiple coordination points, and align certification procedures. However, you can state needs that cannot be met by online training. Andragogy (means method and practice for adult learning) can be online, combination of online and offline (termed as Physical) and offline.
6. Certification: Each training will have module wise test. At the end of test stage, certificates for a respective course shall be issued.
7. **Non-training interventions are functions or activities,** which are required to support the training and capacity building initiatives or efforts must be listed. This can be listed as running text under a separate page dedicated to non-training interventions, enlisting the purpose the non-training intervention, competency area it supports, how the proposed non-training intervention can help the Ministry/department / vertical etc. Illustrative examples:
  - a. Establishment section can suggest an intra-net based Successor Note or Handover note that an employee who is leaving the system can provide in a standard format. This will enable the new joinee to understand the requirements of the position, important and urgent files, whom to contact for intra and inter coordination purposes etc. Example of legend provided in table below.

<b>LEGENDS</b>	
<b>C</b>	<b>Induction Training</b> , an introductory training to the Ministry and its allied organisations to align with its vision and work requirements
<b>B</b>	<b>Basic training</b>
<b>A</b>	<b>Advanced training (can include complex / futuristic training)</b>

Table 2A : Level of Training, Domain specific

<b>DOMAIN</b>							
<b>Priority</b>	<b>Description of Competency area for training</b>	<b>ASO</b>	<b>SO</b>	<b>US/Dy. Dir.</b>	<b>Dir./DS</b>	<b>JS</b>	<b>Duration of Training</b>

Table 2 B: Level of Training, Functional/ operational areas

<b>FUNCTIONAL/ OPERATIONAL</b>							
<b>Priority</b>	<b>Description of Competency area for training</b>	<b>ASO</b>	<b>SO</b>	<b>US/Dy. Dir.</b>	<b>Dir./DS</b>	<b>JS</b>	<b>Duration of Training</b>
<b>1</b>	Contracts implementation and difficulties faced by States	-		B	B	-	2 days
<b>2</b>	Costing of Medical Equipment and Benchmarking	-		A	-	B	1 week
<b>3</b>	Data Analysis and Interpretation	B	B	A	A	-	1 month
<b>4</b>	Parliamentary questions case repository and Statement of Cases, or draft of RFPs/Model concession agreements/ draft Contracts	A	A	A		-	1 week
<b>5</b>	Delegation of Financial Powers	B	B	-	-	-	2 hours for 1 week

- Above is only an example that has been filled, please change to your specific requirements.
- Priority to be listed at the end of the exercise and preferably with the Department/Division/ Organizational heads
- Priority no. 1 is the highest priority, reset follow descending order.

Table 2 C: Level of Training, soft skills

BEHAVIOURIAL/ ATTITUDINAL							
Priority	Description of Competency area for training	ASO	SO	US/Dy. Dir.	Dir./DS	JS	Duration of Training

**Reference Notes for reiteration purposes:**

1. This is a self-assessment exercise termed as a Training needs Assessment (TNA) as mentioned above. **Filling the template attached is Step 1.**
2. The template is to capture an institution/organizations information in a standardised format for the purposes of identification and enlistment of a work profile. Based in this work profile training modules shall be devised and in specific to your requirements.
  - a. This template to be filled in three parts capturing information across core domain areas, functional/operational areas and soft skills termed as behavioural/attitudinal needs and other support such as communication skills, refer table 1A, 1B and 1C.
  - b. How to fill template? – In case specific Roles/ Activities are unclear, cognitive referencing may be resorted to. Cognitive referencing means noting all work and activities done in 2-3 days continuously in a diary and then the assimilating roles, activities and competency areas.**
  - c. To fill competency required for each role, its activities and gaps thereof, consultation with reporting authority is desirable.
3. This present template is required to capture all such role/ activities for training or capacity building purposes in the short term (less than an year). The exercise is an incremental exercise and at the end initiatives and priority shall be identified for determining the outputs required for training, covering medium term ( year 1 onwards till 3 years) and long term (year 3 onwards to 5 years).
4. **This exercise is to capture an institutions/ organization wide roles and activities, it is not an individual’s assessment of competency or gaps.** It means, for example, that two designations can have same roles and activities but can carry out different activities. Illustrative example, if there are two JS, activities may have been divided, however roles and activities required for the role remains the same.)
5. **Step 2- Identification of courses-** The end product of this template shall be identification of courses required for each of the specific areas of MDSE, like Domain, Functional/ Operational and Behavioral needs. Common competency areas shall be culled out. Progressive trainings for future readiness are a must to be identified while filling the tables 1A, 1 B and 1C.
6. **Step 3- Level of training earmarking-** Level of training means in order to develop requisite competency or reiteration of knowledge including learning, unlearning and relearning processes as may be required from one Ministry to another one. This shall be earmarked for

each course identified specific to designation under the three aforementioned (in 2 a.) aspects as Basic (B), Advanced (A) and C for Induction/ Orientation/ Immersion requirements for new joinees upon transfer to the Ministry. It can include field visits. Field visit to be specific along with purpose of field visit. Refer Table 2 A, 2B, & 2C for example template.

7. **Step 4-** Identification and enlisting training priorities based on the courses.
8. **Step 5-** Enlisting initiatives for year 1, year 2 & year 3.
9. At the end of Step 5, **non-training interventions**, which are required to support the training and capacity building initiatives or efforts must be listed. Examples such as:
  - a. Establishment section can suggest an intra-net based Successor Note or Handover note that an employee who is leaving the system can provide in a standard format. This will enable the new joinee to understand the requirements of the position, important and urgent files, whom to contact for intra and inter coordination purposes etc.
10. Broadly, training is envisaged as an online process. The purpose is to achieve scale, enable self-paced training, lessen cost, provide a seamless training system to minimize multiple coordination points, and align certification procedures. However, you can state needs that cannot be met by online training. Andragogy (means method and practice for adult learning) can be online, combination of online and offline (termed as physical) and offline.
11. Certification: Each training will have module wise test. At the end certificate for respective course shall be issued.
12. This TNA shall be calendarized by Capacity Building Unit (CBU) within the Ministry with support from CBC. An annual training calendar shall be developed based on this exercise, which shall be specific to an individual.

**For queries on template, process and outcomes, contact person:**

**Ms. Anjula Negi, 9312008831**

*Team Lead and Technical Adviser*

**Capacity Building Commission**

## Questionnaire utilised for Head of Division discussion/ consultations

Areas Covered		Questions
National Priorities	1	What are the emerging sectoral focus areas that are linked to National priorities and how your department/Division/Mission/Office would be directly contributing to achieve the same
	2	What are your biggest challenges in this area (with respect to technology, skills, behavior)
Emerging Technologies	1	Due to various technological advancement in the sector, please elaborate on how the department is prepared from a technology know how perspective and whether any training and skill upgradation are being undertaken
	2	Any domain specific training and other interventions which should be imparted across your division
Citizen Centricity	1	What are the citizen centric initiatives/ focus of the division and the current process which are followed to achieve the same
	2	In your citizen facing role any specific competency needs/ interventions which you feel should be imparted
	3	When it comes to citizen centric governance objectives and goals how is your Department performing (customer focus and service excellence)
	4	What are the citizen centric initiative/ programs that your department undertakes
Training Plan validation	1	Key courses and training partners sought.
Broad validation of Individual competencies (domain, functional and behavioral)	1	What are the domain/ technical competency required for your division
	2	What are the set of behaviors skills that are required to achieve your present and future goals (stress management, leadership, negotiation, conflict management, time management etc.)
	3	What are the set of functional skills that are required to achieve your present and future goals (finance, procurement, legal, e-office, policy formulation, document management etc.)
Organizational	1	What are the digital systems/ tools you think will be required to ease your work and increase efficiency or enable faster turnaround
	2	What are the set of skills and behavior you think your team will be required to leverage technology to drive change
	3	What is the current knowledge management process in the department / induction training etc.
	4	From a technology perspective any process or work which you feel should be added for improving the knowledge management
	5	What is the training budget for the division/ department

	6	Is there any MIS/ data monitoring/ dashboard system operational in the department
	7	Any define incentive mechanism for officials undergoing training

\*\*\*\*\*end of repor\*\*\*\*

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