Capacity Building Commission

Draft Annual Capacity Building Plan

Department of Legal Affairs

September 2023

Executive Summary

Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB) in September 2020. The programme aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building, and is based on the philosophy of creating an ecosystem of "competency driven training and human resource management" by transitioning from a 'rule-based' system to a 'role-based' system". Under this Programme, Capacity Building Commission (CBC) has been set up to ensure effective training and development of civil servants to enhance their skills and capabilities and is currently working extensively on developing Annual Capacity Building Plans (ACBPs) for the MDOs that includes the Department of Legal Affairs (DoLA), under Ministry of Law and Justice

Annual Capacity Building Plan (ACBP)

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

As part of its mandate, CBC is facilitating the preparation of Annual Capacity Building Plan (ACBP) for participating Ministries / Departments / Organizations (MDOs). The plan entails training and non-training interventions for the Department. The MDOs were oriented about the framework of ACBP, the process for creation of the plan and guidelines for monitoring implementation of the ACBPs through a workshop chaired by Hon'ble Cabinet Secretary in December 2022.

ACBP for Department of Legal Affairs

The ACBP preparation process of Department of Legal Affairs (hereby referred to as "the Department") began in the month of December 2022 with a kick-off meeting held on 19th December under the leadership of the Secretary, DoLA and Member-HR, CBC. Interactions with the leadership of the Department were conducted to understand the organizational structure of the Department, key functions of the divisions within the Department, past capacity building interventions and key priorities of the Department. Following this, in order to analyse the competency needs across cadres in the Department a competency needs analysis form was circulated in February 2023 for all employees to perform self-assessment of required competencies at individual level. Once a significant response rate was achieved across the Department, competency needs were analyzed across domain, functional and behavioural areas for different cadres. Following that, departmental FGDs were conducted to validate the competency needs emanating from the analysis.

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

induction training for all new joiners in the Department, Mentor/Buddy Program, Process walk throughs, etc. have been suggested.

Quick Wins

Based on the competency needs identified across the Department, certain training programs for which courses are available on the iGOT platform were identified. To initiate the implementation of the capacity building plan, courses on Introduction to emerging technologies, digital fluency, stress management, Prevention of Sexual Harassment, etc. were decided in consultation with the to be undertaken by all employees of the Department.

Snapshot of the Competency Need Analysis (CNA) Exercise

For finalization of the Annual Capacity Building Plan training courses (please refer section 5.1) have been mapped to the competency requirement of the Department summarized in the table below:

Category	Summary of identified competencies	
Domain	• Litigation • Legal Advice • Arbitration[1] • Legal aspect of Cybersecurity[1]	• Analysis of Judgements • LIMBS • Drafting of Speeches • Knowledge on Constitutional & Administrative Law[1]
Functional	• Writing Skills • RTI • PFMS • Data Analytics • Event Management[2]	• Agreement • Cabinet Note • GFR • GeM[2]
Behavioural	• Coordination • Stress Management • Leadership • Negotiation[1]	• Decision Making • Time Management • Critical Thinking

Conclusion

Every MDO is required to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoLA was constituted on 27th December 2022 under the leadership of the Law Secretary to lead the exercise within the Department. The Department's CBU shall be responsible for monitoring the implementation and updating the capacity building plan annually, going forward.

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[1] Additional *Domain and Behavioural competency needs identified during Focused Group Discussions with Divisions*
[2] *The Department had categorized these competencies as domain in the questionnaire circulated for identifying competency needs, however re-categorization of the competencies into domain, functional, behaviour basis on competency framework has been done in the ACBP*

List of Abbreviations

ACBP	Annual Capacity Building Plan
ACI	Arbitration Council of India
ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
AMRCD	Administrative Mechanism for Resolution of Commercial Dispute
AMRD	Administrative Mechanism for Resolution of Disputes
ANZSOG	Australia and New Zealand School of Government
ASCI	Administrative Staff College of India
BS	Branch Secretariat
C&AG	Comptroller and Auditor General of India
CAS	Central Agency Section
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CNA	Competency Needs Assessment
CPGRAM	Centralized Public Grievance Redress and Monitoring System
CSOLS	Central Secretariat Official Language Service
CSS	Central Secretariat Service
CSCS	Central Secretariat Clerical Service
CSSS	Central Secretariat Stenographers Service
DoLA	Department of Legal Affairs
DoPT	Department of Personnel Training
eHRMS	Electronic Human Resource Management System
FGD	Focussed Group Discussion
GCS	General Central Services
GFR	General Financial Rules
GPT	Generative Pretrained Transformed
GSITI	Geological Survey of India Training Institute
I4C	Indian Cybercrime Coordination Centre
ICADR	International Centre for Alternate Dispute Resolution
IEC	Information, Education, and Communication
iGOT	Integrated Government Online training
IIM A	Indian Institute of Management Ahmedabad
IIM B	Indian Institute of Management Bangalore
ILI	Indian Law Institute
ILS	Indian Legal Service
ISB	Indian School of Business
ISTM	Institute of Secretariat Training and Management

IIPA	Indian Institute of Public Administration
KMS	Knowledge Management System
LCI	Law Commission of India
LIMBS	Legal Information Management and Briefing System
MDO	Ministry, Department & Organization
MHA	Ministry of Home Affairs
MTS	Multi-Tasking Staff
NAAC	National Assessment and Accreditation Council
NCT	National Capital Territory
NDIAC	New Delhi International Arbitration Centre
NJA	National Judicial Academy
NOC	No Objection Certificate
NPCSCB	National Programme for Civil Services Capacity Building
NUS	National University of Singapore
ODR	Online Dispute Resolution
OM	Office Memorandum
PMHRC	Prime Minister's Human Resource Council
POSH	Prevention of Sexual Harassment
RTI	Right to Information
SoP	Standard Operating Procedure
SPV	Special Purpose Vehicle

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1. Introduction

1.1 Mission Karmayogi

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

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

The following institutions have been created to operationalize the Mission:

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

Governance | Performance | Accountability

Prime Minister's HR Council (Apex Body)

Cabinet Secretariat Coordination Unit (Monitoring and Oversight)

Capacity Building Commission (CBC) (Training standards, share resources & supervise central training institutions)

Karmayogi Bharat (Not for Profit – SPV) (100% Govt. owned online learning platform- iGOT Karmayogi)

Mission Karmayogi- National Programme for Civil Services Capacity Building

Figure 1: Framework for implementation and monitoring

1.2   Capacity Building Commission (CBC)

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

1.3   Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) is facilitating the preparation of ACBPs for participating MDOs.
The Annual Capacity Building Plan (ACBP) details out Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions for the Department. It defines training & non-training interventions at the individual and organizational level that would enhance the capacity of the Department.

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

Domain Competencies	Functional Competencies	Behavioural Competencies
Knowledge areas that a role holder needs to carry out activities of specific domain such as: Policies, Acts & Provisions, Department specific SOPs, Global & Industry trends	Administrative competencies which translate to application of knowledge or skills required to perform effectively in a specific role or group of jobs, For e.g., Financial Management, Office Management, Noting & Drafting etc.	Key behavioural traits/ attributes that help a Ministry/ Department/ Organization/ Official perform effectively in a range of jobs

Figure 2: Definition of competencies

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

This document details out the Annual Capacity Building Plan for the Department of Legal Affairs.

2. Approach and Methodology adopted for the ACBP exercise

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

Following the orientation workshop with all MDOs, a kick-off meeting was organized at DoLA on 19th December 2022 chaired by the Hon'ble Secretary to plan the process of development of the capacity building plan for the Department and introducing the team of ACBP consultants to support the exercise. The following approach & methodology was discussed and agreed for the ACBP exercise for the Department:

Approach for ACBP Exercise

Orientation with Secretary	Data collection through CNA Forms	Analysis & validation of competency needs	Identification of training & non-training interventions	Finalization of Interventions & draft ACBP
• Orientation session at Department level under the chairmanship of Law Secretary of India and Member-HR CBC.	• Creation of curated Capacity Needs Analysis (CNA) forms by Department for self-assessment of competency needs by individual employee	• Findings & trends from analysis of CNA responses across domain, behavioural and functional areas and validation from the Department	• Focused group discussions with Divisional Heads & employees in the respective division for suggestions on trainings and non-training interventions	• Finalization of training & non-training interventions and development of capacity building plan

Figure 3: Steps for developing ACBP

Further the three key lenses for designing the capacity building plan were explained – contribution to national priorities, ability to assess emerging technologies impacting the future of the Department/ sector and citizen centric approach to be adopted by the MDOs to serve the nation. The key focus areas identified by the Department, under the three lenses, are summarized in the illustrative below:
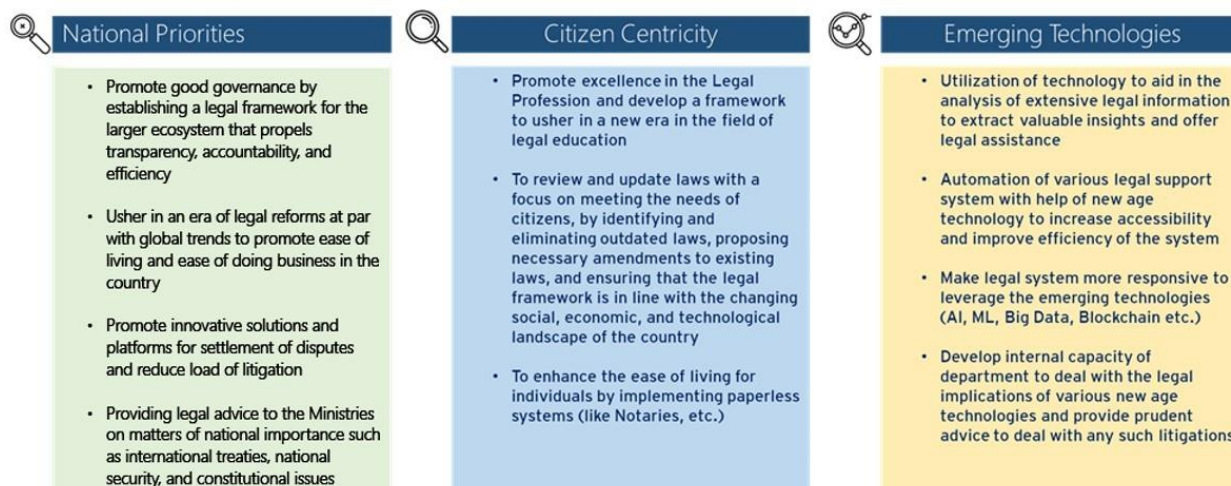
Figure 4: Lenses of capacity building for DoLA

Also, to fulfil the mandate on facilitating development of Annual Capacity Building Plan (ACBP), every MDO is required to form a Capacity Building Unit (CBU) comprising of officials from the respective MDO. The internal Capacity Building Unit of DoLA was constituted on 27th December 2023 under the leadership of the Law Secretary to lead the exercise within the Department.

3. Overview of Department of Legal Affairs

3.1 About the Department

The Department of Legal Affairs is administratively headed by the Law Secretary and functions under the nodal Ministry of Law and Justice. The primary responsibility of the Department of Legal Affairs (DoLA) is to provide legal advice to the several Ministries of the Government of India. The Department offers legal counsel on issues presented to them by various Departments thereby supporting good governance amongst multiple Ministries and Departments in India. Along with its primary duty of providing legal advice, the Department administers a variety of acts, policies and rules that fall under its purview. The Department also plays a key role in reducing litigation, promoting the use of alternative dispute resolution (ADR) techniques to resolve conflicts.

The key objectives of the Department of Legal Affairs are as follows:

- To facilitate the functioning of Ministries and Departments for good governance by providing legal advice/opinion relating to matters referred to them as well as examination of legislative proposals
- To reform the Indian Legal Service to make it efficient, responsive, and globally competitive
- To develop a comprehensive e-governance solution for Central Agency Section IT enabled transformation of the Department of Legal Affairs

- To reduce litigation and encourage settlement of disputes by Alternative Dispute Resolution (ADR) methods
- To promote excellence in the Legal Profession and to develop a framework to usher in a new era in the field of legal education
- To bring in Legal reforms
- To effectively administer the acts under the purview of this Department viz., the Advocates Act 1961, the Notaries Act 1952, the Legal Services Authorities Act 1987 and the Advocates Welfare Fund Act 2001

3.2   Mission of the Department and alignment with National Priorities

The Department has set the following Mission for itself:

- To transform Government into an efficient and responsible litigant
- To bring reforms in the Indian Legal System to achieve expansion, inclusion and excellence in Legal Education, the Legal Profession, and legal services, including the Indian Legal Service
- To develop a system towards creating legal professionals so that they can meet future challenges not only for India but also of the World both in litigation and non-litigation field and to focus on their social responsibility and strong professional ethics. Having constraints such as enormous litigation, consequent burden on the public exchequer or on resources including manpower and need to confer wide discretionary powers on government authorities, the mission is aimed to have proper legal framework to channelize administrative power, conflict management, help in enforcing rule of law and achieving the objectives set by various wings of government

The Mission and objectives of the Department is well aligned to the national priorities of India. The Department by virtue of providing legal advice related to Ministries and Departments on various matters facilitates good governance in all the Ministries and Departments of the Government of India. Further it ensures that India's international trade agreements are implemented in a manner that protects India's interests while promoting trade and investment. This includes providing legal advice to the government in the negotiation of trade agreements and ensuring compliance with the set standards.

The Department's IT enabled transformation initiatives contribute to the broader mandate of providing e-governance based solutions. Integrating technology with judicial ecosystem is a major step towards facilitating citizen centricity, improving transparency, promoting equality and inclusivity.

As part of the ACBP exercise, an As-Is assessment of the Department was conducted to gain understanding on the Department's current state. Interactions were held with the leadership of the Department (Joint Secretaries) along with heads of various advice groups and sections for gaining understanding on the organizational structure, key functions of the different divisions/wings and past capacity building interventions undertaken by the Department. The following sub-section provides a summary of the As-Is assessment.

3.3 Summary of As-is assessment of the Department

The As-Is assessment focused on documenting the organization structure of the Department along with functions of the various divisions. Qualitative data regarding roles and responsibilities was captured to comprehend the mandate of each division. Documentation provided by the Department, as well as information available on the official website were used to comprehensively understand the organizational structure, etc. of the Department, a summary of which is presented in the subsequent sections of this report. The As-Is assessment report developed based on this understanding covered the following aspects:

- Mission of the Department and alignment with the National Priorities
- Mapping of organization structure of the Department along with functions of the different divisions and wings through conducting multiple interactions (one-on-one interviews and focused group discussions) with Department officials
- Inputs on past training initiatives undertaken by the Department
- Identified priorities of the Department and future path in alignment with national priorities, citizen -centric goals and emerging technologies impacting the functioning of the Department by performing secondary research (studying DoLA's annual report, website, etc.) and primary consultations
- Existing challenges and opportunities at organizational as well as institutional level and way forward

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

3.3.1 Organizational structure of the Department

The Department of Legal Affairs has a two-tier set up, namely the Main Secretariat at New Delhi and the Branch Secretariats at Mumbai, Kolkata, Chennai, and Bengaluru. It has more than 30 sections which are being headed by Additional Secretaries and Joint Secretaries.

The sections have been categorized in to 5 groups for better representation in the illustration below:
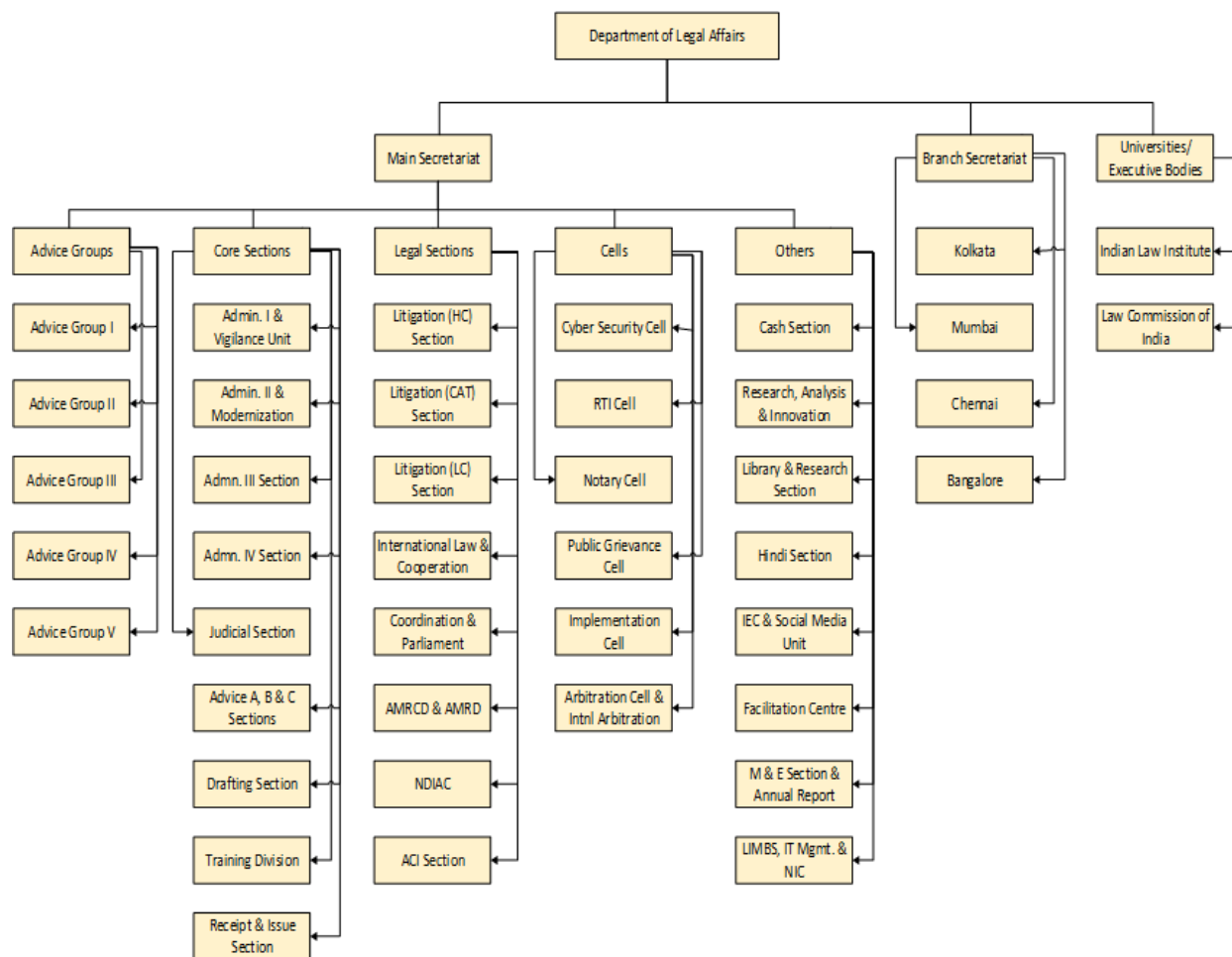
Figure 5: Organogram of DoLA

The main Secretariat is responsible for managing the tendering of legal advice and conveyancing tasks, which are divided among five advice groups. Each of these groups is led by an Additional Secretary or a Joint Secretary & Legal Adviser, who receives assistance from other Legal Advisers and Government Advocates associated with the group.

The table below summarizes the descriptions of the advice groups and other sections in the Department.

Table 1: Overview of divisions

Divisions	Description
Advice Groups (Advice Group-I, II, III, IV, V)	There are five advice groups in the Department. They handle all the work related to tendering of legal advice and conveyancing. Each advice group is headed by an Additional Secretary or a Joint Secretary & Legal Adviser, who, is assisted by other Legal Advisers and Government Advocates. Different subjects and Ministries are allocated to each advice group.
Administration I and Vigilance Section	The Administration I section is responsible for all matters related to the management of the Indian Legal Service Officers, including deputation, nomination of officers to various committees and boards, etc. The Section also overlooks all establishment matters of the Gazetted and Non-Gazetted Officers of the Department and frames the recruitment rules for various posts. Further the section also handles budgetary matters. The Vigilance Unit deals with all vigilance work of DoLA along with maintenance of property returns of all officials.
Administration II & Modernization Section	The Administration II & Modernization section is responsible for procurement of furniture, air conditioner, electrical items, stamp plates, purchase of photocopy machines, payment of electricity and reimbursement of tuition fees, medical claims. The section also overlooks the outsourcing of MTS and other work related to their appointment, promotion, pay fixation, pension, issuing of NOC. Additionally, the modernization section deals with flower and water arrangement, hospitality arrangement during conferences and meetings and other tasks that include auction of old and obsolete items.
Administration III	The Administration III section provides administrative support to the Income Tax Appellate Tribunal on establishment matters, posting and transfer of its members and cadre management. The administration of Commercial Courts Act, 2015 which entails compiling data related to Commercial Courts is also the responsibility of Admin III section. It overlooks the administration of the Law Commission of India and Indian Law Institute. It is involved in the process of the appointment of Chairman, full-time and part-time members for LCI and grant related matters, laying of annual reports and audited statements of accounts in the Parliament for Indian Law Institute.
Administration IV	Admin IV section looks into cadre administration of Central Secretariat Services. It deals with the promotions, transfers, pay fixation, establishment matters, cases related to retirement and pension of CSS cadre. Additionally, it also looks into the appointments of personal staff for the Minister for Law & Justice. It also undertakes the implementation of Legal Information Management and Briefing System (LIMBS), e-HRMS and Bio-metric Attendance in the Department.
Advice A, B & C Sections	The role of the Advice A & B sections is to process the files received from various Ministries/Departments for legal advice and direct it to the relevant Advice group. Advice C section's role involves reviewing and removal of old opinions and coordinating, maintaining, printing an index of Law Officers' opinions on statements of cases related to the various Ministries/ Departments. It also undertakes research on any legal problem, maintains legal documents and records relating to International Conferences/Meetings, and oversees RTI applications and third-party notices received from various ministries in respect of legal advice provided.
Judicial Section	This section facilitates litigation of the government at various levels, handles the appointment of Attorney General, Solicitor General, Addl. Solicitor General, other officers, and Tribunals. It is also responsible for nominating arbitrators in disputes between the Government of India and private parties while issuing statutory orders, overseeing reciprocal arrangements in foreign countries for legal cases and servicing of summons to Indian nationals in foreign countries and vice-versa.
Training Division	The training division has been assigned the vital role of creating a Training Academy for ILS officers, in accordance with the guidelines set forth in the National Training Policy of 2012.
Cash (LA) Section	The functions of the cash section involve monetary transactions, maintenance and preparation of financial documents including bills and challans, processing of allowances and settlements, payment of wages to

Divisions	Description
	daily wage earners and reimbursement of expenses incurred by officials by maintaining separate registers for expenditure.
Receipts and Issue Section	The functions include receiving letters and files from Ministries/Departments and distributing them to concerned sections of DoLA & Legislative Department; and vice-versa. A key role is handling urgent files and letters from various sections of DoLA & Legislative Department by sending them to concerned Ministries/Departments even after office hours daily.
Hindi Section	The Hindi Section performs the functions of translating into Hindi materials like cabinet note, press releases, notifications, annual reports etc. to make them bilingual (Hindi and English both). It is also responsible for implementing Official Language Policy through workshops, Hindi Teaching Scheme etc.
Library and Research Section	It is a specialized research-oriented section that provides access to resources like books, journals, Bare Acts, commentaries, newspapers, and online services to everyone in the Department.
LIMBS & IT Management	Legal Information Management and Briefing System (LIMBS) is a web-based application and resource portal developed by the Department of Legal Affairs & National Informatics Centre for monitoring and handling of various court cases of government Department and Ministries. Its main objective is to create a national portal of all pendency cases across departments. DoLA is helping with a smooth and easy adoption of the application for which 200+ training sessions were conducted in 2020-2021 with Officers/Officials of various Ministries/Departments. Various courts and tribunals have been integrated with the portal.
Central Agency Section (CAS)	The CAS Section operates out of the Supreme Court in New Delhi and is responsible for conducting litigation in SC on behalf of all Ministries and Departments of the Central Government. CAS oversees the references of various Ministries and Departments which are received through the Department. The section oversees the references of Ministries/Departments received through DoLA to gather opinions of the Attorney General, Solicitor General & Additional Solicitor General on engagement of officers for cases to conduct of litigation on behalf of Union of India/ NCT of Delhi, C&AG and Union Territories in the Supreme Court of India and supervision of records.
Implementation Cell	The Implementation Cell is involved in the administration of the acts like The Advocates Act, 1961 which provides guidance for law practitioners and helps in constituting the Bar Council and All India Bar. It also monitors implementation of The Advocates' Welfare Fund Act, 2001 which provides financial help to junior lawyers and has provisions for welfare schemes for differently abled advocates
Litigation (HC) Section	The Litigation (High Court) Section 'A' deals with writ petitions and handling the liaison work between various Ministries/Departments and Panel Counsels. Additionally, this Section furnishes advice to various Departments on procedural aspects like form of appeals. Miscellaneous tasks like attendance in courts in connection with important matters and keeping watch on progress of such court cases, along with scrutiny of bills received from the Counsel also falls under the purview of this section
Litigation (LC) Section	This Section handles the litigation work in District Courts/Consumer Forums/Tribunals in Delhi / New Delhi on behalf of all Ministries/Departments except the Railways and Income-tax Department
Litigation (CAT) Section	The Litigation (CAT) Section is tasked with the same responsibility as other litigation sections with special emphasis on litigation work at Central Administrative Tribunal (CAT)
Notary Cell	The Cell deals with the examination of applications from States/UTs for appointing Notaries, renewing certificates of practice to Notaries, and granting extensions to them along with conducting inquiries into allegations of professional or other misconduct on their part.
New Delhi International Arbitration Centre (NDIAC)	The Arbitration and Conciliation (Amendment) Act and the New Delhi International Arbitration Centre Act were enacted in 2019 on the basis of the recommendations of a High-Level Committee. The aim of the act was to form the New Delhi International Arbitration Centre (NDIAC) as an institution of National

Divisions	Description
	Importance, as the seat for national and international arbitration. NDIAC Section in the Department looks after the work relating to: ✓ Arbitration and Conciliation Act 1996 ✓ NDIAC Act 2019 ✓ Mediation Bill 2021 ✓ Online dispute resolution (ODR) ✓ Setting up of Arbitration Council of India (ACI) and New Delhi International Arbitration Centre (NDIAC) ✓ Court cases relating to NDIAC Act ✓ Maintenance of assets of the International Centre for Alternate Dispute Resolution (ICADR) etc.
AMRCD & AMRD	In order to provide an institutionalized mechanism for the resolution of disputes, the Administrative Mechanism for Resolution of Disputes (AMRD) was set up on 31st March 2020. AMRCD's jurisdiction is limited to the settlement of commercial disputes, whereas AMRD has the jurisdiction on any/all dispute(s).
Drafting Section	The Drafting Section in the Department facilitates and supplement in the issues related to drafting of any amendment of the following acts: ✓ The Advocates Act, 1961 ✓ The Notaries Act, 1952 ✓ The Advocates' Welfare Fund Act, 2001 ✓ Commercial Courts Act, 2015 ✓ New Delhi International Arbitration Centre Act, 2019 It also helps with subordinate legislation i.e., rule, regulation, notification, order, etc. relating therewith, to the Sections relating thereto before sending
Coordination & Parliament	The Coordination & Parliament section is responsible for coordinating with different advice groups and sections within the Department, with regard to response to Parliamentary questions and other inter-ministerial coordination work.
Public Grievance	The cell deals with public grievances received both online and offline. The online grievances are catered through the Centralized Public Grievance Redress and Monitoring System (CPGRAM) and not through e-mail. About 4,000 grievances were redressed during the year 2022.
RTI Cell	It acts as the nodal agency on RTI matters for the Department. The Cell receives and forwards the RTI application (including online applications) to public authorities, coordinates follow-up and submits quarterly return on these applications, to the Central Information Commission.
Research, Analysis & Innovation	This section has been recently created in the Department to promote innovative research and analysis on upcoming themes and issues in the legal affairs. The proposal has been submitted to the Legislative Department for vetting.
Cyber Security Cell	The Cyber Security Cell, started in the Department in 2002, actively works with MeiTY (Ministry of Electronics and Information Technology) and leads compliance related matters. It is mainly tasked with the responsibility of enhancing the cybersecurity of the Department and in doing so, the cell has already initiated a committee on cybersecurity.

The Department also has sections on International Law and Cooperation, Arbitration Council of India, International Arbitration, and a Facilitation center. IEC and social media unit is another section tasked with updating the social media platform of the Department. Lastly, there's a section dedicated to Monitoring, Evaluation and Annual Reports as well.

Branch Secretariat: The Branch Secretariats provide litigation and advice to various Central Government Departments / Ministries in the allocated region including scrutiny and vetting of pleadings, examining the feasibility of filing appeals and holding discussions. In addition, it exercises general supervision and engagement of counsel in the litigation of the Central Govt. in Subordinate and District Courts in the allocated region.

Institutions: With a view to promote studies and research in law and for improvement in legal profession, the Department sanctions grant-in-aid to certain institutions engaged in these fields including:

- **Law Commission of India:** The Law Commission functions by working on the projects referred from the Central Government or Supreme Court/High Courts. These projects are related to research on Indian Penal Code, Code of Criminal Procedure, etc. where the commission works back with a committee of judges to provide suggestive recommendations for amendments, etc. The reports of the Commission are laid in Parliament by DoLA and forwarded to concerned Ministries/Departments for action.
- **Indian Law Institute (ILI):** ILI is a legal research institute for promoting advanced research in law to address the socio-economic aspirations of the people. The Institute has achieved a Deemed University status and an 'A' grade from the National Assessment and Accreditation Council (NAAC). DoLA provides grants-in-aid to ILI for general purpose and to meet the salaries of employees.

3.3.2 Summary of past capacity building interventions

In order to understand existing capacity building initiatives in the Department and exposure of its employees to trainings, data was collected on the following aspects:

- Last training attended by the employees belonging to different cadres
- Subject of the training

The below table showcases the training that has been organised in the past years in the Department:

Table 2: Trainings organized by Department in the past years

S.NO.	Subject of Training	Designation
1	Company Law	ILS Officers
2	Insolvency Law & Emerging Challenges	ILS Officers
3	Competition Law	ILS Officers
4	SEBI Act & its recent amendments	ILS Officers

S.NO.	Subject of Training	Designation
5	Legal Perspectives in respect of Bilateral/Multilateral treaties	ILS Officers
6	Special Procedure for promotion of Human Rights under the United nation	ILS Officers
7	Competence of Parliament to Legislate under the 7th Schedule of Constitution of India	ILS Officers
8	Labour Reform	ILS Officers
9	RTI Act, 2005 & its important provisions	ILS Officers
10	Training of SCC online portal	Assistant Legal Advisors
11	Training of SCC online portal	Deputy Legal Advisors & Above level officers
13	Training on Handling Parliament related Matters and Questions	Representatives from all Section of the Department

4. Competency Need Analysis for the Department

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

Additionally, a competency needs assessment form was also circulated by the Department to perform self-assessment of required competencies at individual level by the present incumbents. The analysis of the data from the questionnaire is presented in Annexure 7.7.

Following the data received from the Department, following steps were taken to analyze competency needs:
- Validated the preliminary findings from the CNA through FGDs with vertical/division head
- Deduced the most essential/must-have cadre level competencies by creating heatmaps
- Suggested the appropriate type of training interventions to address identified competency gaps for effective capacity building within the Department

- Suggested potential organizational level interventions

Figure 6: Validation meetings with Leadership/Divisional Heads

4.1 Heatmap for domain, functional and behavioural competencies

To understand the training interventions based on these identified competency needs across the organization the following heat maps[3] have been plotted.

Table 3: Heat map for trainings on domain competencies

Cadre	Litigation	Legal Advice	Analysis of Judgements	LIMBS	Drafting of Speeches
CSS			✓		
GCS	✓	✓			
ILS	✓	✓	✓		
CSSS					✓
CSOLS				✓	
Outsource	✓	✓			

Table 4: Heat map for trainings on functional competencies

Cadre	Writing Skills	RTI	PFMS	Data Analytics	Agreement	Cabinet Note	GFR	GeM#	Event Management#
CSS	✓	✓					✓	✓	✓

The Department had categorized these competencies as domain in the questionnaire circulated for identifying competency needs, however re-categorization of the competencies into domain, functional, behaviour basis on competency framework has been done in the ACBP

[3] Heatmaps are used to display data patterns effectively through visuals, aiding in easy identification of trends within complex datasets. In this case the Heatmaps represents competency requirements across different cadres

Cadre	Writing Skills	RTI	PFMS	Data Analytics	Agreement	Cabinet Note	GFR	GeM#	Event Management#
GCS	✓		✓	✓				✓	
ILS	✓				✓	✓			
CSSS	✓	✓	✓					✓	✓
CSOLS	✓	✓	✓					✓	✓
Outsource	✓			✓	✓			✓	

Table 5: Heat map for trainings on behavioural competencies

Cadre	Coordination	Stress Management	Leadership	Time Management	Decision Making	Critical thinking
CSS	✓	✓	✓			
GCS	✓	✓		✓		
ILS	✓		✓			✓
CSSS	✓	✓	✓			
CSOLS	✓		✓		✓	
Outsource	✓	✓		✓		

5. Capacity Building Plan

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

5.1 Individual capacity building initiatives (training interventions)

As part of the plan, training courses both online & offline, have been identified from different training providers across domain, functional and behavioural areas. Based on ease of implementation (availability of existing programs on iGOT catering to specific needs), stakeholder buy-in, etc., implementation plan for the training courses have been divided into four quarters. Further, the courses have been categorized as L1, L2, L3 and L4 based on duration of the course. Training calendars for different designations are presented in the following subsections.
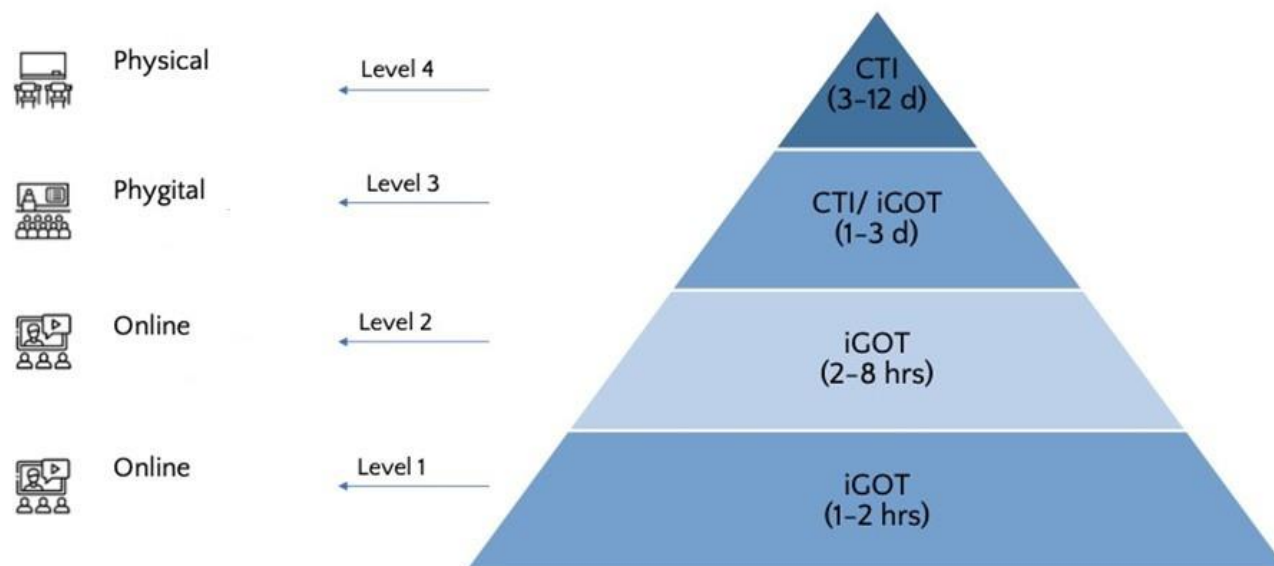

Figure 7: Categorization of courses

5.1.1 Training calendar: Domain Competencies

Table 6: Training calendar: Domain Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Arbitration	Workshop in Collaboration with International Council for Commercial Arbitration	The workshop focuses on providing training to legal professionals on international commercial arbitration. Topics covered may include the arbitration process, drafting and negotiating arbitration agreements, and the role of arbitral institutions.	Offline	National Judicial Academy, Bhopal	National Judicial Academy, Bhopal	ILS Cadre	2 days	L3	Q2
Legal Advice	Workshop on Legal Module	This course focuses on Legal Lexicon, handing of Court cases and LIMBS, important Constitutional Provisions and Legal aptitude	Offline	ISTM	ISTM	ILS Cadre	2 days	L3	Q2
Litigation	Litigation Management	The course focuses on equipping participants with knowledge and skills to effectively manage legal disputes, including pre-litigation strategies, case assessment, budgeting, and alternative dispute resolution.	Online	ISTM	ISTM	ILS Cadre	2 days	L3	Q2
Constitutional & Administrative Law	National Seminar on Constitutional & Administrative Law	This seminar focuses on providing an overview of the key principles and concepts of constitutional and administrative law, including the separation of powers, fundamental rights, and administrative discretion.	Offline	National Judicial Academy, Bhopal	National Judicial Academy, Bhopal	ILS Cadre	2 days	L3	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Constitutional Law	National Conference on Development of Constitutional Law by the Supreme Court & High Court	The conference focuses on providing an overview of the development of constitutional law in India, with a focus on landmark judgments by the Supreme Court and High Courts. Topics covered may include the interpretation of fundamental rights, judicial activism, and the role of the judiciary in shaping public policy.	Offline	National Judicial Academy, Bhopal	National Judicial Academy, Bhopal	ILS Cadre	2 days	L3	Q4

5.1.2 Training calendar: Functional Competencies

Table 7: Training calendar: Functional Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
-	DAKSHTA on iGOT*	Bouquet of courses to develop on functional competencies of employees. The module has the following courses: Leave rules, noting and drafting, GeM, Office Procedure, RTI part 1 & 2, Public Procurement Framework, Code of Conduct, Parliamentary Procedures, Pay fixation, Annual Performance Appraisal	Online	iGOT	ISTM	Across DoLA	13h 40m	L2	Q1
Digital Fluency	Introduction to Emerging Technologies	This course aims to build awareness about emerging technologies among government officials thereby enabling them to make informed decisions for the social good. It covers the role of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, Natural Language Processing, Internet of Things, Blockchain, Drone Technology, Augmented Reality	Online	iGOT	CBC	Across DoLA	2h 20m	L1	Q1

*Post completion of DAKSHTA module on iGOT, officers will be nominated for the 1-week duration DAKSHTA Offline course

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
		and Virtual Reality in good governance, their applications, problem-solving abilities, and limitations							
-	DAKSHTA (Offline)	This offline training program focuses on the functional competencies of the participant as stated below: 1. RTI 2. Preventive Vigilance 3. Noting and Drafting 4. PFMS 5. Microsoft (Word, Excel & Presentation) 6. Court Case Management etc. This program is focused on giving practical exposure to the participants and hands on training with relevant case studies	Offline	-	ISTM	Officers will be nominated for the DAKSHTA Offline course	5 days	L3	Q2
Digital Fluency	Microsoft Excel for Beginners	This course outlines basic functions of excel consisting of formulas, charts, print/ basic layouts etc.	Online	iGOT	Microsoft	Across Levels	7h	L1	Q2
Digital Fluency	Microsoft PowerPoint Beginners	This course offers a beginner's guide to MS PowerPoint. Participants will learn about screen views, inserting shapes, icons, pictures, graphics, charts, and presentation templates	Online	iGOT	Microsoft	Across Levels	3h 17m	L1	Q2
Digital Fluency	Microsoft Word Beginners	This course focuses on how to use Microsoft Word effectively by covering topics such as Ribbon Menu, Rulers, Navigation Pane, Proof Reading, Views, editing pictures, Indenting, and layout. The expected outcomes include improved productivity, simplified work processes, better document formatting, and enhanced proofreading capabilities.	Online	iGOT	Microsoft	Across Levels	2h 56m	L1	Q2
Cabinet Note Preparation	Preparation of Cabinet Notes	This course focuses on Indian government's Cabinet notes preparation process, rules and procedures, inter-ministerial consultations, and handling special circumstances. The course also focuses on Indian	Online	iGOT	ISTM	Across DoLA	5h 10m	L2	Q2

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
		government administration and decision-making processes.							
Research Methodology	Research Methodology	The course will enable individual to carry out Research work from basic concept of research to complete step by step process of Research Development. It consists of Concept & Type of Research, Problem framing & formulation, Hypothesis, Various research methods, Sampling, Data Source - Primary & Secondary methods explanation, Observation in detail, Data processing & its tool, Data Analyzing methods, Data Interpretation and Research writing that includes Proposal development and in detail research Report writing and contents.	Online	Udemy	-	ILS Cadre	3h 56m	L2	Q2
Digital Fluency	Excel Advanced	This course outlines higher functions of excel consisting of pivot tables, sparklines, data validation, VLOOKUP, macros	Online	iGOT	Microsoft	SO, and above	3h 49m	L2	Q3
GeM	Government e-Marketplace (GeM)	This course provides an overview of the GeM Ecosystem. It also covers Pre-requisites for Registration, Purchase of Products Through Bid Creation, Purchase of Service Through Bid Creation, Awarding of Bid, Order Processing CRAC - Generation and Payment Process through PFMS.	Offline	ISTM	ISTM	PS/PPS/ASO/SO/US	2 days	L3	Q3
Digital Fluency	PowerPoint Advance	This course offers an advance guide to MS PowerPoint. Participants will learn about PowerPoint Slide Design, Smart Art, PowerPoint Animations, embedding documents etc	Online	iGOT	Microsoft	SO, and above	2h 28m	L2	Q3
Research Methodology	Research Methodology: Complete Research Project Blueprint	This course focuses on following aspects: **Design** a criticism-proof study that minimizes alternative interpretations of the results. **Measure** using the most suitable techniques to maximize reliability and validity. **Collect Data** while minimizing bias and using the right sample size.	Online	Udemy	-	ILS Cadre	7h 34m	L2	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
		Analyze data correctly using free and easy-to-use software even with zero knowledge of statistics. **Draw** compelling conclusions that one can feel confident about.							
Digital Fluency	Word Advanced	This course elucidates advanced concepts of MS word in a simple and easy-to-follow manner. It covers topics such as Repeat Headings, Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, and Inserting audio, video, and online videos etc.	Online	iGOT	Microsoft	SO, and above	2h 49m	L2	Q3
Data Analytics	Data Driven Decision Making for Government	This course covers visualization tools, data collection, feature engineering, and emerging technologies for problem-solving.	Online	iGOT	WITP	Across DoLA	2h 30m	L1	Q4

5.1.3 Training calendar: Behavioural Competencies

Table 8: Training calendar: Behavioural Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Stress Management	Stress Management	This course focuses on stress management tips and strategies to address the root cause of stress. By completing the course, learners can gain insight into the meaning, impact, symptoms, and causes of stress, as well as practical interventions for reducing stress levels.	Online	iGOT	IIPA	Across DoLA	1h 54m	L1	Q1

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Stress Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar.	Online	iGOT	iGOT - Art of Living curated course	Across DoLA	1h 16m	L1	Q3
Negotiation	Negotiating Success	This workshop helps the participants to learn Interests-Based Model of Negotiation and taught at the Program on Negotiation at Harvard Law School, through a mixture of presentations, discussions, and role plays.	Offline	NUS Campus	NUS	ILS Cadre	2 days	L3	Q3
Ethics and Behaviour	Workshop on Judicial Ethics and Behaviour	The Workshop on Judicial Ethics and Behaviour aims to provide judges with guidance on ethical standards and professional conduct, including issues such as conflicts of interest, impartiality, and accountability.	Offline	National Judicial Academy, Bhopal	National Judicial Academy, Bhopal	ILS Cadre	2 days	L3	Q4
Negotiation	Mastering Negotiation and Influence	This course focuses on developing strategies on negotiation of one-to-one, multi-party and multi-issue. This course will enable the participant on skills of influence and persuasion	Offline	ISB Campus	ISB	ILS Cadre	2 days	L3	Q4

5.1.4 Training calendar: Technological Competencies

Table 9: Training calendar: Technological Competencies

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Adobe Creative Cloud tools	Adobe InDesign	This course focuses on creating professional designs using Adobe InDesign. Individual will learn about layout, typography, working with images and colours, and adding interactive elements. Additionally, individual shall explore features like exporting files, managing layers and styles, creating tables and forms, and using advanced tools like data merge and custom strokes	Online	Udemy	-	TBD	7h 30m	L2	Q2
Adobe Creative Cloud tools	Graphic Design Masterclass - Learn GREAT Design	This Graphic Design Course covers Photoshop, Illustrator, InDesign, Design Theory, Branding and Logo Design	Online	Udemy	-	TBD	29h	L3	Q2
Cyber Security	Cybersecurity: Safeguarding Case Data (On-Demand)	This course focuses on Addressing arbitrator and mediator responsibility to safeguard case information against inadvertent or unauthorized disclosure, provide guidance on fundamental cybersecurity best practices and on the adoption of specific cybersecurity measures within the context of arbitrations and mediations.	Online	The American Bar Association	The American Bar Association	TBD	1 hour	L1	Q3
Adobe Creative Cloud tools	Adobe Photoshop	This course focuses on essentials of the tool from the layers, shapes, texts, layer styles, cropping, selections, and masking, transform and distortion, different brushes, artboards and colour modes and resolution	Online	Udemy	-	TBD	11h 9m	L3	Q3

Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Target Audience	Duration of Course	Level	Timeline
Adobe Creative Cloud tools	Mastering Adobe Acrobat Pro DC Made Easy Training Tutorial	This course provides an introduction to Adobe Acrobat, covering various aspects of working with PDFs. Participants will learn how to open, view, create, edit, and combine PDFs, as well as add multimedia content and interactivity. The course also covers collaboration, form creation, document protection, and automation, equipping learners with the skills needed for professional print production and efficient document management	Online	Udemy	-	TBD	8h 1m	L3	Q3
E-Office	Workshop on e-Office	The Workshop on e-Office aims to provide participants with practical knowledge and skills on using digital tools and platforms to streamline office processes and increase productivity. Topics covered may include electronic document management, online collaboration, and cybersecurity.	Offline	ISTM	ISTM	Across DoLA	2 days	L3	Q4
Adobe Creative Cloud tools	Adobe InDesign	This course focuses on creating professional designs using Adobe InDesign. Individual will learn about layout, typography, working with images and colours, and adding interactive elements. Additionally, individual shall explore features like exporting files, managing layers and styles, creating tables and forms, and using advanced tools like data merge and custom strokes	Online	Udemy	-	TBD	7h 30m	L2	Q4
Adobe Creative Cloud tools	Adobe Photoshop	This course focuses on creating and navigating projects, work with objects, enhance their appearance, draw using different techniques, explore brushes and other features, understand masking	Online	Udemy	-	TBD	16h 2m	L3	Q4

5.1.5 Additional Training courses

In view of emerging areas and functional requirement of the roles, the following list of courses have been further suggested for the Department:

Table 10: Additional Training Calendar

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Functional	Cybersecurity	Digital safety essentials	This course aims to create an awareness about data protection. It focuses on identifying phishing as well as digital risks. Furthermore, the course explores concept of being a good digital citizen.	Online	iGOT	Microsoft	1h 15m	L1	Q1
Functional	Digital Fluency	Introduction to Leveraging AI and Chat GPT	This course provides learners with a comprehensive understanding of AI and its potential to enhance various domains. The course consists of seven videos that cover essential topics related to AI and its practical applications	Online	iGOT	Invest India	25 min	L1	Q1
Functional	Cybersecurity	Cyber Security Basics	This course provides a foundational understanding of basic cybersecurity concepts. It explains the concepts of cryptography, authentication and authorization in cybersecurity, network /device/ application-based threats, and mitigations	Online	iGOT	Microsoft	2h 22m	L2	Q1
Functional	Digital Fluency	Ways of enhancing presentation	This e-Learning course of the Geological Survey of India Training Institute (GSITI) aims to enhance the presentation skills required for any speaking opportunity-spontaneous speaking or planned presentation.	Online	iGOT	GSITI	1h 25m	L1	Q2
Functional	Cyber awareness	Stay Safe in Cyber Space	The aim of this course designed by I4C; MHA is to upgrade the cyber security & cyber hygiene skills of more than 25 lakh civil servants of the Government of India (GoI). This training program will digitally empower officials to identify different types of cybercrime. Course content is delivered in short, simple, and graphic based demonstrations. Key citizen centric initiatives like cybercrime helpline 1930 and National Cyber Crime Reporting Portal - www.cybercrime.gov.in have also been included in the content. Successful completion of the course will help participants create a cyber secure Digital ecosystem.	Online	iGOT	i4C	1h 16m	L1	Q3
Functional	Establishment and Human	Goal Setting	The course on Goal Setting gives examples of successful people who had set inspiring goals for themselves, and, despite challenges, they did not give up on achieving their goals. These	Online	iGOT	DoPT	40 m	L1	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
	Resource Management		examples can help the government employees in setting goals. Having a regular check on the progress of the goal helps to achieve it. The course places emphasis on setting SMARTER goals. Defining these parameters as they pertain to your goal helps ensure that your objectives are attainable within a certain time frame						
Functional	Governance	Good Governance: Navigating Law for Public Managers	This course focuses on exploring how law, rights, and good governance impact public administration, examining how the public service is central to governance in accordance with the rule of law, understanding the challenges faced by public servants in upholding the rule of law and connect rule of law theories to practice and public service values through interactive exercises.	Online	-	ANZSOG	4 weeks (4 hours)	L2	Q4
Behavioural	POSH	Prevention of Sexual Harassment of Women at Workplace	This course consists of modules to identify and define sexual harassment, understanding Prevention of Sexual Harassment of Women at Workplace under the POSH Act, 2013, Strategies and provisions as well as roles and responsibilities of the key individuals and institutions in the prohibition and prevention of Sexual Harassment of Women at Workplace under the POSH Act. It also covers complaint mechanism, registration process, inquiry process and the consequences under the POSH act.	Online	iGOT	ISTM	1h 51m	L1	Q1
Behavioural	Problem Solving	Decision Making	The course on Decision making entails the process of selecting an action based on information and preferences, crucial in shaping outcomes. It involves various types such as programmed, strategic, and individual decisions, influenced by factors like biases and personal values. Models like rational, intuitive, and satisficing guide decision making, while errors like confirmation bias and groupthink can hinder effective choices.	Online	iGOT	ISTM	35m	L1	Q1
Behavioural	Decision Making	Problem Solving	This course provides an overview of SREDIM (Select, Develop, Record, Examine, Install, Maintain) framework.	Online	iGOT	ISTM	35m	L1	Q2
Behavioural	Result orientation	Service Delivery Management	This Course has been designed to promote critical thinking to know the nuances of service delivery management to improve decision making and help in prompt and effective delivery of services. It gives an opportunity to the participants to reflect and analyse decisions made in a situation of crisis to promote good governance and enhance public trust and thereby deepen democratic values.	Online	iGOT	IIPA	3h 11m	L2	Q2

Competency Area	Competency	Suggested Course Name	Course brief	Mode of Training	Platform	Course provider	Duration of Course (hours)/ Days	Level	Timeline
Behavioural	Communication	Effective Communication	This course will help learners understand the basics of communication and the effectiveness of communication. It covers process of communication, barriers to communication, 7c of communication and business writing.	Online	iGOT	IIMB	5h 34m	L2	Q3
Behavioural	Team Management & Development	Building High-Performance Teams	This course focuses on building high performing team and enhance skills of trust, collaboration, and diversity by building shared values, purpose, and goals	Offline	-	ISB	2 days	L3	Q4
Behavioural	Team Management & Development	Achievement Orientation	This course focuses on enabling participants to learn team working skills and manage high-performance teams by embracing digital innovation skills and developing emotional intelligence.	Offline	-	ASCI	5 days	L4	Q4
Behavioural	Visionary Leadership	Leadership and Change Management	This course will focus on Leadership in Complex Situations. It will also deal with various Leadership Styles, Managing Change, Taking Charge and Leading Strategy	Offline/ Online	-	IIM A	5 days	L4	Q4
Behavioural	Visionary Leadership	Agile Leadership Today and Tomorrow	This course focuses on building agile Leadership through change management and resilient leadership. This course will enable the participant in developing skills of motivating teams, encouraging loyalty and influence people	Offline	-	ASCI	3 days	L3	Q4

5.1.6 Responsibility Allocation

The allocation of responsibilities for implementation of training plan needs to be determined and monitored by CBU (Details in **Annexure 7.3**) using matrix below:

Table 11: Responsibility Allocation matrix

S. No	Course Name	Primary Responsibility	Reviewer	Approval by	Informed to
1					
2					
3					

S. No	Course Name	Primary Responsibility	Reviewer	Approval by	Informed to
4					

5.1.7 Monitoring and Evaluation Matrix

The CBU of the Department shall monitor (Details in **Annexure 7.3 & 7.4**) the progress of implementation of the training plan using the framework detailed below:

Table 12: Monitoring and evaluation framework

S.No	Course Name	Institute Name/ Platform	Course Duration	Recommended Participation - Designations (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Planned completion period (Q1, Q2 etc.)	Actual completion period (Q1, Q2 etc.)	Source of Data (attendance sheet, iGOT records, etc.)	General Feedback for the Course
1										
2										
3										
4										
5										

Completion of training courses on iGOT can be monitored by the CBU through the MDO Admin log- in credentials provided by the Karmayogi Bharat team to the Department.

5.2   Recommended books and Ted talks

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

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

5.2.1 Recommended Books

The Indian Legal System
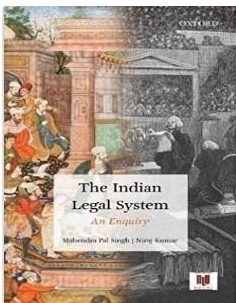
The contemporary Indian legal system owes its origin predominantly to the English common Law system. Considering indigenously created and evolved legal apparatuses, this bool examines all aspects of the Indian legal system in the context of historical, sociological, and anthropological realities of society. The establishment and growth of common Law in India introduced a certain kind of dominant legal apparatus, significantly transforming the understanding of India's legal plurality. The existence, however, of multiple non-state legal traditions challenges the singular identity of the Indian legal system. Postulating that legal systems cannot be seen or studied in isolation from the cultures of groups whose affairs they regulate, the Indian legal system explores the preference for non-state legal practices among several communities in India, despite the existence of a formal state legal system.

The Indian Constitution: Cornerstone of a Nation
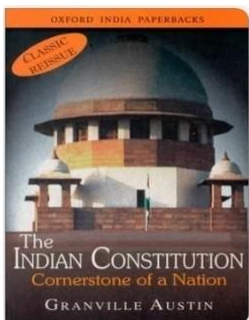
The Indian Constitution provides a history of the Indian Constituent Assembly. It discusses how and why the members of the Assembly wrote their constitution as they did. This new edition of Austin's classic work has a preface that brings it up to date with contemporary developments in constitutional law.

Cyber Law Simplified
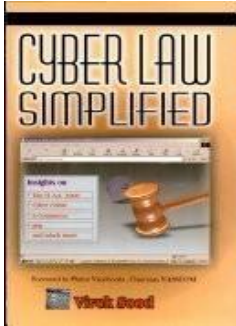
The book presents a harmonious analysis of the key provisions of the IT Act, 2000 in consonance with the relevant aspects of several other laws of the land which impact jurisdiction in the cyber work. The book offers solutions to critical cyber-legal problems and would facilitate legal planning, decision making and cyber-legal compliance

5.2.2 Recommended Ted Talks

How to put the power of law in people's hands

What can you do when the wheels of justice don't turn fast enough? Or when they don't turn at all? Vivek Maru is working to transform the relationship between people and law, turning law from an abstraction or threat into something that everyone can understand, use, and shape. Instead of relying solely on lawyers, Maru started a global network of community paralegals, or barefoot lawyers, who serve in their own communities and break the law down into simple terms to help people find solutions. Learn more about how this innovative approach to using the law is helping socially excluded people claim their rights. "A little bit of legal empowerment can go a long way," Maru says

The talk helps to raise awareness about the transformative potential of legal empowerment and its role in building more just and equitable societies.

Vivek Maru: How to put the power of law in people's hands | TED Talk

The world's first AI legal assistant

As a lawyer, Andrew Arruda too often saw the scales of justice tip in favour of the wealthy and partnered with a computer scientist to create the world's first artificially intelligent legal assistant, ROSS. By speeding up legal research, Arruda wants ROSS to make the practice of law cheaper and fulfil the original promise of "justice for all."

The talk highlights the potential of AI technology to transform the legal system and make legal services more accessible and affordable to all. It inspires the listeners to explore new ways of using technology to improve access to justice and promote a more equitable and just society.

Andrew Arruda: The world's first AI legal assistant | TED Talk

An ap that empowers people to solve their legal problems

If you can't afford an attorney, one will be appointed for you, right? Not in US civil court. From high legal fees to confusing paperwork and expensive lawyers, it can be difficult to settle civil matters. Entrepreneur and TED Fellow Rohan Pavuluri is working to streamline cumbersome legal processes with an app that empowers people to solve their own legal problems.

The talk helps the listeners to understand the potential of technology for improving access to justice and promoting a more equitable legal system. It also inspires to explore new ways of using technology to solve social problems and promote social justice.

[Rohan Pavuluri: An app that empowers people to solve their legal problems | TED Talk](#)

Laws that choke creativity

Lawrence Lessig, the Net's most celebrated lawyer, cites John Philip Sousa, celestial copyrights and the "ASCAP cartel" in his argument for reviving our creative culture. The speaker discusses how some laws and regulations can stifle creativity and innovation. She highlights examples of laws that have been put in place to protect intellectual property, such as patents and copyright laws, and how they can be misused to prevent others from building upon existing ideas and creations.

The talk highlights the potential negative consequences of overly restrictive copyright laws and calls for a more nuanced and balanced approach to copyright regulation. It inspires the listeners to think critically about the role of copyright in promoting creativity and innovation and to support efforts to reform copyright laws to better serve the needs of creators and the public.

[Lawrence Lessig: Laws that choke creativity | TED Talk](#)

5.3   Organizational capacity building initiatives

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

- People
- Process
- Technology
- Policy

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

Table 13: Organization Level Intervention

	Dimension	Observed Challenge	Suggested interventions
	Systems and Processes	**Process Improvement:** Need improvement in existing systems and processes related to knowledge management	Use of eOffice KMS and Enterprise Document management system: eOffice KMS enables users to create and manage electronic documents that can be viewed, searched, and shared. It is also capable of keeping track of the different versions modified by different users (Tracking history). It also contains a dynamic workflow to keep document in various stage. It has advanced features like metadata, indexing, storage and retrieval, collaboration, etc. which may be used to create repository of key knowledge documents and help create institutional memory.
	Resources and Assets	**Learning Culture:** Continuous learning and passing on institutional memory/knowledge for new joiners	Institutionalization of induction process: Mentor/Buddy Program, Process walk-throughs, Reading materials/ e-content for policies, act, and SoPs to be followed
	Partnerships and Relationships	**New partnership:** Need to focus on partnering with reputed institutions / organizations for reinforcing the existing skills and gaining knowledge in the emerging areas	Collaboration with national and international reputed institutions/ organizations like National Judicial Academy (Bhopal), National Police Academy (Hyderabad), NLU Delhi etc. for providing more comprehensive training (additional classroom-based training programs)
	Technology and Data	**Leverage emerging technology:** Need to focus on leveraging technologies within the Department	Department needs to invest in building individual and organizational capacity to develop understanding about application and usage of new age technologies like AI & ML in various function performed by the Department.

Dimension		Observed Challenge	Suggested interventions
			In due course of time, these technologies can help in improving efficiency of the various functions. Once the technologies are adopted by the Department, all employees of the Department need to gain functional knowledge of using these technology-based applications.
	Personnel Management	**Institutionalized training program**: An institutionalized training program that complements "On the Job" learning for employees can be undertaken to help enhance the employees' skills and knowledge	**Periodic Trainings:** Training need assessment must be done periodically and based on identified needs training interventions need to be institutionalized
		Breaking siloed working: Limited communication and interactions among employees from different divisions leading to forming of silos and missed opportunities for collaborations to work together for the larger vision	**Centralized Communication platform**: Employees of the Department can communicate and collaborate using features of various available platforms like iGOT (Discussion hub / Network hub) **Know your peers:** Department can encourage a culture of team by organizing group events and team building activities with employees across divisions
		Knowledge sharing within divisions: Sections within DoLA do not get the opportunity to share ideas or best practices with each other	**Creating a culture of knowledge sharing:** Establish regular communication channel, such as weekly or monthly knowledge sharing meetings to encourage teams to share updates and insights with other divisions

5.4   Induction module for the Department

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

Table 14:Induction module for Department

S. No	Modules	Details	Duration
1.	Introduction to Department of Legal Affairs	• An overview of the Department's history, objectives, and key mandates • Allocation of Business and Transaction of Business Rule defined for the Department • Role of other Departments under Ministry of Law and Justice and inter-departmental coordination	20 minutes
2.	Understanding of Indian Legal System (may not be applicable for ILS cadre)	• A brief understanding of Indian Constitution • Brief on Important stakeholders: Source of Law, Courts and Judiciary System, Legal Professionals, Citizens • Relation between legislative, executive and judiciary bodies	20 minutes

S. No	Modules	Details	Duration
3.	Sections and Departments under DoLA	• Broad understanding of organization structure and hierarchy in the Department • Roles and functions of all sections in the Department (Advice, Litigation, Central Agency Section, Notary, etc.)	30 minutes
4.	Process of providing Legal Advice	• Module on the standard operating procedure of providing legal advice • Various precautions while working on developing a legal advice Confidentiality, Conflict of Interest, Compliance, Record Keeping	15 minutes
5.	Litigation Management	• Module on the standard operating procedure for litigation management • Brief on various aspects of litigation like Pre-Litigation Considerations, Commencing Litigation, Discovery, Motion Practice, Trial Preparation, Trial etc.	15 minutes
6.	Legal Education and Training	• A brief overview on legal education ecosystem and role of DoLA in developing the system to make it more robust	10 minutes
7.	Understanding of Digital Services	• Module focused on various tools used internally like LIMBS, e-courts, etc.	15 minutes
8.	Karmachari to Karmayogi	• Module focused on fundamental shift in mindset and approach towards service delivery in the Government • The module will focus on adoption of stakeholder centric, service-oriented approach, developing a growth mindset, demonstration of accountability and embracing innovation	10 minutes
9.	Ethics and integrity	• Focus on ethical decision-making, conflict of interest, and anti-corruption measures	10 minutes

6.   Conclusion

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

7 Annexures

7.1 CBU constitution letter

No.: A-33025/14/2022-Trg. (69409)
Government of India
Ministry of Law & Justice
Department of Legal Affairs
****

Shastri Bhawan, New Delhi
Dated: 14.02.2023

MEETING NOTICE

Subject :   Meeting on Preparation of Annual Capacity Building Plan for the Department of Legal Affairs and its strategic implementation.

....

A meeting is scheduled with the representatives of Capacity Building Commission with regard to preparation of Annual Capacity Building Plan (ACBP) for the department under the Chairmanship of Law Secretary in **Conference Room, 2nd Floor, G-Wing, Shastri Bhawan** on **15.02.2023 at 11:00 AM**.

2.   All the members of the Capacity Building Unit are requested to make it convenient to attend the meeting.

(Varun Singh Chauhan)
Under Secretary
Tel. No.: 23383634

To

1. All Members of Capacity Building Unit (CBU)

Copy for information to :

1. Sr. PPS to Law Secretary
2. PSO to AS (Dr. Anju Rathi Rana)
3. Member-HR (Harsh Ghildiyal), Capacity Building Commission

Figure 8: CBU Constitution letter

7.2 Training Calendar Approval

A-33025/14/2022-Trg

I/1642/2023

No.: A-33025/14/2022-Trg
Government of India
Ministry of Law & Justice
Department of Legal Affairs
****

Shastri Bhawan, New Delhi
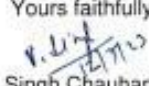Dated: 12 July, 2023

To,

Ms Debarchana Bhattacharya,
ACBP Team
Capacity Building Commission

Subject: Revised Training Calendar for Annual Capacity Building Plan(ACBP) – reg.

I am directed to refer to the email dated 19.06.2023 from ACBP team (Shri Rahul Rao, Consultant) of Capacity Building Commission (CBC).

2.   It is informed that the revised training calendar for ACBP has been approved by the Competent Authority. It is requested to take further action to implement the same accordingly.

Yours faithfully,

(Varun Singh Chauhan)
Under Secretary to the Govt. of India
Ph. No. 23383634

Copy to:

1. Shri Harsh Ghildiyal, Consultant, Capacity Building Commission

Copy for information to :

1. PSO to Law Secretary
2. Sr. PPS to Dr. Anju Rathi Rana, AS(Trg)

Figure 9: Training Calendar Approval

7.3 CBU Roles and Responsibilities

Roles and Responsibilities of Capacity Building Units (CBUs)

Introduction:

A Capacity Building Unit (CBU) is a permanent and integral part of every Ministry, Department, and Organization (MDO). The CBU serves as the key driver and implementer for capacity building initiatives within the organization. The unit is the owner of the Annual Capacity Building Plan and is responsible for the management and implementation of the capacity-building interventions. The CBU plays a crucial role in building the capacity of officials and the organization as a whole. The following document outlines the composition and roles and responsibilities of the CBU.

Composition of CBU:

The CBU will consist of the following personnel:

CBU Head: An officer of the seniority of Additional Secretary, Joint Secretary, or equivalent will head the CBU. The CBU Head will lead the CBU and manage its operations and will be key for strategic guidance and monitoring. In the event of the current CBU Head's transfer, the responsibility of leading the CBU will be assigned to the incoming officer.

Department Staff as nominated: The CBU head will nominate personnel they deem suitable, based on the size and requirements of the MDO, to become CBU members. The CBU must include at least one Under Secretary and one Section Officer of the department, with preference given to those in the Training, HR, or Admin sections. The CBU can also include the Director (Training) or the equivalent of the MDO's nodal training institutes.

Resource Organizations: A representative of the department's own/empanelled training institutes who will facilitate the design, course facilitation, logistics, etc., for the training.

Nodal officer: The nodal officer will be responsible for ensuring seamless communication and collaboration within the CBU and coordinating with the CBC for effective implementation of training programs.

Roles and Responsibilities of Capacity Building Units in Implementing ACBPs:

Capacity Building Units (CBUs) are responsible for implementing Annual Capacity Building Plans (ACBPs) and ensuring that they align with the institutional vision and needs. Before the process of capacity building is started, it is suggested that the CBU members fully acquaint themselves with the process and learn it by understanding the approach paper and the operational manual designed by CBC.

Here are the key roles and responsibilities of CBUs for ACBP implementation:

1. **Kickstart the ACBP Process**: The capacity-building initiative under the Mission Karamyogi must be initiated by the CBU of the Department. Based on the need for building the capacities (both at the individual and organizational levels) the CBU must start the process.

2. **Updation of Annual Capacity Building Plan**: CBUs must update their capacity building plan that meets their institutional vision and needs, obtain approval from the competent authority for the annual training calendar, and ensure that the ACBP rollout is facilitated across the department. The CBU will lead all the processes required to build capacity within the MDO, including the creation of ACBP in close association with the CBC in the first year.

3. **Capacity Building Calendar:** The next step after the creation of ACBP is to create a Capacity Building Calendar that lists the training and organizational interventions that need to be implemented on priority to address the capacity gaps identified at the individual and organizational levels of the MDO. The CBU will develop this calendar in a phase-wise manner and ensure that all divisions of the MDO follow it. Some interventions, particularly training interventions, will recur multiple times in one year based on certain conditions.
   - CBU should issue Office Memorandum (O/M) signed by the Secretary to ensure implementation of identified interventions in the training calendar.
   - Ensure officials are onboarded on IGOT
   - Mandate 50 hours of training
   - Ensure quarterly completion of the targets and have review mechanism in place

4. **Competency Mapping and Capacity Needs Analysis (CNA):** CBUs are responsible for updating and identifying individual competencies needs and tracking individual progress in acquiring competencies specific to their roles periodically. They should integrate and streamline the competency needs analysis with any new or redundant activities and evaluate the impact of training on individual competency development.

5. **Implementation of Annual Capacity Building Plan:** The CBU is accountable for comprehensively understanding the department's training calendar and identifying feasible interventions. They will be responsible for the implementation of mandatory training and non-training interventions, holding regular meetings to structure the plan for each month. Additionally, the CBU will establish Quarterly Key Performance Indicators (KPIs) to ensure the department's compliance with the training calendar which will include completion rates, attendance rates, and milestones.

6. **Monitoring and Evaluation**: CBUs would facilitate the monitoring and evaluation of Annual Capacity Building Plans, sharing quarterly reports and relevant data in accordance with the measurement framework established by the Capacity Building Commission (CBC). Additionally, the Mission Karmayogi dashboard enables continuous performance analysis, data-driven goal setting, and real-time monitoring of capacity building interventions. The attached template can serve as a reference for reporting purposes.

7. **Course/Module Design and Delivery**: CBUs should manage course/module design with the support of Central Training Institutes, nodal training institutes attached to the ministry, regularly update induction program and refresher training across levels, and roll out capacity building programs. CBUs will explore potential partners for implementing new training and non-training interventions and identify appropriate training delivery models, including web-based e-learning, in-person, or blended learning. In cases where assistance is needed, the CBU may seek guidance from the CBC for course development

8. **Communication**: CBUs should ensure a regular flow of information to CBC (email: cbmu@ttcglocal.com; cbc-dopt@gov.in) They should share the progress made towards the ACBP's implementation.

Phase 1 Task List for CBUs: June – December'23

1. Ensure registration of all officials on the iGOT platform.

2. Facilitate completion of the DAKSHTA course by all SOs and ASOs, encompassing Phase I (online on iGOT) and Phase II (in-person at ISTM) by December'23.

3. Identify mandatory trainings aligned to the training calendar and ensure timely completion of the same.

4. Establish quarterly Key Performance Indicators (KPIs) to ensure the implementation of the training calendar prepared in collaboration with CBC.

5. Identify potential partners for domain-specific capacity building interventions to enhance targeted expertise.

6. Maintain comprehensive records of all training and non-training capacity building interventions conducted as part of the Annual Capacity Building Plan (ACBP),

including participant attendance, training materials, and feedback and their participation on iGOT

7. Share quarterly updates with Capacity Building Commission (CBC) on the status of ACBP Implementation.

7.4 Implementation Strategy for ACBP

Capacity Building Plan: Implementation strategy

Understand:

1. The Capacity Building Plan is the key driver of Mission Karmyogi in your department.
2. The plan is now ready and should be taken forward by the Capacity Building Unit (CBU), under the direction of the Secretary.
3. A note on the role of CBU is shared with you, read it and understand it clearly for ensuring the implementation of your plan

Identify:

1. The training and non-training calendar will have quarter-wise action items which are critical for the implementation of the plan.
2. The courses/training should be identified and notified by the CBU to the Department officials. Some ways to make it simple is as follows
   a. Every member should be onboarded on iGOT
   b. Every member should take 10 hours of relevant training within the 45 days allotted
   c. Training calendar for each level of SO/ ASO/ US/ DS/ Director etc to be shared so that everyone knows what courses have to be taken
3. The MDOs may examine the possibility of releasing additional budgetary support for training requirements.
4. Also following the government's mandate, each MDO may allocate 2.5% of its budget for training. (Refer to DoPT OM No.T-16017/21/2022-TFA, dated 7th March 2023.)
5. A nodal officer to be entrusted with the responsibility of pushing the plan under the guidance of the CBU head
6. An official Memorandum can be issued for ensuring the training and non-training targets are met, especially for courses on IGOT.
7. Break down the plan into bite-sized chewable items such as Promising interventions, such as one-hour learning sessions; email notifications acknowledging an officer's acquisition of learning from specific courses.

Collaborate:

1. Collaboration with specialised institutions for domain-specific courses is crucial, and for which there's a need for proper budgeting to ensure their successful execution.
2. Collaboration with the CTIs associated with the Ministries
3. Peer Learning and Communities of Practice: Post-completion of training modules, officers can share experiences, exchange best practices, and learn from one another, fostering a culture of continuous learning and improvement.
4. Collaboration with External Experts: Collaborate with external experts, academia, and research institutions to design and deliver specialised training programs. Use CBC's network of Knowledge experts.

Implement:

1. Clarify what needs to be implemented including the top 5-6 things that the Secretary can mandate
2. Start implementation of your action items finalised in the plan.
3. Ensure that CBU Heads implement monthly reviews to assess the training interventions carried out by their ministry.
4. Communicate to the entire ministry
5. Conduct meetings and workshops in the department to implement your plan.
6. Plan and coordinate with identified industries for immersion programmes. Connect with spokes in industries and schedule an immersion programme for the officials to understand on-ground realities.
7. Finish the courses identified on IGoT on priority; complete the IGoT orientation of all officials of your department.
8. Some mandatory ones are listed below:-

Training Type	Role -Specific	Hours/Level of training
1. Dakshta Course	SOs/ASOs	Level 1
2. Emerging Technology	Across levels	Level 1
3. Gender Modules	Across levels	Level 1

Monitor and Report back:

1. Monitoring and Evaluation: Regularly collect feedback from department officials, track their progress, and measure the impact of the training programs.
2. Fill the tracker on implementation status to ensure the training is happening and monitored successfully.
3. Integrate the CBC Tracker in your Department's monitoring activity to ensure seamless integration.
   - https://cloud.uibakery.io/cbc_admin/wSFkvtEoP5/dashboard
   - Log onto the dashboard with the login credentials shared by the CBC team for your M/D/O.
4. Report back to CBC with the status and for any other support in this process.

#For further information contact: cbc-dopt@gov.in, cbmu@ttcglocal.com

7.5 Quick Wins

7.5.1 iGOT Orientation

Context

Mission Karmayogi aims to create a well-trained and future ready civil service through extensive capacity building and is based on the philosophy of creating an ecosystem of competency driven training and human resource management by transitioning from a 'rule-based' system to a 'roles-based' approach. Under this programme, Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and facilitating formation of Capacity Building Units in every Ministry/ Department / Organization for developing annual capacity building plans (ACBPs) for respective Ministry/ Department / Organization and implementation of the plan. In parallel, iGOT Karmayogi Bharat, a Special Purpose Vehicle (SPV) has been formed for owning and operating the digital assets and the technological platform for online training of civil servants as part of the National Program of Civil Services Capacity Building (NPCSCB). The training content curated by individual Ministries as well as best in class government and non- government institutions, universities, private content providers and individual resources is made available through the platform to all civil servants.

EY has been mandated to undertake the ACBP development exercise in Department of Legal Affairs. As part of the Annual Capacity Building Plan (ACBP) development exercise, training requirements have been identified by the ACBP team based on identified competency gaps through Competency Need Analysis (CNA). Some of these training areas have been mapped with existing courses on the iGOT platform. However, it was observed during the study that the Departmental officials have not accessed the iGOT portal in the past. Hence to implement the training programmes an orientation of the portal was a key imperative. Further, based on several focus group discussions held with the officials of the Department, a need for an orientation session on efficiently accessing, and using the iGOT platform was identified.

Objective

The iGOT orientation is an engaging session designed to familiarise the Government officials with the iGOT platform, including installation of the application on mobile devices, registration, and course enrolment processes. The session comprises of interactive discussions, step-by-step guidance, and on-the-spot resolution of queries.

Details of the Workshop

Multiple iGOT orientation workshops were facilitated by the ACBP team as part of the interventions/quick wins to acquaint the DoLA officials with the navigation of the portal for necessary and relevant courses. The orientation workshop was held in the Conference Hall for ILS and non-ILS cadres both at the Conference Hall for the Department of Legal Affairs in Shastri Bhawan on the following dates:

S.No.	Cadre	Date
1.	ILS, Assistant (Legal), Jr. CGA	15.02.2023
2.	CSS, CSCS and CSOLS	16.02.2023
3.	CSSS	17.02.2023
4.	All Branch Secretariats (Video Conference)	20.02.2023

The first kick off workshop was chaired by Additional Secretary, Dr. Anju Rathi Rana in the presence of ILS cadre employees. The subsequent workshops also saw active participation from non-ILS cadres. All the four workshops were attended by more than 150 officials of the Department of Legal Affairs.

In every workshop the context was set by the iGOT team along with a brief background on the need for the workshop by the ACBP team. iGOT team presented an overview of the various features of the platform long with the key components (hubs) available. The role of the competency hub, learning hub, network hub in the learning journey was elaborated upon.

In all the workshops, officials were guided through the installation and registration process on the iGOT Karmayogi App hands on, and queries regarding the process were resolved on the spot. A hands-on demonstration on downloading of the app was conducted to familiarize the officials with the application and platform. The officials were also apprised of various routes for login like using Parichay id details.

Current status of the Department officials in terms of active users, registered users was showcased. Enabling bulk registration of all the officials from the backend was put forward as a suggestion and accepted by the iGOT team.

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

Key takeaways

- iGOT team requested feedback from the Department on how to make the iGOT platform better (since it is still in an evolving stage)
- A suggestion for curating ad uploading courses that are specific to the Department of Legal Affairs was given by one of the officials
- Plan for creation of an in-house content team at the Department of Legal Affairs was also suggested during the workshop for creation of domain relevant and Department specific courses

Figure 10: Snapshots from the workshop

A-33025/11/2022-Trg.
Government of India
Ministry of Law & Justice
Department of Legal Affairs

Shastri Bhawan, New Delhi
Dated : 06.07.2022

OFFICE ORDER : 63/2022

With the approval of the Competent Authority, following Officers have been nominated as the Nodal Officers and Technical Administrator for the **Integrated Government Online Training (iGOT Karmayogi (i-GOT KY))** platform :

Nodal Officer for iGOT KY	Dr. Anju Rathi Rana, AS
Technical Administrators of iGOT KY	i) Ms. Rema N, Technical Director, NIC, ii) Shri Varun Singh Chauhan, US (Training Division)

(Varun Singh Chauhan)
Under Secretary to the Govt. of India

Copy to:-
1. Officers/Official concerned.
2. PS to Hon'ble MLJ/ Sr. PPS to Hon'ble MoSLJ
3. Sr. PPS to Law Secretary/Sr. PPS to AS(RSV)/Sr. PPS to AS(RM)/Sr. PPS to AS(ARR)/Sr. PPS to Sr. GA(MK)/Sr. PPS to JS&LA(SA)
4. All the Sections/Units/Cells in the Department of Legal Affairs
5. Incharge, Branch Secretariat at Kolkata, Mumbai, Chennai, Bengaluru.
6. Incharge, Central Agency Section
7. Deputy Secretary, Law Commission of India
8. Office Order folder

Figure 11: OM for Nodal Officer and Technical Administrator for Department of Legal Affairs

7.5.2 Office Memorandums for Training

F. No. A-33025/11/2022- Trg.
Government of India
Ministry of Law & Justice
Department of Legal Affairs

Shastri Bhawan, New Delhi
Dated: 16.05.2023

OFFICE MEMORANDUM

Subject: Training on selected Modules available on i-GOT platform – reg.

Reference is invited to the OM of even no. dated 24.04.2023 (copy encl.) on the above mentioned subject and to say that as part of the capacity building exercise, following courses have been recommended by the Capacity Building Commission which are available on i-GOT Karmayogi Platform :

   i. Dakshta Course
   ii. Introduction to Emerging Technologies
   iii. Stress Management

2.   All Officers/Officials are again requested to complete the above mentioned courses within the stipulated time i.e **31.05.2023**. The completion of above courses by the Officers/Officials on the i-GOT Karmayogi Platform shall be reviewed by the Competent Authority

Encl: a.a.

(Varun Singh Chauhan)
Under Secretary to the Govt. of India

To

1. All Group Heads
   (PPS to AS(RSV)/PSO to AS(RM)/Sr. PPS to AS(ARR)/Sr. PPS to JS&LA(VKS)/PSO to JS&LA(SA)/ PSO to JS&LA(PS).

   2. Incharge, Litigation (High Court), Litigation (Lower Court)

3. Incharge, Branch Secretariats (Mumbai, Chennai, Kolkata, Bengaluru)

4. Deputy Secretary, Law Commission of India

5. Incharge, Central Agency Section

6. All Officers/Officials.

7. All Sections/Units/Cells
8. e-Office Dashboard

Copy for information to :

1. PSO to Law Secretary
2. Sr. PPS to Dr. Anju Rathi Rana, AS

Figure 12: Trainining office memorandum for the month of May

[REMINDER-II]

F. No. A-33025/11/2022-Trg.
Government of India
Ministry of Law & Justice
Department of Legal Affairs

Shastri Bhawan, New Delhi
Dated: 28.06.2023

OFFICE MEMORANDUM

Subject: Training on selected Modules available on i-GOT platform – reg.

Reference is invited to the OM of even no. dated 24.04.2023 and subsequent reminder dated 16.05.2023 on the above mentioned subject and to say that as a part of the capacity building exercise, following courses have been recommended by the Capacity Building Commission which are available on i-GOT Karmayogi Platform :

  i.   Dakshta Course
  ii.   Introduction to Emerging Technologies
  iii. Stress Management
  iv.   Prevention of Sexual Harassment of Women at Workplace

2.   It has been observed that very few Officers/Officials have complied the directions for completing the above courses. The Competent Authority has taken a serious view of the non-compliance.

2.   All Officers/Officials are therefore requested to complete the above-mentioned courses by **30.06.2023**. The consumption of courses by the Officers/Officials on the i-GOT Karmayogi Platform shall be reviewed by the Competent Authority.

(Varun Singh Chauhan)
Under Secretary to the Govt. of India

Copy to :
  1. All Officers/Officials.
  2. All Group Heads
      (PPS to AS(RSV)/PSO to AS(RM)/Sr. PPS to AS(ARR)/Sr. PPS to JS&LA(VKS)/PSO to JS&LA(SA)/ PSO to JS&LA(PS).
  3. All Sections/Units/Cells
  4. Incharge, Litigation (High Court), Litigation (Lower Court)
  5. Incharge, Branch Secretariats (Mumbai, Chennai, Kolkata, Bengaluru)
  6. Deputy Secretary, Law Commission of India
  7. Incharge, Central Agency Section
  8. e-Office Dashboard

Copy for information to :
  1. PSO to Law Secretary
  2. Sr. PPS to Dr. Anju Rathi Rana, AS

Figure 13: Training office memorandum for the month of June

7.6 Finalized CNA questionnaire for the Department

CAPACITY BUILDING PROFORMA

Kindly select the options- you may select more than one option against the following heads in areas where you think you need training/ capacity building

* Indicates required question

1. Employee's Name *

   _____

2. Designation *

   _____

3. Section/Division *

   _____

4. Reporting Officer *

   _____

5. Cadre/Service *

   _____

6. Date of Joining *

   _____

   Example: 7 January 2019

7. Retirement Date *

   _____

   Example: 7 January 2019

8. Pay Scale *

    _____

9. Gross Salary (Previous Month) *

    _____

10. Grade Pay *

    _____

11. Mobile *

    _____

12. Job Responsibilities/ Additional Responsibilities *

    _____
    _____
    _____
    _____
    _____

13. Core Competencies *

    _____
    _____
    _____
    _____
    _____

14. Strengths *

_____

_____

_____

_____

_____

15. Weaknesses *

_____

_____

_____

_____

_____

16. Domain *

Tick all that apply.

☐ Litigation

☐ LIMBS

☐ Legal Advice

☐ Analysis of Judgments

☐ Drafting of Speeches

☐ RTI

☐ GeM

☐ Event Management

☐ Other: _____

17. Technology *

Tick all that apply.

- [ ] e-Office
- [ ] NIC Application
- [ ] MS Office Applications (Word, except, PPT etc)
- [ ] Adobe InDesign, Illustrator
- [ ] RTI
- [ ] Cyber Security
- [ ] E-HRMS
- [ ] MIS
- [ ] E-Samiksha
- [ ] CPGRAMS
- [ ] Other: _____

18. Behavioural *

Tick all that apply.

- [ ] Coordination
- [ ] Leadership
- [ ] Critical thinking
- [ ] Decision Making
- [ ] Time Management
- [ ] Stress Management
- [ ] Other: _____

19. Functional *

Tick all that apply.

- [ ] Writing Skills
- [ ] PFMS
- [ ] GFR
- [ ] Data Analytics
- [ ] Cabinet Note
- [ ] Agreement
- [ ] Other: _____

20. Please specify if you require training in any other area of work: *

_____

_____

_____

_____

_____

This content is neither created nor endorsed by Google.

Google Forms

7.7 Data collection for competency need analysis

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

- Elements captured in the questionnaire:
  o **Profile of employee**: Basic details like designation, Department, reporting officer, cadre, time spent in department, pay scale/ grade etc.
  o **Roles and responsibilities** of the present incumbents
  o **Cadre wise competency requirement**: Domain, Functional, Behavioural and Technology competency needs of the present incumbents
- The Department circulated the survey amongst all the employees via Google forms
- The data was collated in a dedicated Gmail account [dola.acbp@gmail.com]

7.7.1 Survey coverage and data validation

The google form was circulated in the Department on 18th December 2022 and responses were collected from the employees till 13th March 2023. A total of 404 responses (62%) were received from employees across designations and divisions. The table below tabulates responses received under various offices of DoLA.

Table 15: CNA Response Details

Office/ Institute	CNA Questionnaire floated to	No. of Responses received	Response Rate%
Main Secretariat	397	279	69%
BS Bangalore	10	10	100%
BS Chennai	18	11	61%
BS Kolkata	40	25	63%
BS Mumbai	38	29	76%
CAS	94	42	45%
LCI	52	15	29%
Grand Total	**651**	**404**	**62%**

Once a significant response rate was achieved across all the offices under DoLA, the data was shared for analysis.

7.7.2 Key insights from CNA exercise

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

7.7.2.1   Respondents Analysis

An analysis of profile of the respondents was done to understand the cadre of employees working in the Department, number of employees working in all the offices under DoLA for developing a baseline of employee profile of the Department. A snapshot of the employee profile is provided below:
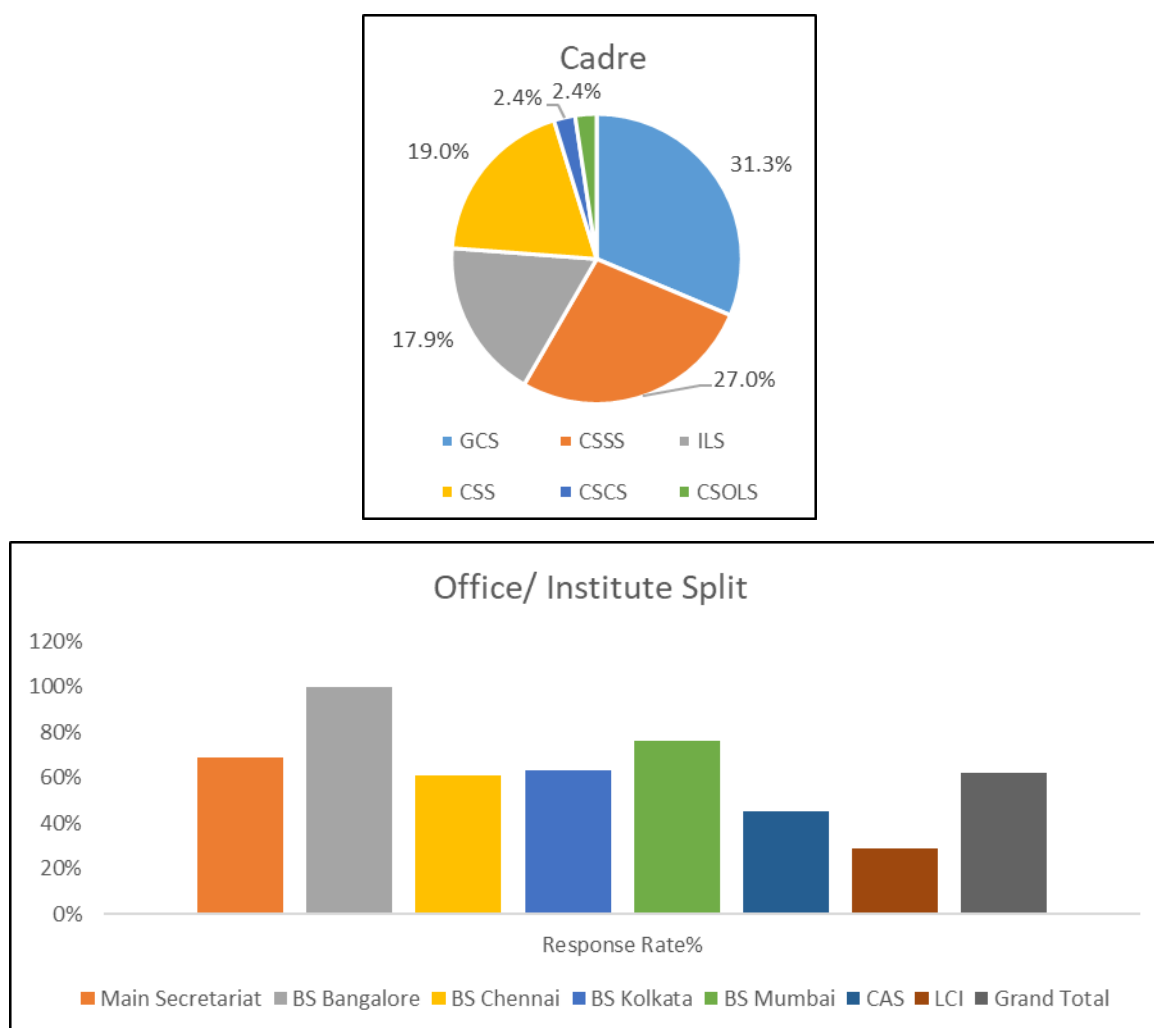
Figure 14: Analysis of respondent profile

The analysis of respondents reveals that the largest proportion, comprising 31%, comes from the General Central Service cadre. Following closely behind are the CSSS cadre with 27%, the CSS cadre with 19%, and the ILS cadre with 18%. Only 2.4% of the respondents belong to the CSCS and CSOLS cadres each.

Across all offices under DoLA, the survey achieved a commendable response rate of 62%. Among the specific offices, BS Bangalore recorded the highest response rate of 100%, followed by BS Mumbai at 76%, the Main Secretariat at 69%, BS Kolkata at 63%, and BS Chennai at 61%. The response rate for CAS and LCI stood at 45% and 29% respectively.

7.7.3 Competency needs identified across Department and levels

7.7.3.1 Domain Competency Analysis

The following graph identifies the top 7 domain competencies highlighted by the Department in the survey.
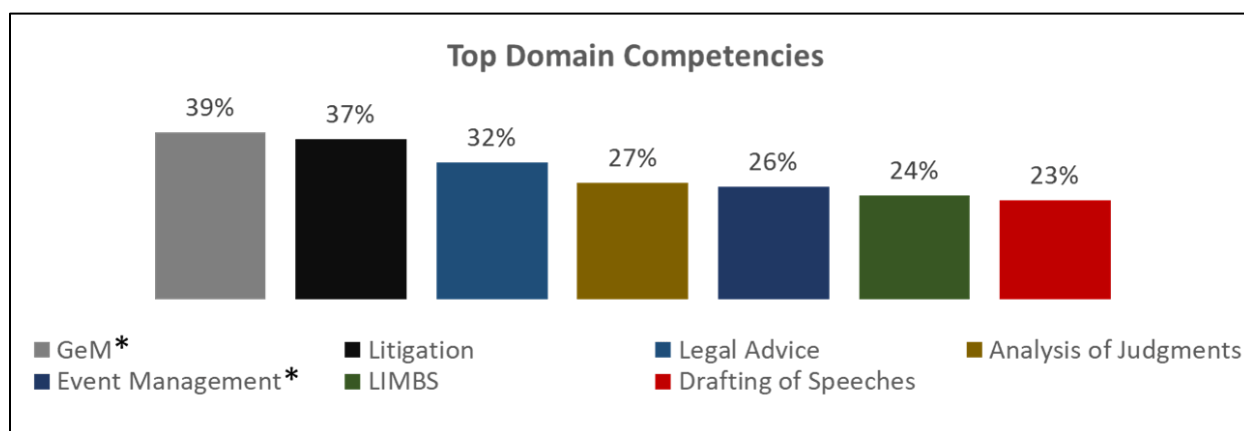

Figure 15: Organization Level Domain Competencies

Further analysis was done on the domain competency requirements for each cadre as depicted in the following graphs.
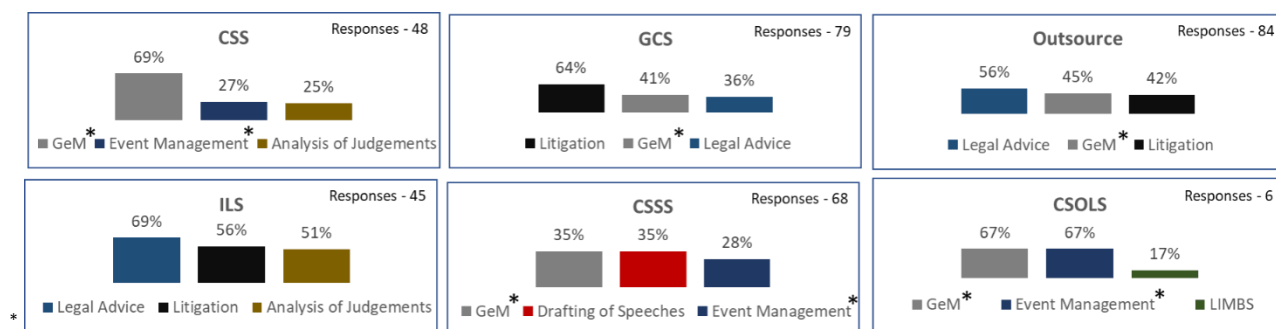
Figure 16: Cadre wise domain competency needs

Interactions with senior officials were also conducted to validate the domain competency requirements. The following additional domain competency requirements were highlighted by the officials during the validation meeting:

- ✓ New litigation methods
- ✓ International arbitration
- ✓ Development of Service Laws
- ✓ AI in Judiciary
- ✓ Cybersecurity initiatives
- ✓ Legal Research
- ✓ Survey Designs
- ✓ Emerging Technology

7.7.3.2   Functional Competency Analysis

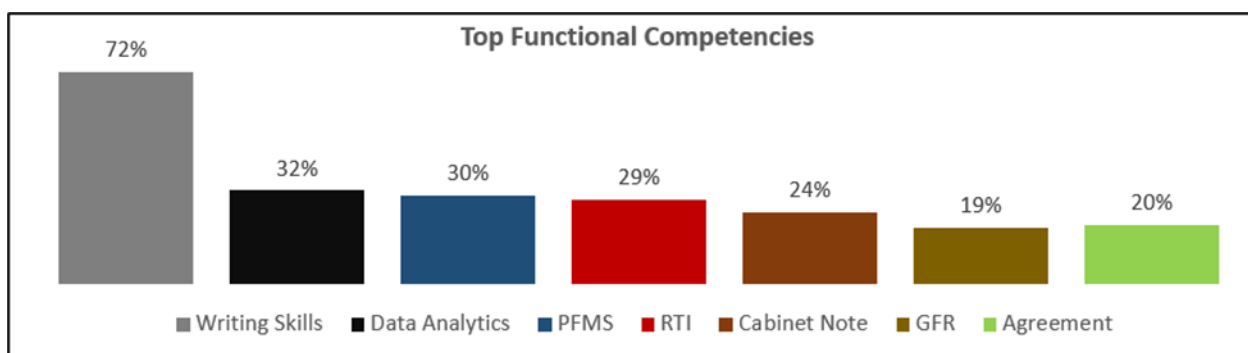The graph below identifies the top 7 functional competencies highlighted by the Department in the survey.

Figure 17: Organization Level Functional Competency Needs

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* *In above analysis, competencies have been categorized as domain and functional, based on the questionnaire circulated by the Department. Re-categorization of the competencies into domain, functional, behaviour basis on competency framework has been done in the ACBP Training calendar*

Top functional competency needs from the CNA response analysis are writing skills, data analytics, PFMS, RTI, Cabinet Note, GFR and Agreement. Further analysis was done on the functional competency requirements for each cadre as depicted in the following graph.
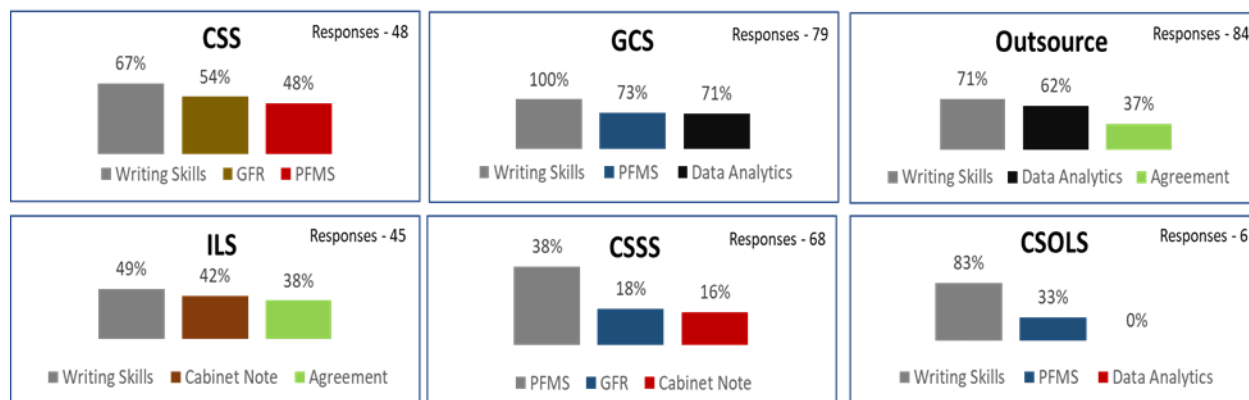

Figure 18: Cadre wise functional competencies

7.7.3.3   Behavioural Competency Analysis

The graph below identifies the top 6 behavioural competencies highlighted by the Department in the survey.

Figure 19: Organization Level Behavioral Competency Needs

The top behavioural competency needs for the Department are coordination, stress management, time management, leadership, decision making and critical thinking. Further analysis was done on the behavioural competency requirements for each cadre as depicted in the graphs below.
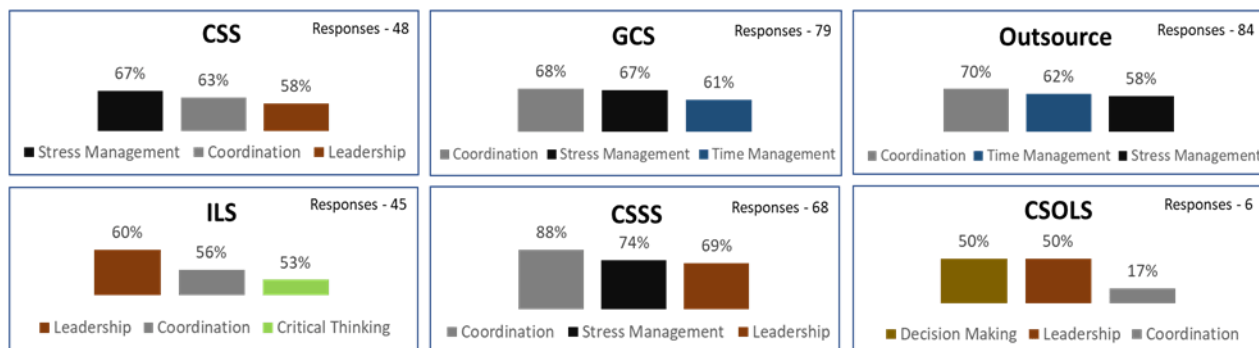

Figure 20: Cadre wise Behavioral Competency Needs