

TA 6921 IND: Supporting Capacity Building Commission for Strengthening Institutional Capacities and Training Infrastructure - Industry and Trade Expert (56014-001)

Interim Report

Department for Promotion of Industry and Internal Trade

Asian Development Bank

March 2023



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List of Abbreviations

Abbreviation	Full Form
ACBP	Annual Capacity Building Plans
AKIC	Amritsar — Kolkata Industrial Corridor
BHIM	Bharat Interface for Money
BMIC	Bengaluru — Mumbai Industrial Corridor
BRAP	Business Reforms Action Plan
CBC	Capacity Building Commission
CBIC	Chennai — Bengaluru Industrial Corridor
CBP	Capacity Building Plans
CCEA	Cabinet Committee on Economic Affairs
CCII	Central Comprehensive Insurance Incentive
CCIIAC	Central Capital Investment Incentive for Access to credit
CERT-In	Indian - Computer Emergency Response Team
CGPDTM	Controller General of Patents Designs and Trademarks
CI	Consumer Industry
CII	Central Interest Incentive
CIPAM	Cell for IPR Promotion and Management
COE-IT	Center of Excellence-IT
CSCU	Cabinet Secretariat Coordination Unit
CSMOP	Central Secretariat Manual of Office Procedure
CSO	Central Statistical Office
DGQI	Data Governance Quality Index
DMIC	Delhi Mumbai Industrial Corridor
DMU	Delivery Monitoring Unit
DPIIT	Department for Promotion of Industry and Internal Trade
EFC	Expenditure Finance Committee
EoDB	Ease of Doing Business
EI	Employment Incentive
ESIC	East Coast Industrial Corridor
FDI	Foreign Direct Investment
FIFP	Foreign Investment Facilitation Portal
FSS	Freight Subsidy Scheme
GCI	Global Competitiveness Index
GFR	General Financial Rule
GI	Geographical Indications
GST	Goods & Service Tax

IC	International Co-operation
IEM	Industrial Entrepreneurs Memorandum
IIP	Index of Industrial Production
IIUS	Industrial Infrastructure Upgradation Scheme
IL	Industry Licensing
IPR	Intellectual Property Rights
ISU	Industrial Statistical Unit
ITeC	Internal Trade and e-Commerce
KMS	Key Management System
L&R	Linoleum and Rubber
LEI	Light Engineering Industry
MDO	Ministries, Departments, and Organizations
MII	Make in India
MIIUS	Modified IIUS
MoCA	Ministry of Civil Aviation
MoD	Ministry of Defense
MoFPI	Ministry of Food Processing Industries
MoL&E	Ministry of Labor & Employment
MoPSW	Ministry of Ports, Shipping and Waterways
MoSPI	Ministry of Statistics and Programme Implementation
MP	Manufacturing Policy
NEIDS	North-East Industrial Development Scheme
NEIIP	North-East Industrial and Investment Promotion Policy
NERS	Northeastern Region Subsidy Scheme
NICDC	National Industrial Corridor Development Corporation
NICDIT	National Industrial Corridor Development and Implementation Trust
NID	National Institute of Design
NPC	National Productivity Council
NPCSCB	National Programme for Civil Services Capacity Building
O&M	Organization and Methods
PDC	Protect Development Cell
PMG	Project Monitoring Group
PMHRC	PM's HR Council
QCI	Quality Council of India
QCO	Quality Control Orders
RfP	Request for Proposal
SIA	Secretariat for Industrial Approvals
SOC	Standard Operating Procedure
SPV	Special Purpose Vehicle
TI	Transport Incentive

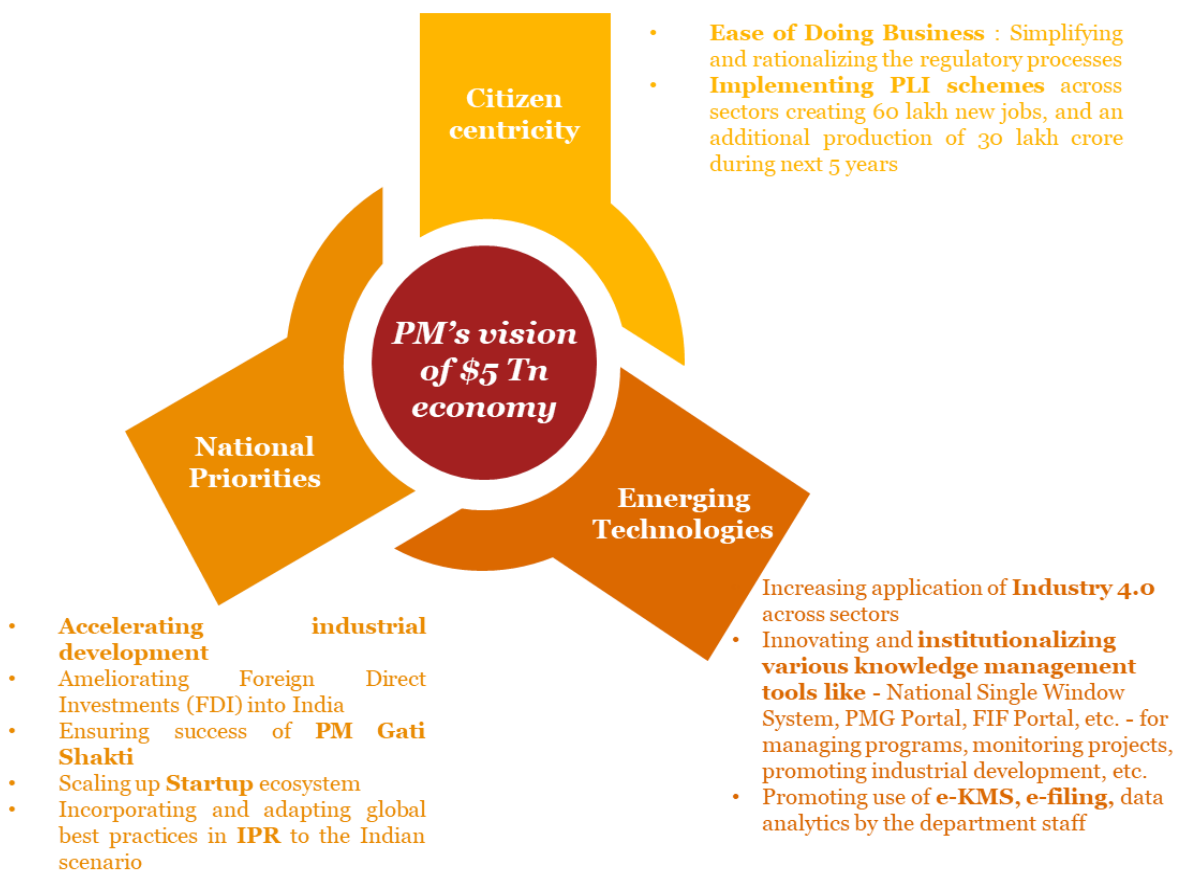
TSS	Transport Subsidy Scheme
UNIDO	United Nations Industrial Development Organization
VCIC	Vizag-Chennai Industrial Corridor

1. Executive Summary

The Mission Karmayogi is a National Programme for Civil Services Capacity Building (NPCSCB) (the “Program”), launched by the Union Cabinet, Government of India in September 2020 which aims at capacity building of the Indian civil servants for the future based on the philosophy of creating an ecosystem of “**competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system**”. Under this Program, a Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and is currently conceptualizing and developing Annual capacity Building Plans (ACBPs). With the help of agencies involved, CBC is also providing the necessary support for implementation, by way of facilitating certain trainings, immersion visits and handholding the capacity building units in the departments/ ministries.

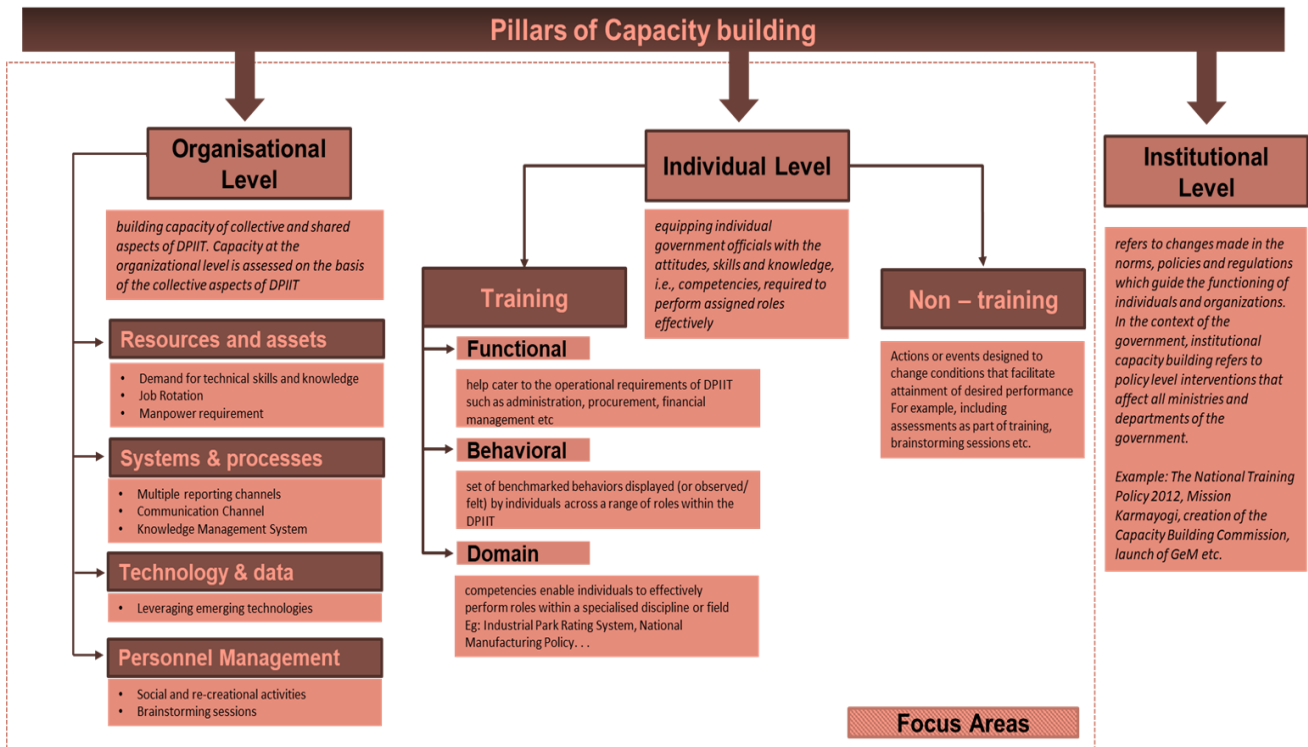
As a step in this direction, this report and the annual capacity building plan is built to provide the support to Department for Promotion of Industry and Internal Trade to address the three lenses of the Capacity Building Plan: National Priorities, Emerging technologies and Citizen centricity. The broad aspects under the lenses for DPIIT, range from major function of accelerating foreign direct investment to ensuring use of e – Knowledge management system, e – filling, etc. across officers. The identified broad contour under different lenses is given below.

Figure 1: Aspects of DPIIT as per three lenses



Further to identification of broad aspects under the lenses, the interventions were titled as “Three pillars” of the Capacity Building plan and categorized as: Individual, Organizational and Institutional.

Figure 2: Pillars of Capacity Building



Organizational level:

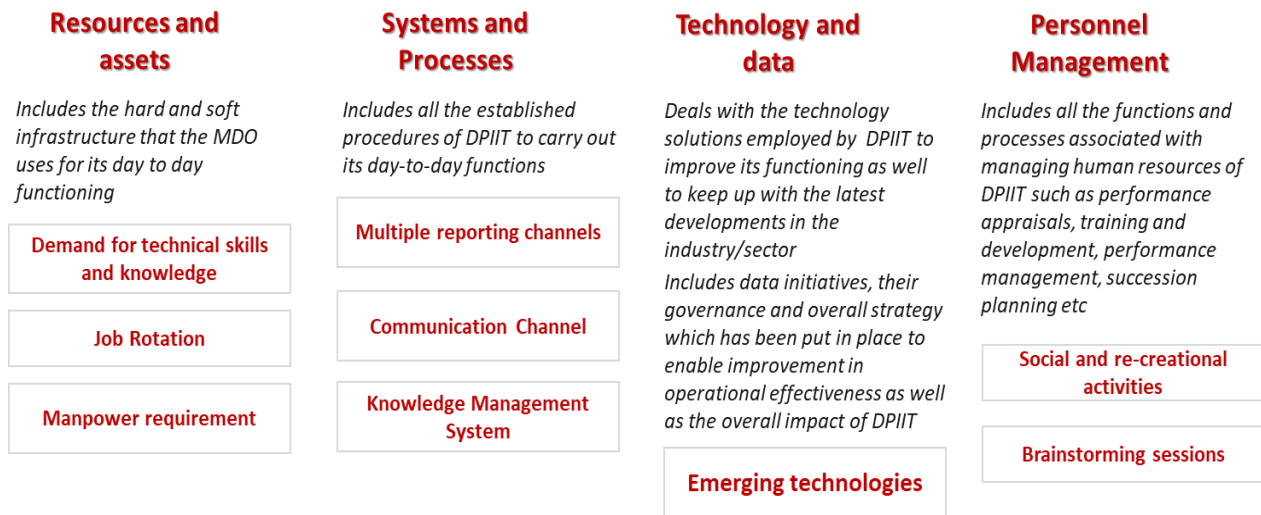
At organizational level, a major intervention identified is the need for re- structuring of the department, to account for new mandates such as Startup India and PM Gati Shakti. Also, several divisions / sections under the department have been in discussions for cease. Further, the department also requires institutionalization of induction training to be held in the first week of joining of any officer. Given the timelines of joining of officers may not be simultaneous and rather erratic, we suggest creation of self – paced online induction modules covering aspects such as vision, mission and mandate of the department, broad understanding of the organizational structure. The consultant suggests an illustrative framework for induction module, as given below:

Figure 3: Illustrative framework for Induction module

		Training details				
		W1	W2	W3	W4	
Know your department	1.1* Vision and mandate of DPIIT and key functions performed by all divisions	●	○	○	●	Duration: 2 Hour Mode: • Interactive module to be prepared by DPIIT- Establishment Division/Capacity Building Unit in close consultation with CBC and/or ISTM
	1.2 Vision and mandate of the concerned division- key roles and functions of all the sections	●	○	○	●	
	1.3 Alignment with related divisions (inter-ministerial and intra-ministerial)	●	○	○	●	
Knowledge Transfer and team meeting	2.1* Working of e-office and e-KMS within DPIIT	●	○	○	●	Duration: 1 hour Mode: • A high tea can be organised with each division's staff via issuing an Office Memorandum by the Establishment Division • The team can then organize meetings with other stakeholders over the days • Adoption of e-Office and e-KMS is being highly recommended for this purpose
	2.2 Handholding of previous documents/cases/files/work in action – from previous head/existing team via e-office	●	○	○	●	
	2.3 Catch-up meeting with the team- introductions, understanding of who handles which section etc.	●	○	○	●	
	2.4# Virtual/Physical connect with other stakeholders – external consultants, association heads, etc.	○	●	○	●	
Domain specific update	3.1 Update on section specific schemes/acts/rules/procedures under operation- challenges and action plan	○	○	○	●	Duration: 4 Hour Mode: • Interactive module to be prepared by DPIIT- Establishment Division/Capacity Building Unit in close consultation with CBC and/or ISTM
	3.2 Details of each scheme/act/rules/regulations/procedure	○	○	○	●	

In addition to this, organizational interventions are identified under four broad dimensions, as given in the figure below:

Figure 4: Organizational capacity needs under four broad dimensions



As mentioned above, under resources and assets, the department requires additional manpower to effectively cater the additional work streams and also streamlining of certain system and process (explained in detail in chapter 4).

Individual Level:

Under the program, the push is to provide requisite trainings and exposure to bridge the skill gaps and keep officers adept with technological and other developments in their respective fields. Hence, a major part of the Annual capacity building Plan consists of training calendar, providing a list of suggestive and indicative trainings for officers across various levels and under several sections/ divisions. This is also coupled with a list of suggestions for immersion / exposure visits (non – training interventions) across various officer levels.

Based on interactions with officers across various levels and secondary research, competency requirement has been further identified as (i) **Domain competency which is related to knowledge and** expertise related to the sector, division, and the respective focus areas, (ii) **Behavioral competency which is related to** behavior and soft skills and (iii) **Functional competency which is related to** functional aspects of the division such as

administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise.

These requirements not only consider the current roles and responsibilities of the divisions and departments, but also cater to the changing business scenarios of the sectors. After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision of the Department, along with their implementation strategy.

The domain competencies are based on the technical roles and functions of the department, hence differ widely across divisions and sections. The trainings and courses are identified keeping in mind the limited bandwidth of officers; hence focus is on online trainings and across offline trainings, feasibility of attendance by officers is paid greater attention. As the department stands at the helm of creation / updating of several policies and programs, several courses on public policy and advocacy are suggested, primarily for Directors and Deputy Secretary(ies) officers. Furthermore, generic courses such on macroeconomic concepts, investment facilitation and sustainable development are also suggested from premier institutes.

There are synergies across different sections and divisions for functional and behavioral competencies. Additionally, a few functional modules have also been proposed to be undertaken on an immediate priority to improve the day-to-day functioning and these include training modules on manual of office procedure, regulations related to administrative, public grievances and personnel and training, GFR, services rules, etc. Also upskilling and training requirements have been proposed for office tools, drafting notes, response to parliamentary questions and making presentations.

The requirement for behavioral competency arises from the need of the various divisions and departments to interact internally within the organization, with other Ministries, State Governments, at international forums as well with a diverse nature of users. Thus, **behavioral competency** is required to be enhanced in terms of citizen centric work as well as communication skills, negotiation skills, diplomatic sensitivity, networking, result oriented approach, work ethics and leadership. Amongst the behavioral training requirement, modules on effective communication have been prioritized and suggested.

After assessing the gaps and requirements, appropriate initiatives for capacity building are under the implementation stage. Some of the initiatives such as DAKSHTA program for junior level officers are already underway. As a next step, the training calendar is prioritized for the first quarter, consisting of several functional and behavioral trainings which are agnostic to any section/ division. Other initiatives undertaken is creation of induction module for the department.

The report in the second chapter details out the approach and methodology followed for the exercise. In the third chapter, the consultant provides an overview of the department, highlighting roles and responsibilities of various sections and divisions and correspondingly the domain competencies required. Chapter 4 focuses on organizational capacity needs and interventions, chapter 5 covers roles and responsibilities of the divisions and essential domain competency requirements across various officer levels, chapter summarizes functional and behavioral competencies across all divisions, chapters 7 and 8 focus on capacity building interventions for divisions and division-agnostic capacity building interventions respectively.

2. Approach & Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Department for Promotion of Industry and Internal Trade and suggest improvement initiatives which shall assist Ministry in realizing its vision & goals in a streamlined manner.

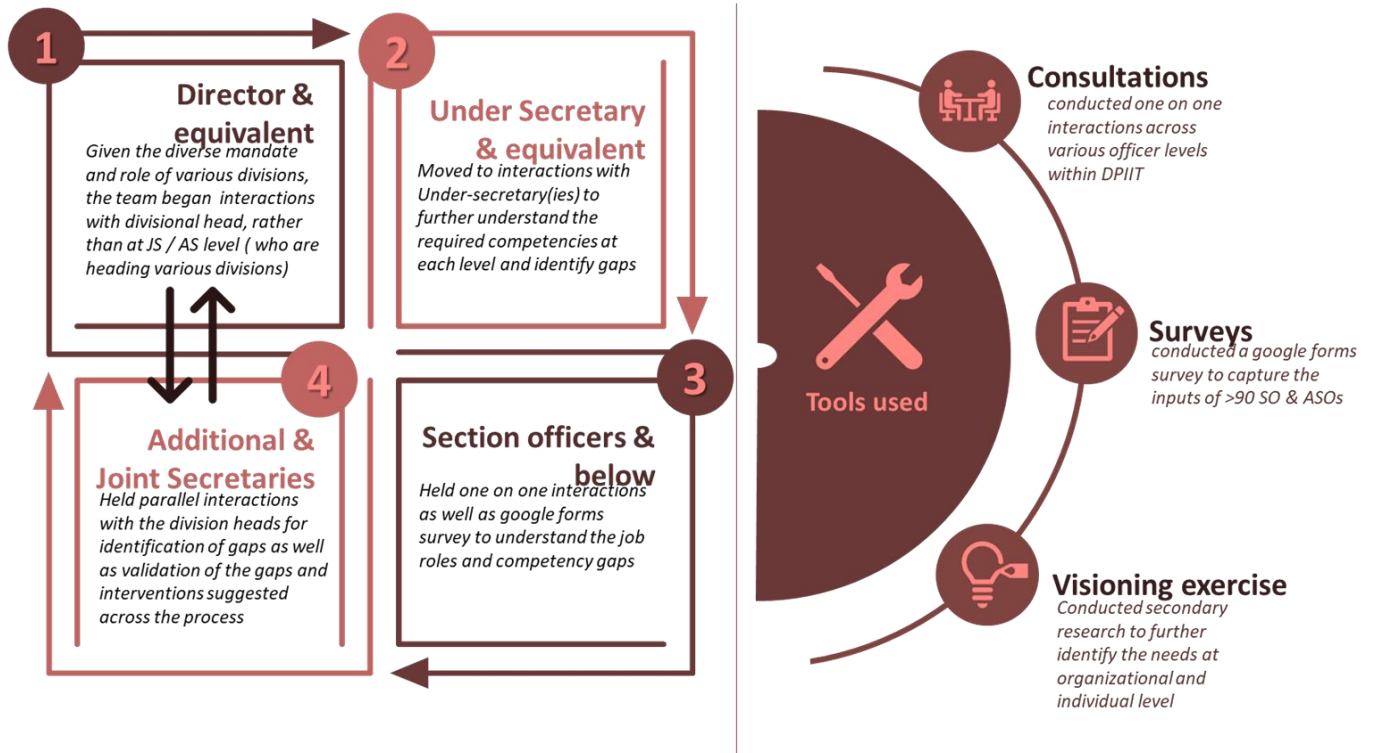
Figure 5: Overall approach for the exercise



As stated above, the team undertook as – is – analysis, based on secondary research and certain official documents on the organizational structure provided by the department. Post that, team undertook individual consultations across various officer levels, beginning from Director(s) / deputy Secretary(ies) as they are heading respective divisions, and thus would have in – depth understanding across facets. Further, the team held a mix of focused group discussions and individual consultations based on the availability of officers for Under – secretary(ies), Section officer (s) and Assistant section officer(s). This was also coupled with rolling out and consolidating findings from the survey conducted through a Google – form to capture the inputs of more than 90 Section officer(s) and Assistant section officer (s).

With the compilation of inputs from these officers, the team held consultations with Joint – secretary (ies) and Additional Secretary(ies), heads for identification of gaps as well as validation of the gaps and interventions suggested across the process. The figure below details out the first stage of the consultation process.

Figure 6: Process flow for first stage of consultations



Further to the first round of consultations, the team undertook secondary research to identify trainings as per the required competencies available. For identification of courses, the team followed a particular sequence, that is, prioritized courses available on iGOT and ISTM platform, further searched for relevant trainings available with domestic institutes and then foreign institutes.

Following this, the team held second round of focused group discussions, headed by Joint Secretary (ies) / Additional Secretary (ies), including Director(s) and Deputy Secretary (ies) under respective sections/divisions. The consultant showcased the suggested list of trainings, sought feedback and also incorporated the courses suggested by them in the calendar plan. Post that, the consultant requested for a Director/ Deputy Secretary to be nominated as “point of contact” for providing support to consolidate the indicative number of officers who can be targeted for the given set of trainings.

As part of providing implementation support, the consultant has also provided the training calendar for the first quarter, coupled with several immersion visits across various divisions/ sections.

3. Overview of the Department

The Department for Promotion of Industry and Internal Trade (DPIIT), a department under the Ministry of Commerce and Industry (MoCI), is focused at promoting and accelerating industrial development in India.

The department formulates and implements different promotional and developmental measures including foreign direct investment, investment for new technologies and balanced development of the industries. DPIIT determines the Industrial Policy for matters related to Industrial Management, Productivity in Indian Industry, matters related to Start-ups and E-commerce, Facilitating EoDB, Promotion of Internal Trade, Grant of Industrial Licenses and Administration of Industries (Development and Regulation) Act, 1951.

This chapter aims to present an introduction about the DPIIT including:

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

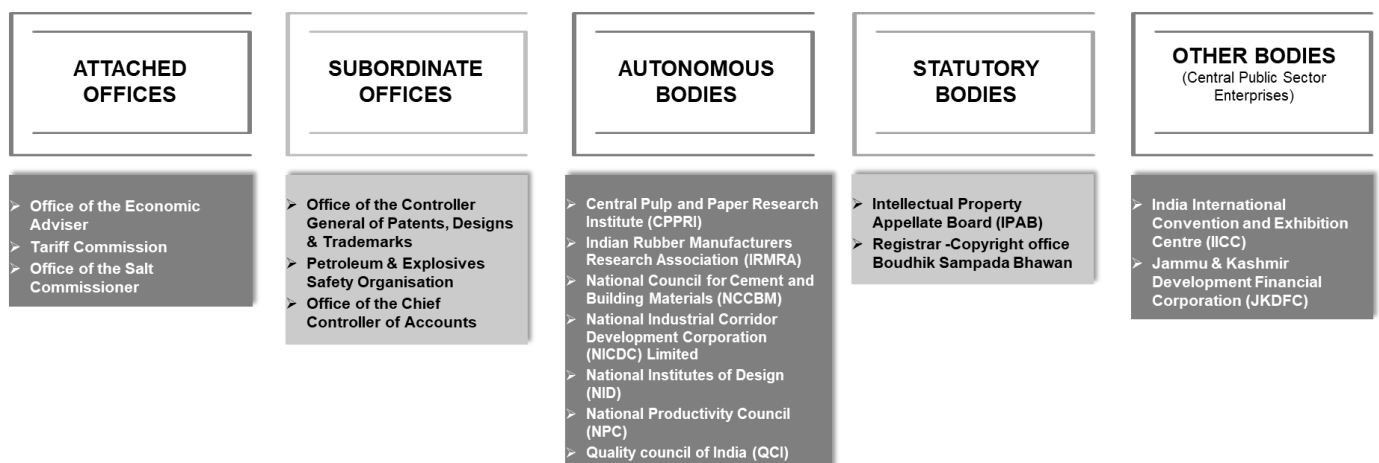
3.1. Mandate

The Department of Industrial Policy & Promotion (DIPP) was established in 1995 and with the merger of Department of Industrial Development in 2000, it was reconstituted. In 2019, the department was renamed to the Department for Promotion of Industry and Internal Trade (DPIIT).

The mandate of this department is to promote the industrial development, development of the Logistic Sector, matters related to e-commerce and start-ups as well as charges of Internal Trade, Welfare of Traders and their Employees also falls in the purview of the department. Thus, to ensure development of the country's trade and industries the department facilitates measures to attract foreign direct investment, support balanced development and facilitate investment in technology¹.

The department has 20 institutions under its purview. These can be categorized as attached offices, subordinate offices, autonomous bodies and statutory and other bodies. Following is a detailed list of the attached bodies².

Figure 7: List of attached bodies to the department



¹ <https://dpiit.gov.in/about-us/role-and-functions-dpiit>

² Annual Report 2021-22; https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

Role and Functions

The department was established in the wake of the economic liberalisation of India with an intention of regulation and administration of the industrial sector. The department's role and functions have grown steadily ever. Today, DPIIT not only regulates the industrial sector but also a facilitator of technology and investment flows in an ever growing and liberalised Indian economy.

As per the Allocation of Business Rules, the DPIIT handles matters related to Protection of IPR and administers the acts related to the Intellectual Property Rights; FDI and promotion of non-resident investment, investment by overseas Indians in India, investment, and policy initiatives particularly in SEZs. The department determines Industrial policy in matters related to General Industrial Policy, Industrial Management, Administration of Industrial (Development and Regulation) Act 1951, Acknowledging IEM, Grant of Industrial License, Productivity in Industry, Welfare of Traders and their Employees, matters related to E-Commerce, EoDB and Start-ups, Integrated Development of Logistics Sectors and Promotion of Industrial Trade and Retail Trade.

The various Legislation and Acts that are administered by DPIIT include - Industries (Development and Regulation) Act, 1951, The Trade Marks Act, 1999, The Inflammable Substances Act, 1952, The Explosives Act, 1884, The Indian Boilers Act, 1923, The National Institute of Design Act, 2014, The Patents Act, 1970, The Design Act, 2000, The Semiconductor Integrated Circuits Layout Design Act, 2000, The Geographical Indications of Goods (Registration and Protection) Act, 1999 and The Copyright Act, 1957.

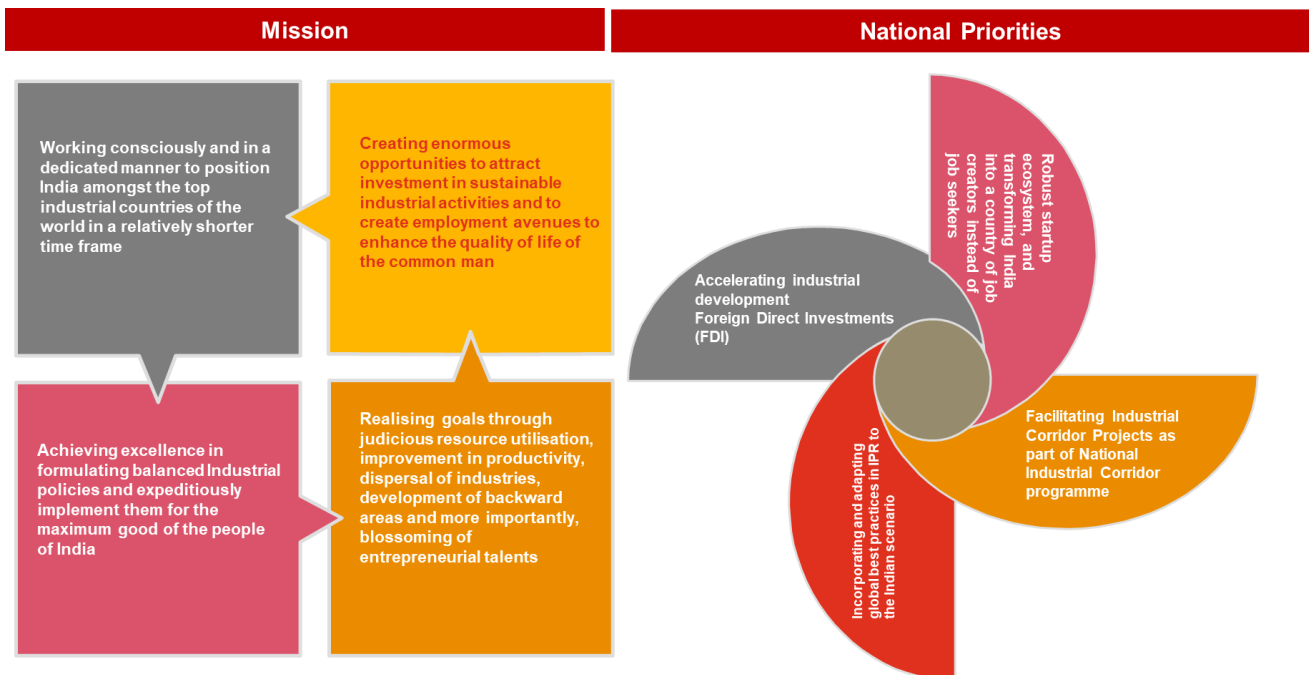
The department is also responsible for development and promotion of various industries including Tiles and Glass, Light Industries, Light Engineering products, Cables, Paper and Newsprint, Light Electrical Engineering products, Hard Board, Leather and Leather Goods Industry, Raw Films, Salt, Ceramics, Tyres and Tubes, Cement, Footwear Design & Development, Soaps and Detergents as well as industries not covered by other Ministries/Departments.

1. Foreign Direct Investment (FDI)	13. Industrial Development of Lakshadweep and Andaman & Nicobar Island
2. Make in India (MII)	14. Special Package Scheme for Industrial Development in Himalayan States i.e., Himachal Pradesh, Uttarakhand, J&K and Ladakh
3. National Intellectual Property Rights (IPR) Policy	15. Scheme of Budgetary Support to the eligible units located in the UT of J&K, UT of Ladakh, States of Uttarakhand, Himachal Pradesh and Northeastern States including Sikkim under GST Regime
4. National Design Policy	16. Programmes for Industrial Infrastructure Development – Modified Industrial Infrastructure Upgradation Scheme (MIIUS)
5. Ease of Doing Business (EODB)	17. Productivity and Quality
6. Start-up India	18. United Nations Industrial Development Organization (UNIDO) Activities
7. Public Procurement	19. Specific Industries Administered by DPIIT
8. Development of Logistics Sector [PM Gati Shakti National Master Plan]	20. Monitoring of Industrial Activity, Production and Prices
9. Project Monitoring Group (PMG)	21. Internal Trade & E-Commerce (ITeC)
10. Industrial Corridors	22. Technical Regulations
11. Indian International Convention & Expo Centre (IICC)	23. National Medical Devices Promotion Council
12. Industrial Development of Northeastern Region	24. Strengthening Data System of Schemes and Non-Schematic Interventions (NEW)

3.2. Vision, Mission³, and Priorities⁴

The vision of the department aligns with the national priorities of the country in making India a USD 5 Trillion economy. The mission and national priorities of the DPIIT can be stated as below.

Figure 8: Mission and National Priorities of DPIIT



In addition to the above, following are the department's key focus areas:

- **Formulation and Implement of Industrial Policy**

The department formulates and implements measures for the growth of the industrial sectors. It provides promotional and developmental measures and is responsible for the development of Industrial Policy. It also monitors growth and development of key industrial areas and makes policy amendments to address the emerging concerns.

- **Formulation and Amendment of FDI Policy**

The department is also responsible for formulating the FDI policy and facilitation of FDI inflows. It encourages bilateral Economic cooperation agreements and facilitation of foreign technology collaborations with Indian companies. To promote investments, the department disseminates information showcasing the positive investment climate in the country and aid foreign investor with problems faced by them.

- **Formulation and Implementation of IPR Policy**

The importance of Intellectual Property is immense in the current environment. The department recognizes the same and as a result formulates Intellectual Property Rights Policy that covers Designs, Patents, Trademarks and Geographical Indications of Goods.

- **Industrial Promotion**

The main aim of the department is to promote the country's industry sector. Thus, it falls in the purview of the department to undertake programs that improve the productivity and quality, promoting industrial activity in

³ <https://dpiit.gov.in/about-us/mission>

⁴ <https://dpiit.gov.in/about-us/what-we-do>

the remote and underdeveloped areas of the country and to monitor and stimulate industrial growth of the various sectors of the country.

3.3. Goals and Targets⁵

The Department of Industrial Policy & Promotion was established in the wake of the economic liberalization of India with an intention of regulation and administration of the industrial sector. The Departments' role and functions have grown steadily ever. The department's scope has now widened to a facilitator of technology and investment flows in an ever growing and liberalized Indian economy in addition to the original function of regulating the industrial sector. The annual report of the department lists down the major goals for the department under the programme/policy/scheme heads as follows:

Table 1: Goals and targets of DPIIT

S.no	Programmes/ Scheme/ Policy Name	Goals
1.	Foreign Direct Investment (FDI) ⁶	The policy is made investor-friendly to attract higher FDIs, to ensure India is an attractive investment destination and to maintain and manage data on inward FDI into India
2.	Make in India (MII)	To create a conducive environment for investments by fostering building infrastructure, innovation, and making the country a hub for manufacturing, design, and innovation. And to make India self-reliant by strengthening the domestic manufacturing, leading to increased employability, potential for exports and a domestic manufacturing base to meet its own demand
3.	National Intellectual Property Rights (IPR) Policy	To exploit and create synergies between all forms of intellectual property (IP), concerned statutes and agencies and also to adapt and incorporate global best practices in the Indian scenario
4.	National Design Policy ⁷	Prepare a platform for design promotion, creative design development, and partnerships across various sectors, states and regions to integrate design with technological and traditional resources.
5.	Ease of Doing Business (EODB)	To improve business regulatory environment by eliminating unnecessary procedures and requirements and streamlining existing processes and regulations.
6.	Start-up India	To catalyze a startup culture, by building a strong and inclusive ecosystem to encourage entrepreneurship and innovation. Also, to support entrepreneurs to build up a startup ecosystem and transform India from a country of job seekers to a country of job creators.
7.	Public Procurement	To create a domestic market for genuinely 'Make in India' manufacturers, thus encouraging the utilization of Indian material and resources for provision of goods required for public procurements.
8.	Development of Logistics Sector	Integrated development of the logistics sector to reduce the logistics cost and multimodal infrastructural connectivity to the Economic Zones
9.	Project Monitoring Group (PMG)	Resolving issues and bottlenecks, fast tracking the set up and commissioning of large infrastructure projects in Public and Private sectors
10.	Industrial Corridors	Developing industrial cities in India which can compete with the global manufacturing and investment destinations. And providing multi modal connectivity with "plug and play" infrastructure at plot level to build resilient and sustainable future ready cities.
11.	Indian International Convention & Expo Centre (IICC), Dwarka, New Delhi. ⁸	To create an Exhibition and Convention Facility which is at par with the worldwide industry, in size and quality, offering quality and efficient setting for both national and international meetings, exhibitions, conferences, and trade shows.

⁵ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

⁶ <https://dpiit.gov.in/policies-rules-and-acts/policies/foreign-direct-investment-policy>

⁷ https://dpiit.gov.in/sites/default/files/NationalDesignPolicy_english.pdf

⁸ <https://iiccl.dpiit.gov.in/about-us>

12.	Industrial Development of Northeastern Region (NER)	To promote industrial development in the Northeastern Region, for the Northeast states including Sikkim
13.	Industrial Development of Lakshadweep and Andaman & Nicobar Island ⁹	To promote industrial development in the Lakshadweep and Andaman & Nicobar Islands
14.	Special Package Scheme for Industrial Development in Himalayan States i.e., Himachal Pradesh, Uttarakhand, J&K and Ladakh.	To promote industrial development in the states of Himachal Pradesh, Jammu & Kashmir, Ladakh and Uttarakhand
15.	Scheme of Budgetary Support to the eligible units located in the UT of J&K, UT of Ladakh, States of Uttarakhand, Himachal Pradesh and Northeastern States including Sikkim under GST Regime .	To help eligible Units in Himachal Pradesh, Jammu & Kashmir, Ladakh, Sikkim, and Uttarakhand, in Transiting from former Excise regime to new GST regime
16.	Programmes for Industrial Infrastructure Development – Modified Industrial Infrastructure Upgradation Scheme (MIUS).	Enhance the competitiveness of domestic industry by providing quality infrastructure through public private partnership in functional clusters and locations, which have the potential to compete globally competitive.
17.	Productivity and Quality	To create a mechanism for independent third-party assessment of services, products, and processes and organize quality movement by undertaking a National Quality Campaign.
18.	United Nations Industrial Development Organization (UNIDO) Activities ¹⁰	To promote and accelerate sustainable industrial and economic development.
19.	Specific Industries Administered by DPIIT	Monitoring industrial growth and production in general and for select industrial sectors as indicated in the allocation of Business Rules.
20.	Monitoring of Industrial Activity, Production and Prices	Monitoring the performance of the industrial sector
21.	Internal Trade & E-Commerce (ITeC)	Handling aspects related to e-Commerce and retail trade including harmonious growth of all form of retail trade, improving ease of doing business, developing infrastructure across the distribution chain of retail trade and welfare of traders and their employees.
22.	Technical Regulations	Providing safe reliable quality goods, minimizing health hazards of consumers, substituting imports and promoting exports.
23.	National Medical Devices Promotion Council	To achieve the health goal for citizens of the country
24.	Strengthening Data System of Schemes and Non-Schematic Interventions (NEW)	Improving features of Data System including data quality; data generation; data analysis; usage and dissemination; data security & HR capacity; use of technology; and data management. And also, to promote inter-agency collaboration, synergistic data, and prescriptive analytics for better data-based outcomes

⁹ https://dpiit.gov.in/sites/default/files/LANIDS_notification_11012019.pdf

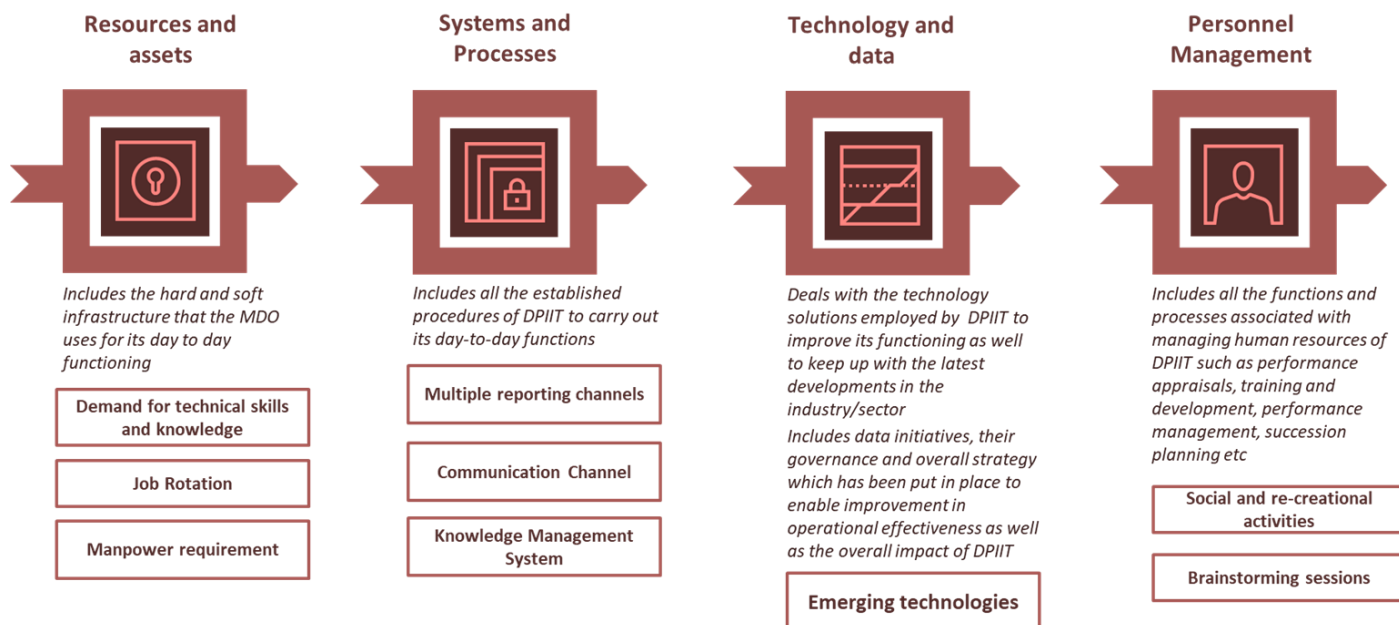
¹⁰ [https://www.unido.org/who-we-are/unido-](https://www.unido.org/who-we-are/unido-brief#:~:text=UNIDO%20is%20the%20specialized%20agency,with%20the%20Sustainable%20Development%20Goals.)

brief#:~:text=UNIDO%20is%20the%20specialized%20agency,with%20the%20Sustainable%20Development%20Goals.

4. Organizational Capacity Needs and Interventions

Organization capacity can be broadly classified under four specific dimensions. The study team has conducted focused group discussions with stakeholders in the ministry as well as secondary analysis to arrive at the organizational capacity needs and their interventions under these dimensions:

Figure 9: Organization capacity dimensions



Source: Study Team Analysis

4.1. Organizational Capacity Needs

The capacity needs identified under the four dimensions are enumerated as following:

1. Resources & Assets:

- Demand for technical skills and knowledge:** There is a need to match the technical knowhow in delivering a task with requisite skillset and tools enablement for officers across levels. DPIIT as a whole deals with the matters pertaining to policy formulation, policy advocacy and administration of trade and industries. Each of these industries require some amount of in-depth technical knowledge which is usually met by the “Technical Cadre”. However, the department faces a shortage of specialized technical staff that can cater to each industry specific needs.
- Job Rotation:** There is need for jobs to be rotated within the domain verticals of ASO/SO/US where they have developed the requisite competency. In addition to this, there is a need to look at the promotion cycle of officers with excellent track records in their respective competency areas. DPIIT staff, like other GoI staff, is transferred within the government ministries or departments or divisions. Therefore, Job rotation of the personnel at short intervals leaves them with little incentive to invest in skill development and upgradation.
- Manpower requirement:** The department has several categories of on roll officers across its organisations with feasibility of onboarding contractual employees on a need basis. Contractual

professionals are hired for short-term depending on the nature of assignments and confidentiality clauses, with the major medium-term goal of having adequate manpower.

Table 2: Existing vs Sanctioned Officers at DPIIT

Officer Groups	Sanctioned Number	Existing Manpower
Group A, B, C	703	486
Additional Secretary	4	4
Joint Secretary	6	5
Director and equivalent	27	18
Under Secretary and equivalent	37	33
Section Officer	65	32
Assistant Section Officer	109	103

Source: DPIIT, Gol

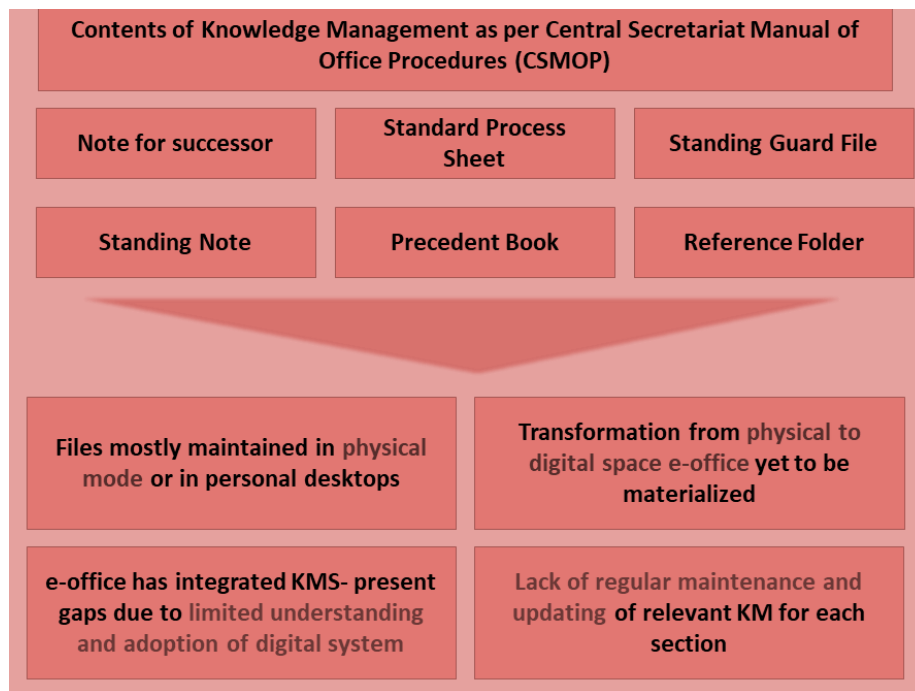
However, amongst the Group A, B and C category of officers, there is 36.5% shortage of staff. Some of this is met through deputation/Intra-Ministerial deputation/Loan Basis arrangement. Contractual professionals although are hired to address the challenges but limited tenure and higher attrition fails to address the manpower issue.

- d. Role alignment for Multi-Tasking Staff:** There is a need to allocate defined roles to the Multi-Tasking Staff at the department.

2. Systems and Processes:

- a. **Multiple reporting channels:** There is a need to prioritize work between multiple reporting channels and bandwidth for officers to be managed effectively. In DPIIT, Multiple channels of reporting exist, particularly at Director and Under – Secretary level. Officers report to senior officers of unrelated job-sections which lead to difficulty in management of time and prioritization of work to be done between sections. There is also a gap of multiple channels of the same communication (mail as well as hard copies), and they not limited to the concerned personnel.
- b. **Need for a Knowledge Management System:** There is a need to regularly update and streamline Knowledge Management System (KMS). The existing KMS in DPIIT is based on Central Secretariat Manual of Office Procedure (CSMOP) and the transformation to the e-office KMS is yet to be fully materialized. The existing e-office KMS cloud is not being utilized to its full capacity and is primarily being used as a notification panel.

Figure 10: Knowledge management System Implementation Gaps



Source: Study Team analysis

3. Personnel Management:

- a. **Team Building:** There is a need for a sustainable work culture with sufficient team bonding and building activities planned round the year. As things stand today, limited platform exists for social interaction and team – building activities within the department and is the “need of the hour” given the strenuous workload of officers across levels.
- b. **Encouraging collaboration through Brainstorming sessions:** Despite the strongly – connected and complementary functions of various divisions, there is a possibility of developing of a culture of working in “silos” which needs to be looked at.

4. Technology & Data:

- a. **Leveraging Emerging Technologies:** At the moment, the department is trying to integrate features like AI, chatbot etc. but the same is not being handled by the department on a priority basis.

4.2. Proposed Organizational Capacity Interventions

The study team proposes the following interventions to address the organizational capacity gaps in the department

1. Resources & Assets:

- a. **Demand for technical skills and knowledge:** External hiring of experts/ private sector consultants can be thought of to meet industry specific expertise at the short term. In the long term, building of internal capacity can be prioritized. The department can think of lateral entry options at all officer levels with candidates of exceptional track record in the private sector.
- b. **Job rotation:** Job rotation works ideal when there is a complementarity in roles. The department can channelize officers with work allocations that are complementary in nature.

- c. **Manpower requirement:** External hiring of experts/ private sector consultants to meet industry specific expertise. Empanelment of knowledge partner on an annual basis can be thought of

2. Systems & Processes:

- a. **Multiple Reporting Channels:** The span of work for each senior level officer can be streamlined based on his domain competency and experience level and his/her subordinates competency requirement.
- b. **Communication Channel:** A single and digital channel of communication to be preferred. A filtering out technique to be applied by the “Establishment section” (section responsible for sending the RTI queries, parliamentary questions and additional requirements). For example, Director/ Deputy Secretary dealing with “Boiler” division shall be the only recipients of any such matter related to “Boilers”, and not be marked simultaneously to the “Vigilance” department. This requires clarity on Work – allocation of various divisions along with updated list on “Divisional in – charge” (Deputy Secretary/ Director etc.)

Database of previous Parliamentary Q&A, and FAQs with automatic reminder to specific SPOCs would lead to efficient and timely discharge of the purpose, policy related meetings, closures and amendments.

- c. **Need for a Knowledge Management System:** Training the officials on the use of digital space – understanding and functioning of e-office as centralized knowledge repository. Use of physical copies can be discouraged for routine works. The department can move towards CSMOP prescribed physical mode of filing and categorization via the dealing hand. For the e-office, the dealing hand must be provided training on categorization of files for future purpose. Operations & Maintenance (O&M) section work allocation can be enhanced to ensure regular updating and streamlining of KMS.

3. Personnel Management:

- a. **Team building:** Social and re- creational activities to be mandated at various levels. Activities such as Team – lunches, induction – lunches, farewell treats within divisions. Cricket matches, Competitions – Rangoli, singing, dancing etc. Festival celebrations on major festivals such as Diwali, Eid, New Year, Guru Purab etc. and other common events among different divisions
- b. **Brainstorming Sessions:** Brainstorming sessions are required to be administered on a “monthly basis” for at- least one hour, encompassing Deputy Secretary(s) / Director(s) and Under – Secretaries across linked verticals for better understanding of domain competencies and opportunities to collaborate.

A case in point, reforms undertaken as part of Business Reform Action Plan serve as “ready inputs” for Investment promotion; also, unsuccessful investment intents can serve as inputs to reform actions required. Hence, a close – coordinated work environment would reduce overlaps, yield better results and strengthen the overall ecosystem.

4. Technology & Data:

- a. **Leveraging Emerging Technologies:** Synergise with organisations that can support a purpose oriented, problem-driven adoption of AI and other emerging technologies to improve policies, processes and services driven for the benefit of industries and businesses. There is a need for training module to maintain and optimally use portals dedicated to respective divisions/sections

5. Roles & responsibilities of the divisions and essential domain competency requirements across various officer levels

This section captures the roles and responsibilities of the various key divisions and undertakings of the Department and also identifies various domain competency requirements across various officer levels. This has been done predominantly based on the interactions undertaken with the Joint Secretaries/ heads of the respective divisions / sections of the undertakings of the Department. These identified domain competencies can also be considered for creation of induction modules for the respective divisions.

The non-key divisions details are captured in annexure 1.

5.1. Boiler Division

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary).¹¹ The Boiler Division is responsible for various matters in connection with the administration of the Boilers Act, 1923. The Boilers Act was enacted largely to provide for safety of life and property from the danger of explosion of boilers and for achieving uniformity in registration and inspection during operation and maintenance of boilers throughout the country.

Table 3: Role of Boiler Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Boiler	Administration of the Boilers Act, 1923	<ul style="list-style-type: none"> Indian Boiler Regulations, 1950 and Administration of Boilers Act, 1923; interpretation of provisions; approvals, relation and exemptions from the provisions of the Act As Secretariat for Central Boilers Board, Constituting Board, organizing meetings and implementing decisions Conducting meetings of the Technical Sub-Committees of the Central Boiler Board Deals with cases and matters where direction needs to be given to State Governments by the Central Government to execute the provisions of the Boilers Act, 1923 Popularize energy conservation by, optimizing Boiler efficiency, organizing Workshops on Efficient Boiler - Operation and Maintenance Surveying of Boilers Evaluating quality management systems, production facilities of firms to be recognized under IBR, Inspection systems of firms recognized as third party Inspecting Authorities for inspecting and certification of boilers and boiler components

¹¹ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>
23

			<ul style="list-style-type: none"> Dealing with problems raised by manufacturers, users of boilers and other concerned parties and provide necessary advice and guidance Authorizing a Competent Person for inspection and certification of boilers and its components during manufacture, erection and use Referring BIS for Codes and specifications¹²
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Based on the roles and functions, the domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Boilers Act, 1923 and its amendments	High	Moderate	Low	High
Indian Boiler Regulations, 1950	High	Moderate	Low	High
Standards for materials, design and construction of boilers and for regulating the inspection and examination of boilers in line with the latest technological developments across the globe	High	High	Moderate	Moderate
Quality Management Systems and Production Facilities of various firms in India and foreign countries	Moderate	Moderate	High	High
Evaluating Inspection Systems and Granting Certificate of Proficiency to Boiler Operation Engineers	Moderate	High	High	Moderate
Understanding of accreditations such as Indian Boiler Regulation, International Organization for Standardization etc.	High	High	High	High
Understanding of supply chain /value chain of boiler manufacturing : use of raw materials (plates, tubes, pipes, valves, pipe fittings, etc.) , manufacturing processes (such as metal removing, forming, casting, joining, welding of metal, heat treatment, and several tests to examine the capacity and safety of the boiler)	High	High	High	High
Understanding of Boiler manufacturing aspects : market size – India and Global ; manufacturing landscape, key enablers required etc.	High	High	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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¹² https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.2. Business Environment Division

The division is headed by Ms. Manmeet K Nanda, (Joint Secretary)¹³. DPIIT is overlooking the improvement of overall business regulatory environment in the country. Under Business Reforms Action Plan (BRAP), the States/UTs in the country are ranked as per the reforms implemented by them on designated parameters. And the exercise helped in improving the business environment across the States.¹⁴

5.2.1. Ease of Doing Business / Global Competitiveness Index / Public Procurement Sections

Table 4: Role of Business Environment Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Ms. Manmeet K Nanda, (Joint Secretary)	Ease of Doing Business / Global Competitiveness Index / Public Procurement	To improve Ease of Doing Business factors and global competitiveness of India	<ul style="list-style-type: none"> Regulatory reforms across country with an objective to create conducive environment for businesses Implementing specific reforms for improving India's rank in World Bank's Doing Business Report Engagement with and handholding of States and Union Territories for implementation of Business Reform Action Plan and assessment thereof Engaging with and hand-holding States and Union Territories for implementation and assessment of District-level Reform Plan Answering Specific grievances of industries with regulatory authorities. Development/ Maintenance / Upgradation of EoDB portal (DBR & BRAP/ DLBRAP) Addressing Parliament Questions/ Budget Matters/ RTI/ VIP references/ PMO References <p><u>Public Procurement</u></p> <ul style="list-style-type: none"> Public Procurement (Preference to Make in India) Order, 2017— policy and amendments, follow up actions under Rule 144(xi) of GFR, 2017, implementation of PPP MII Order by State Governments Engagement with Consultants, Management Trainees, salaries and miscellaneous matters Addressing Parliament Questions, RTI applications, PMO/VIP references Regular engagement of E-Samiksha, CIM Task IDs, PMO. CoS and SC meetings and periodical reports¹⁵

¹³ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

¹⁴ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

¹⁵ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

The domain competencies across various officer levels are identified as:

Competencies	JS/As	Director	US	SO/ASO
Development of public policy (ies) : Process flow, creation of responsibility matrix, financial budgeting etc.				
Understanding of basic concepts around EoDB and GCI. E.g.: <ul style="list-style-type: none"> ○ India's performance in the EoDB and GCI rankings in all parameters ○ Coverage, approach & methodology and dimensions of the indices and their dimensions ○ States' EoDB/BRAP rankings: Top performing states, state and district level EoDB reforms - Coverage, approach and methodology, dimensions of index, etc. 				
Knowledge of initiatives, regulatory reforms and progress made under Reducing Compliance Burden on businesses and citizens across the country as well as globally				
Understanding of emerging technologies pertaining to respective sections e.g.: Industry 4.0, circular economy, AI, e-commerce, etc.				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.2.2. Startup India Section

The section is headed by Ms. Shruti Singh, (Joint Secretary)¹⁶. The Startup India initiative was launched in 2015, to assist startups in India with their ambitious goals. DPIIT is the nodal department for coordinating the efforts of all Central Government Departments and State Governments for carrying forward the initiative intended to catalyze startup culture and build a strong and inclusive ecosystem for innovation and entrepreneurship in India. The initiative, among many other functions aim for simplification and handholding, providing funding support & incentives and to achieve industry academia partnerships and incubation for startups¹⁷.

Table 5: Startup India

Division Head	Area of focus	Mandate of the Division	Role of the Division
Ms. Shruti Singh, (Joint Secretary)	Startup India	Planning and implementation of Startup India Initiative	<ul style="list-style-type: none"> • To formulate and implement Startup India Action Plan, L&D program • To maintain and exercise the Startup India Portal • To get approvals and manage the SI Seed Fund Scheme (SISFS), Credit Guarantee Scheme for Startups (CGSS), Fund of funds for Startups (FFS) • To ascertain the States' Startup Ranking • To convene the SI Global Venture Capital Summit, 'Prarambh'

¹⁶ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>

¹⁷ <https://dpiit.gov.in/startup-india/startup-india-initiative>

			<ul style="list-style-type: none"> To deal with 49 key regulatory reforms for the betterment of EoDB, raising capital and reducing compliance burden for startups To deal with matters related to the National Startup Advisory Council, SCO Startup Forum To enhance the States'/UTs Portal API Integration and create international bridges for domestic startups
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The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Public Policy development and policy advocacy	High	High	High	Moderate
Understanding of emerging technologies pertaining to respective sections e.g.: Industry 4.0, circular economy, AI, e-commerce, etc.	High	High	High	Moderate
Understanding of concepts revolving around startups E.g.: Vision, mandate and coverage of Startup India Seed Fund Scheme, basic knowledge on 'Incubators and Tinkering Labs', Understanding of 'Fund of Funds', top states in startup ecosystem, initiative taken for promotion of startup ecosystem, contents and objectives of Startup India portal, role of National Startup Advisory Council and International Bridges, IPR, Global Startup Ecosystem Index, reducing compliance burden of startups, etc.	Moderate	High	High	High
Thorough knowledge of contents of the Startup India Action Plan 2016 and Startup India Status Report 2018 such as - Startup India Seed Fund Scheme (SISFS), Credit Guarantee Scheme for Startups (CGSS), Startup India Yatra and Startup India Showcase, International Bridges for Startups, etc.	Moderate	High	High	High
Knowledge of initiatives, regulatory reforms and progress made under Reducing Compliance Burden on businesses and citizens across the country as well as globally	High	High	High	High
Global Scenario of Startups Ecosystem, rules, regulations, reforms, Industrialization and technological landscape across the globe	High	High	High	Moderate

Level of intervention as per competency need assessed

High	Moderate	Low
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5.2.3. Investment Promotion (Make in India) Section

The MII Division is headed by Shri Rajeev Singh Thakur, (Additional Secretary). The MII initiative was launched on 25 September 2014 to build a conducive environment to foster innovation by building world class infrastructure, and making India a hub for manufacturing, design, and innovation. This helps in creating an environment that attract investments in the country¹⁸.

Table 6: Role of MII

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Investment Promotion	To improve Investment Promotion to attract investment in the country	<ul style="list-style-type: none"> • Nodal Section for Scheme for Investment Promotion (SIP) of DPIIT • Providing budgetary support to Invest India for approved activities under SIP • Handling shares transfer of Invest India • Providing support to line Ministries, and to states for investment related events/summits • Providing support to Indian missions abroad for investment promotion activities under Make in India and Market Entry Support Programme for Small & Medium Enterprises • Implementation of the Single Window System/ Investment Clearance Cell for attracting investors • Providing Make in India Logo support for specific events as per guidelines¹⁹

The domain competencies identified for the division across various officer levels are:

Competencies	AS/JS	Director	US	SO/ASO
Public Policy development and policy advocacy	■	■	■	■
Understanding of basic concepts Investment promotion. E.g.: <ul style="list-style-type: none"> ○ India's performance in the EoDB and GCI rankings in all parameters ○ Coverage, approach & methodology and dimensions of the indices and their dimensions ○ States' EoDB/BRAP rankings: Top performing states, state and district level EoDB reforms - Coverage, approach and methodology, dimensions of index, etc. 	■	■	■	■
Thorough knowledge of the Make in India initiative and the 15 manufacturing sectors and 24 sub-sectors (such as medical devices, leather and footwear, toys, drones etc.) being coordinated by DPIIT	■	■	■	■
Understanding of emerging technologies pertaining to respective sections	■	■	■	■

¹⁸ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

¹⁹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

e.g.: Industry 4.0, circular economy, AI, e-commerce, etc.				
Coordination of support to Indian Missions abroad/ Line Ministries/ Departments/ Industry Associations for investment promotion and outreach activities/events				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.2.4. Internal Trade and e-Commerce (ITeC) Section

The Internal Trade and e-Commerce division is headed by Shri Anil Agrawal (Additional Secretary)²⁰. The roles of the division include promotion of Internal Trade, welfare of Traders and their Employees and Direct selling, Multi- Level Marketing, and related matters²¹. The major functions of the ITeC division include formulation of the National e-Commerce policy, providing a direction for promoting and regulating various aspects of e-Commerce policy, drafting of the National Retail Trade Policy, laying down the broad guidelines for creating a conducive environment for fueling and streamlining the growth of retail sector, formulating and negotiating India's stance on e-commerce, for discussing in bilateral and multilateral fora, etc.²².

Table 7: Role of ITeC Section

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Anil Agrawal (Additional Secretary)	Internal Trade	Ensuring growth of retail trade, improvement in ease of doing business and infrastructure development across distribution chain of retail trade	<ul style="list-style-type: none"> Promotion of Internal Trade including Retail Trade Welfare of Traders and their Employees An Internal Trade division including Direct selling, Multi- Level Marketing still functional in the Department of Consumer Affairs Matters related to e-Commerce including formulation of eCommerce policy Conduct and follow through of recommendations of the standing group of secretaries on e-

²⁰ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

²¹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

²² https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

Division Head	Area of focus	Mandate of the Division	Role of the Division
	E-Commerce	Aims at laying down intent of the Government for providing a direction for promotion and regulation of various aspects of e-Commerce policy.	<p>Commerce, stakeholder interactions, interdepartmental coordination on cross cutting aspects of eCommerce, analysis of discussion papers, thereof</p> <ul style="list-style-type: none"> Contributing to the committee of Experts constituted under the Ministry of Electronics and Information Technology (MeitY) headed to deliberate on the Data Governance framework and recommend measures relating thereto Addressing Parliament matters relating to the above subjects Addressing RTI cases/ VIP/ PMO references/ Public Grievances and other matters assigned from time to time²³

The domain competencies identified for the division across various officer levels are as follows:

Competencies	JS/AS	Director	US	SO/ASO
Development of public policy (ies) : Process flow, creation of responsibility matrix, financial budgeting etc.	High	Moderate	Low	Low
Understanding of basic concepts related to sections e.g.: internal trade, e-commerce, B2B, B2C, C2B	High	Moderate	Low	Low
Overview of Digital India initiatives such as Sugamya Bharat Abhiyan, BHIM, COE-IT, CERT-In, DigiDhanAbhiyaan, Digitize India, Ebiz, Electronic Development Fund and GeM	Moderate	High	High	High
Understanding of regulatory issues : taxation issues, consumer protection laws, payment related issues of the National E commerce policy	Moderate	High	High	High
Understanding of emerging technologies pertaining to respective sections e.g.: Industry 4.0, AI, Machine Learning etc. .	Moderate	High	High	High
Understanding of Open Network for Digital Commerce : Concept, Constituents, Genesis, Network participants, network policy and data policy	High	High	High	High
Understanding various facets of Draft National E - Commerce Policy and National Retail Policy	High	High	High	High
Global best practices in E- commerce and Internal Trade	High	High	Moderate	Moderate

Level of intervention as per competency need assessed

High	Moderate	Low
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5.3. Cement Division

The Cement Division is headed by Shri Anil Agrawal (Additional Secretary)²⁴. The National Council for Cement and Building Materials (NCCBM), an autonomous organization under the administrative control of DPIIT, Ministry

²³ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

²⁴ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

of Commerce and Industry, Govt. of India is devoted to research, technology development & transfer, testing, education, providing technical support and industrial services to cement, concrete, and construction sector²⁵.

Table 8: Role of Cement Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
<p>Shri Anil Agrawal (Additional Secretary)</p>	<p>Cement</p>	<p>Improve Export of Cement industry</p>	<ul style="list-style-type: none"> • Taking measures for the development and growth of cement Industry and address policy matters relating to large Cement plant & Mini Cement Plants • Monitoring of installed capacity, production, capacity utilization etc., fixation of targets and furnishing periodical returns and data to various Departments & organizations • Provisions of infrastructure support to cement Industry • Infrastructure Coordination Committee meetings regarding supply of coal to cement sector and related matters. • Administering Cement (Quality Control) Order, 2003 - Grant of adhoc permission to manufacture and sale of Cement • Matters related to long term coal linkage to cement plants and allocation of coal blocks to cement plants • Matter relating to Import and Export of Cement • Recommendations of Duty Structure and Taxation Proposals for Budget • Recommendations of Project Import Certification • Matters relating to Asbestos Industry. • Scrutinization of Industrial Entrepreneurs Memoranda (IEM)/ Industrial License applications in respect of Large Cement Plants • Constitution of the Development Council for Cement Industry (DCCI), holding meetings of the Development Council for Cement Industry and follow up its recommendation • Administration of Office of the Development Commissioner for Cement Industry • Matters relating Cement Regulation Account and Court cases in respect of Cement Regulation Account. • Administration of National Council for Cement & Building Materials (NCCBM) • Release of funds for 'Assistance to Autonomous Bodies' and 'Project Based Support' heads and to monitor their

²⁵ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

Division Head	Area of focus	Mandate of the Division	Role of the Division
			<p>implementation. Placement of Annual report of NCCBM before Parliament</p> <ul style="list-style-type: none"> • Matters related to Cement Manufacturers' Association (CMA) and Indian Council of Ceramic Tiles and Sanitaryware (ICCTAS) • Periodical reports/returns • Parliament (Lok Sabha and Rajya Sabha) Questions and Assurances • Addressing matters pertaining to the Construction Industry • Matters pertaining to Bulk Cement Corporation (India) Ltd • RTI Matters • Public Grievances and PMO matters • Diary and dispatch work • Maintenance of Records, etc. • Matters relating to Ceramic Industry, Granite Industry & Marble Industry²⁶

The domain competencies identified are:

Competencies	AS/JS	Director	US	SO/ASO
Knowledge of Cement (Quality Control) Order, 2003	High	Moderate	Low	High
Detailed knowledge of factors of production: raw materials, land, labour and capital requirements, industrial and connectivity infrastructure etc.	Moderate	High	High	High
Manufacturing process, supply chain and related aspects of the industry	High	Moderate	High	High
Understanding of economic landscape of industry: contribution to manufacturing GDP, employment etc., India's production and export trends, major state and region producers, global manufacturing landscape etc.	High	Moderate	High	High
Knowledge and connectedness of related industries such as : Ceramic Industry, Granite Industry, Marble Industry and Asbestos Industry	High	Moderate	High	High
Knowledge of major industry players and their respective market size and segments covered	High	Moderate	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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²⁶ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.4. Consumer Industry (CI) Division

The division is headed by Shri Anil Agrawal (Additional Secretary)²⁷. The division deals with policies and issues related to various consumer goods like, candles, cigar, tobacco, clock, cosmetics, gems, glassware, gramophone, lamps, furniture, instruments, paints, soaps, pressure cookers, sport goods etc.

The table below provides goals of the division in each of these areas along with its role in accomplishing its functions.²⁸

Table 9: Role of Consumer Industry Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Anil Agrawal (Additional Secretary)	Consumer Industry	To overlook issues related to consumer goods	<p>The division deals with policy issues related to the following consumer items</p> <ul style="list-style-type: none"> • Brushes including Bristles • Candles, • Cigar, Cheroots, Cigarettes, Biris of tobacco, manufactured tobacco substitutes, Pan Masala, Gutkha, Mouth Fresheners etc. • Cigarette Lighters • Clocks, Time pieces & watches • Cosmetics and Toilet preparations including Agarbati, and other odoriferous preparations operated by burning • Cutlery • Gems & Jewelry, synthetic stones/Diamonds • Glass & Glassware products – Cullet, waste and scrap of glass, tinted glass, float glass, glass sheets, Optical Glass, wired and non-wired glass, Glass Wool, toughened glass, Fiber Glass and Fiberglass Reinforced Plastic products, Laboratory Glass Ware, all miscellaneous ware • Gramophone records • Hurricane Lanterns • Metal Furniture – of Steel or Other • Musical Instruments • Paints / Varnishes including Enamels, Lacquers and distempers; Acrylic Emulsions, writing or Drawing Ink; Printing Ink, and other Inks, Colors etc. • Photographic Amateur Films, Printing Papers and X-Ray Films etc. • Pressure Cooker

²⁷ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

²⁸ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

			<ul style="list-style-type: none"> • Soaps and Detergents including Household, Laundry, Synthetic detergents etc. • Safety Matches under organized Sector Units only • Stationery items • Ribbons of Typewriter and computer, etc. • Tapes – All types of adhesive tapes, paper tapes • Tin Containers, Packaging material etc. excluding Plastic packaging material, and aseptic packaging, Enamel Wares, Oil Stoves, Utensils- Pans of cast/galvanized iron, enameled, of steel, Ghamellas etc. • Umbrella Fittings • Wood & Plywood – Furniture components Bobbins, Shutters, Bamboo Sticks, veneer sheets for match boxes and match splints, sheets for plywood, particle Board, Fiber Board, Medium Density Fiber Board (MDF), Hard Board, Insulation Board, Laminated wood, packing cases of wood, mats, casks, barrels, vats and tubs, matting and screens of vegetable materials etc. • Sports Goods – All sports goods other than those of Leather & Rubber and other than those that are dealt with in the Department of Textiles viz. Sports wears other than Leather and Rubber Garments. Educational & Mechanical Toys • Zip fasteners & Snap-Fasteners etc. • Apart from clarifications/decisions on matters relating to the above consumer goods, the following work is also done by C.I Section • Disposal of VIP/PMO references/Public Grievances • Periodical Reports and Returns²⁹
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The domain competencies identified are as below:

Competencies	AS/JS	Director	US	SO/ASO
Understanding of market size and present market scenario, and best practices/ latest developments across various segments/ products across the globe				

²⁹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Manufacturing process, supply chain and related aspects of the industry	High	Moderate	Low	Moderate
Composition of various segments in the consumer industry	High	Moderate	Low	Moderate
Understanding of economic landscape of industry : contribution to manufacturing GDP, employment etc., India's production and export trends, major state and region producers, global manufacturing landscape etc.	High	Moderate	Low	Moderate
Detailed knowledge of factors of production : raw materials, land , labour and capital requirements, industrial and connectivity infrastructure etc.	High	Moderate	Low	Moderate
Knowledge of major industry players and their respective market size and segments covered	High	Moderate	Low	Moderate
Adept with new trends, technologies and factors driving the consumer industry	High	Moderate	Low	Moderate
Knowledge of emerging market concepts like Artificial Intelligence, Machine Learning, IoT, Blockchain, etc.	High	Moderate	Low	Moderate
Knowledge of Technical Regulations/ Quality Control Orders (QCOs) issued for Consumer Industry	Moderate	Moderate	Low	High
Understanding certifications and standards for consumer products	Moderate	Moderate	Low	High

Level of intervention as per competency need assessed

High	Moderate	Low
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5.5. Development of Backward Areas Division

The division is headed by Shri Rajendra Ratnoo, (Joint Secretary)³⁰. The division deals with the additional initiatives of the department which revolve around industrial development and promotion of internal trade. Primarily, it focuses on the collection of schemes that are directed towards the Northern Himalayan States.

5.5.1. Modified Industrial Infrastructure Upgradation Scheme (MIUS) Section

The Industrial Infrastructure Upgradation Scheme was continued after being renamed as MIUS (Modified Industrial Infrastructure Upgradation Scheme) under which projects have been undertaken to upgrade infrastructure in existing Industrial Parks/ Estates/ Areas. Greenfield Projects have also been undertaken in backward areas and Northeastern Region (NER).

Table 10: Role of MIUS Section

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajendra Ratnoo, (Joint Secretary)	MIUS	The aim is to upgrade infrastructure in existing Industrial Parks, Estates, Areas and. Greenfield Projects in Northeastern regions	<ul style="list-style-type: none"> The section deals with Industrial Infrastructure Up-gradation Scheme (IIUS) and Modified IIUS (MIUS) to upgrade IPS, 2002 and industrial infrastructure in the industrial clusters in the country Formulating scheme to develop Industrial clusters, organizing meetings of Empowered Committee under IPS, 2002, getting approval of projects under IIUS/MIUS scheme through organizing meetings with 'Apex Committee', preparing Agendas, issuing meeting notice and MoM of Apex Committee, Empowered Committee and Review Meetings Support funding for on-going projects and miscellaneous issues with SPVs / SIAs (Implementing Agencies of projects) Monitoring of projects through Web Based Monitoring System and review meetings, Monthly Progress Report (MPR)/ Quarterly Progress Report (QPR), preparing Fortnightly, Monthly, Quarterly, Half yearly and Annual reports regarding RTI applications, parliament questions pending cases, VIP references Issues related to completed projects Replying to audit objections in respect to former Growth Centre Scheme and IIUS/ MIUS Dealing with court cases filed by applicants in various courts in respect to IPS, 2002 Laying of Annual Reports of SPVs 86 SIAs in the Parliament and framing answers to Parliament Questions Preparing material related pending cases³¹

³⁰ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

³¹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/AS O
Understanding of Industrial Infrastructure Upgradation Scheme (IIUS)/ Modified IIUS (MIIUS) and Industrial Park Scheme, 2002 : Objective, Target group, evaluation and implementation mechanism, stakeholders involved, etc.				
Understanding of North-east industrial Development scheme, Northeast Industrial and Investment promotion policy, Industrial Development scheme for Himalayan states : Objective, Target group, evaluation and implementation mechanism, stakeholders involved, etc.				
Broad awareness of current affairs of scheme : number of ongoing projects, major industrial clusters/ states, approx. planned allocation and expenditure etc.				
Broad awareness of other schemes/ projects undertaken towards industrial development and infrastructure : such as PM GatiShakti, India Industrial Land Bank, Industrial Park rating System, National Single window systems, National Infrastructure pipeline, National Monetization pipeline, PLI etc.				
Improved and updated knowledge of related best infrastructure practices and regulations across the globe				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.5.2. Northeastern Region Subsidy Scheme (NERS) Section

The division deals with the additional initiatives of the department which revolve around industrial development and promotion of internal trade in the hilly, remote and inaccessible areas. Greenfield Projects have also been undertaken in backward areas and Northeastern Region (NER).

Table 11: Role of NERS

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajendra Ratnoo, (Joint Secretary)	NERS	The aim is to upgrade infrastructure in existing Industrial Parks, Estates, Areas and Greenfield Projects in Northeastern regions	<ul style="list-style-type: none"> • Transport Subsidy Scheme (TSS), 1971/ Freight Subsidy Scheme (FSS), 2013:- <ul style="list-style-type: none"> - Court Cases related to the schemes - Implementation of schemes, policies and procedures - Parliament Questions and RTIs related to the schemes • Northeast Industrial and Investment Promotion Policy (NEIIPP), 2007:- <ul style="list-style-type: none"> - Court Cases related to the schemes - Implementation of schemes, policies and procedures - Parliament Questions and RTIs related to the schemes - Proposing Budget and funds realization under the schemes

			<ul style="list-style-type: none"> • Northeast Industrial Development Scheme (NEIDS), 2017:- <ul style="list-style-type: none"> - Court Cases related to the schemes - Implementation of schemes, policies and procedures - Parliament Questions and RTIs related to the schemes - Proposing Budget and funds realization under the schemes - Proposing Budget and funds realization under the schemes³²
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The domain competencies identified across various officer level are:

Competencies	JS/AS	Director	US	SO/ASO
Understanding of Northeast industrial Development Scheme : Objective, Target group, evaluation and implementation mechanism, stakeholders involved, etc.				
Knowledge of various benefits provided under NEIDS 2017 namely - Central Capital Investment Incentive for access to credit (CCIAC), Central Interest Incentive (CII), Central Comprehensive Insurance Incentive (CCII), Income Tax (IT) Reimbursement, Goods and Services Tax (GST) Reimbursement, Employment Incentive (EI), and Transport Incentive (TI).				
Process for granting registration under NEIDS, 2017				
Broad awareness of infrastructural projects/ developments under the scheme				

Level of intervention as per competency need assessed

High	Moderate	Low
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³² https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.6. Explosives Division

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)³³. The Explosives division deals with administrative and policy issuance pertaining to the Explosive Sector (Not Exempted from Industrial Licensing) and PESO, amendments in Acts and Rules, issuance of Exemption and Essential Certificates, matters relating to delegation of Powers of Central Government under the Explosives Act/Rules, Parliamentary matters concerning the explosive industry, constitution of Inquiry Committee for holding inquiry of major accidents occurred manufacturing units of explosives sector proposals relating to upgradation of PESO, etc. falls under this division³⁴.

Table 12: Role of Explosives Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Explosives	Administering issues in Acts and Rules, policy issues, related to compulsory licensing, issuing exemption and certificates, budget allocation parliamentary matters in respect to the explosive sector	<ul style="list-style-type: none"> • Explosives Section deals with administering and issuing policy related to Explosive Sector (Not Exempted from Industrial Licensing) and Petroleum & Explosives Safety Organization, headed by Chief Controller of Explosives (Joint Secretariate level) and is headquarters at Nagpur, with 5 circle offices at Kolkata, Chennai, Mumbai, Faridabad & Agra and 18 sub circle offices • PESO, a regulatory body, administers the Inflammable Substance Act 1952 and Explosives Act, 1884 [Explosives Rules, 2008, Ammonium Nitrate Rules, 2012, Gas Cylinder Rules, 2016, Static & Mobile Pressure Vessels (Unfired) Rules, 2016]. PESO is responsible to implement safety regulations under the Environment (Protection) Act, 1986 [Manufacture, Storage and Import of Hazardous Chemicals Rules, 1989] and Petroleum Act 1934 [Calcium Carbide Rules, 1987, Petroleum Rules, 2002] • PESO administers amendments in Acts and Rules including Explosives Section processes and finalizes the amendments, notifications, etc. • Explosives are covered under compulsory licensing under the industries (Development and Regulation) Act, 1951. As per comments received from PESO and Technical Wing, Explosives Sections finalizes and processes the views / comments on the applications received from I.L. Section for the following: <ul style="list-style-type: none"> i. Endorsement of additional sites, ii. Change of name and locations, and nomenclature of explosive items. iii. Industrial Licenses to set up new units. Realignment within existing license capacity. iv. Substantial expansion of the existing licensed capacity. Comments of Ministry of Home Affairs and State Government are taken by Industrial License Section, if required

³³ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>

³⁴ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

			<ul style="list-style-type: none"> • Issue of, exemption and NOC for export of explosives by land to neighboring Countries under the Explosives Rules, 2008; and Essentiality Certificate to firms to avail concessional rate on import duty of capital goods and spares required for initial setting for the project • Appeals preferred by the companies against the orders of CCE, PESO suspending and revoking the licenses issued under Explosives Rules • Matters related to, delegation of Powers of Central Government under the Explosives Act; allocation of budget to PESO, issuing financial approvals / sanctions appropriation and re-appropriation of funds under the Plan and Non-Plan, and monitoring the utilization; Cadre control and administration of Indian Petroleum & Explosives Safety Service (IPESS), such as <ul style="list-style-type: none"> a) appointment of Deputy Controller of Explosives through UPSC, conducting DPC to promote to the post of Controller of Explosives in DIPP and submitting proposals to conduct DPCs for the post of Deputy Chief Controller of Explosives and above to UPSC after completing all formalities b) Getting recommendation of DPC from UPSC for the post of Chief Controller of Explosives, appointing after taking ACC approval through DoPT c) Operating of Service Rules of Group 'A' IPESS in consultation with DOPT and UPSC • Parliamentary matters including, urgent public importance, Parliamentary questions, preparing replies to questionnaire of Parliamentary Committees, providing inputs and information sought by other Ministries on Parliament Questions, Parliamentary matters, etc. • Proposals related to, administrative improvements of staff, including restructuring / enhancing staff strength of PESO, creation of Group 'A' Service of technical officers of PESO, etc. upgradation of PESO, including making its services online, providing online System for Explosives Tracking and Tracing, etc. • Constituting Inquiry Committee to hold inquiry of major accidents occurred in manufacturing units of explosives sector under Section 9A of the Explosives Act • Representations received from fireworks / explosives manufacturers' associations and other stakeholders to make amendment, etc. in the rules made under Explosives Act and Petroleum Act³⁵
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The domain competencies identified for this division across various officer levels are:

Competencies	AS/J S	Direct or	US	SO/A SO
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³⁵ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Knowledge of all related acts : Explosives Act, 1884, Inflammable Substance Act, 1952, Petroleum Act, 1934, Environment (Protection) Act, 1986	High	Moderate	Low	Low
Knowledge and understanding of Industries (Development and Regulation) Act, 1951 and licensing procedure for explosives including processing and finalising views/comments on the applications	High	High	High	High
Knowledge of best practices/ latest developments across the globe across different industries	High	High	Moderate	Moderate
Knowledge of types of Industrial Explosives understanding of manufacturing processes, raw materials including detonating fuses , safety fuses, gunpowder, nitrocellulose and matches and technology used in explosives	Moderate	Moderate	High	High
Knowledge of emerging market concepts like Industry 4.0, Data Analytics, Artificial Intelligence, Machine Learning, etc.	High	High	Moderate	Moderate

Level of intervention as per competency need assessed

High	Moderate	Low
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5.7. Foreign Collaboration Division

The division is headed by Ms. Manmeet K Nanda, (Joint Secretary)³⁶. It has three sections, namely, Foreign Direct Investment (FDI) Policy, FDI Data Cell and Foreign Investment Facilitation Portal (FIFP). The division deals with formulation of FDI Policy, maintain the database and its publishing for public viewership. It also deals with matters that aim to create a conducive environment for foreign investment.

The FC Division also looks after promotion of investment by Overseas Indian in India, including innovative investments and policy initiatives consistent with the overall Government policies, particularly in areas such as Special Economic Zones for Overseas Indians. It also tracks FDI inflow data based on remittances reported by the RBI.

Table 13: Role of Foreign Collaboration Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Ms. Manmeet K Nanda, (Joint Secretary)	FDI Policy	Formulation of Foreign Direct investment (FDI) Policy (incentives, limitations, restrictions etc.), and all matters regarding facilitation of future investment.	<ul style="list-style-type: none"> All matters relating to FDI Policy, consolidation, clarifications, Discussion Papers Proposal for FDI in Retail Trade, Export Oriented Units & proposal for NRI investment Addressing Parliament matters relating to the specified subjects Addressing RTI cases/ VIP/ MP references and other matter assigned from time to time
	FDI Data Cell		
	Foreign Investment Facilitation		<ul style="list-style-type: none"> Management of Foreign Investment Facilitation Portal (FIFP) Proposal Initiation and coordination with Administrative Ministries Departments Guiding Investors through Helpline on Portal Updating pendency position fortnightly and sending monthly report to PMO & Cabinet Secretariat Convening and Preparing material for review meetings on pending FDI proposals Maintaining Database of FDI proposals received in various Ministries & Departments Providing concurrence on Proposals referred by other Administrative Ministries for rejection/ stipulation of additional conditions in approval letter for FDI proposals Conducting Workshops, Training sessions on processing FDI proposals for the benefit of all stakeholders Referring cases to IMC relating to rejection of FDI Proposals Aiding/consultations for addressing clarifications received from the sectoral Administrative Ministries/Departments while

³⁶ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

			<p>processing FDI proposals and on FDI Policy issues</p> <ul style="list-style-type: none"> • Convening IMC Meetings in respect of delayed FDI proposals escalated by Administrative Ministries/Departments for quicker resolution • Convening IMC Meetings to examine FDI proposals from countries sharing land borders with India • Addressing Court cases and Writ Petitions, Parliament matters/ VIP references, Public Grievances³⁷
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The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Comprehensive knowledge of - FDI entry routes in India, FDI policies in various sectors under different routes (automatic and government), and the prohibited sectors (Real Estate Business or Construction of farmhouses, Lottery Business, Gambling and Betting, Manufacturing of cigars, cheroots, cigarillos and cigarettes, of tobacco or of tobacco substitutes, etc.)	High	Moderate	Moderate	Moderate
Utmost competency in processing FDI proposals through knowledge of contents in SOP for processing FDI proposals such as - online filing of applications through FIFP by applicant, identification of the concerned Administrative Ministry/ Department and e-transfer the proposal to them within 2 days for processing and disposal of the case, Calculation of time limits for disposal of applications, etc. And in line with the above - familiarity with the Foreign Investment Facilitation Portal (FIFP) and how it facilitates the single window clearance of FDI applications which are through approval route	High	Moderate	Moderate	Moderate
On-ground understanding of the policy-making process, policy issues and important concepts covered in the Foreign Exchange Management Act (FEMA) 1999 like - Dealing in foreign exchange, Holding of foreign exchange, clauses regarding investments in the act, etc.	High	Moderate	Moderate	Moderate
Exposure to best FDI practices across globe	Moderate	Moderate	Moderate	Low
Better understanding of International Economics, Macroeconomics, Trade Theory, liberalisation and facilitation of FDI	Moderate	Moderate	Moderate	Moderate
Knowledge of Competent Authorities for grant of Approval/Rejection of foreign investment proposals requiring Government Approval under different sectors and activities , e.g.: Ministry of Mines for mining, Ministry of Home Affairs for manufacturing of Small arms and Ammunitions covered under Arms Act 1959 and for private security agencies, Department of Space for satellites, etc.	Moderate	Moderate	Moderate	Moderate

Level of intervention as per competency need assessed

High	Moderate	Low
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³⁷ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf
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5.8. Goods & Service Tax (GST) Subsidy Division

The division is headed by Shri Rajendra Ratnoo, (Joint Secretary)³⁸. GST Subsidy Scheme Division covers authorization of funds to CBIC for further disbursement to the industrial units and inspection of units registered under the Scheme, related policy matters, matters related to RTI, Public Grievances, Parliament Questions, etc. and coordination work of various Ministries/Departments and States.

Table 14: Role of GST Subsidy Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajendra Ratnoo, (Joint Secretary)	GST Subsidy Scheme	To authorize funds to registered units, administer policy matters related to the scheme, coordinating work of ministries and matters related to RTI, Public Grievance etc.	<ul style="list-style-type: none"> Authorizing funds to CBIC for disbursement and organizing one time inspection of the registered industrial units under the Scheme Matters related to, policy of the Scheme, Public Grievances, RTI, PMO references, Parliament Questions, Parliamentary matters, Court matters, etc. Coordinating works of the various Ministries, Departments and States³⁹

The domain competencies of the division are as follows:

Competencies	JS/Asst JS	Director	US	SO/ASO
Understanding of GST calculation, benefits, stakeholders involved etc.	High	Moderate	Low	Low
GST Subsidy Scheme Structure & Procedures	High	High	Low	Low
Knowledge of industrial units eligible for the scheme, policy matters related to scheme	High	High	Low	Low
Awareness of different stakeholders involved across various Ministries / Departments and States	High	High	Low	Low
Detailed understanding of complementarity of the scheme with other schemes / programmes such as "Special Package" for industrialization in Himalayan states/ Union territory of Jammu & Kashmir, Union Territory of Ladakh, Himachal Pradesh and Uttarakhand,	High	High	Low	Low

Level of intervention as per competency need assessed

High	Moderate	Low
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³⁸ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

³⁹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.9. Industrial Entrepreneurs Memorandum (IEM) Division

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)⁴⁰. The Industrial Entrepreneurs Memorandum (IEM) Division deals with the whole IEM structure and G2B (Government-to-Business) portal, starting from applications, scrutiny, amendments to structure/procedure, implementation, and statistical presentation^{41, 42}.

DPIIT enhanced the entire IEM portal since 25th May 2020. The enhanced portal offers online filing of applications for IEM- Part A, Part B and for amendments. All applications are processed in online mode and acknowledgement certificates with QR code are issued electronically⁴³.

Table 15: Role of IEM Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Industrial Entrepreneurs Memorandum	Overlooking Industrial Entrepreneurs Memorandum and formulation of MoUs	<ul style="list-style-type: none"> Receiving online IEM applications (Part A&B). Scrutinizing the applications and return the incomplete applications Issuing IEM acknowledgements. (Part A &B) Circulating the acknowledged IEMs to the concerned authorities for their comments Statistical Data Entry Maintenance of files for IEM Acknowledgement for keeping the records in the Section Deletion of IEMs found deficient later upon the recommendations of State Govt./Admin. Ministries/Office of the DC (MSME)/Textile Commissioner Cancellation of IEMs voluntarily surrendered by the Entrepreneurs Amendments in Part A in acknowledged IEM Issue of duplicate copies of IEMs as per the request of the applicant Dealing with Court cases pertaining to IEM matters; preparing Para wise comments and submitting affidavits etc. in various courts Collection, compilation, and tabulation of the details on Industrial Investment Intentions in terms of IEMs filed & DILs granted under the I (D&R) Act, 1951 Preparation of monthly returns on Investment Intentions for submission to O/o E.A. Dissemination of statistical information through monthly publication namely SIA STATISTICS in electronic form on the website Updating the website of the department Publication of the Annual Issue of SIA STATISTICS in electronic form on the department's website

⁴⁰ <https://dpiit.gov.in/sites/default/files/WA%20vkd.pdf>

⁴¹ <https://www.indiafilings.com/learn/industrial-entrepreneur-memorandum-iem-dpiit-g2b-portal/>

⁴² Plans are underway to cease this division / section

⁴³ <https://services.dpiit.gov.in/lms/>

			<ul style="list-style-type: none"> Addressing Parliament Questions related to Industrial Investment Intentions Replying to RTI Queries Submission of Monthly Reports and Returns to O&M, Record Cell, Parliament Section Hindi Section etc.⁴⁴
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The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Comprehensive knowledge of contents included in the IEM applications and acknowledgements issued- familiarity with the G2B Portal/IEM portal which offers online filing of applications for IEM- Part A, Part B and for amendments	High	Moderate	High	High
Complete familiarity with the G2B Portal/IEM portal	Moderate	High	High	High
Adept with process flow of IEM processing : scrutinizing the applications , returning the incomplete applications, issuing IEM acknowledgements, circulating the acknowledged IEMs to the concerned authorities for their comments, record maintenance of IEM acknowledgements, deletion of IEMs deficient later upon the recommendations of the state and cancellation of IEMs voluntarily surrendered by the entrepreneurs	Moderate	High	High	High
Preparation of monthly returns on Investment Intentions, monthly publishing of the SIA statistics on DPIIT website and regularly updating division information on the department website	Moderate	High	High	High
Knowledge of dissemination of statistical information through SIA statistics	High	Moderate	High	High
Adept in dealing with court cases pertaining to IEM matters and submitting affidavits in various courts etc.	High	Moderate	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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⁴⁴ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.10. Industrial Policy/ Industry Licensing (IP/IL) Division

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)⁴⁵. The role of DPIIT is to promote industrial development of the country by facilitating investment in new and upcoming technology, accelerating, attracting FDI and supporting a balanced development of industries and trade. Presently only two industries are reserved exclusively for the public sector namely Atomic Energy and, Railway Operations. Private investment is allowed in Railways for operations, other construction, and maintenance activities⁴⁶.

Table 16: Role of Industry Licensing Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Industry Licensing	Licensing of four industries, Specified Hazardous Chemicals, Defense Sector, Cigar, cigarettes, tobacco and substitutes, Industrial Explosives, industrial undertaking pertaining to a scheduled industry, FDI restrictions and Security Clearance	<p>A. Licensing is done under the Industries (Development & Regulation) Act, 1951. After the 1991 de-licensing, only following four industries are covered under compulsory licensing which are:</p> <ol style="list-style-type: none"> 1. Specified Hazardous Chemicals that includes Hydrocyanic acid and its derivatives, Phosgene and its derivatives and Isocyanates and diisocyanates of hydrocarbon that are not elsewhere specified (example methyl Isocyanate). 2. Defense Sector: It includes the Items covered under Arms Act, 1959, IDR Act, 1951 and UAVs for Civil Aviation Sector. <ul style="list-style-type: none"> • Defense products list requires compulsory license from DPIIT under Industries (Development & Regulation) Act, 1951 and Arms Act, 1959 has been revised • The list of Defense items mentioned in Annexure-I of Press Note 1(2019) requires licensing for manufacturing under IDR Act, 1951 • The list of Arms and Ammunition mentioned in Annexure-II of Press Note 1(2019), as amended by MHA from time to time, requires licensing for manufacturing and / or proof testing under Arms Act, 1959 • Press Note 2(2019 Series) is in regard to licensing requirement of parts and accessories in Defense Sector clarifies that No Industrial License / Arms License is required to manufacture any parts or accessories in Defense Sector, unless they are specifically listed in any of the Annexures of Press Note 1(2019 Series)

⁴⁵ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>

⁴⁶ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

			<p>3. Cigars, cigarettes of tobacco and manufactured tobacco substitutes</p> <ul style="list-style-type: none"> - Other tobacco products don't fall under compulsory licensing - Fresh licenses are not granted to manufacture cigarettes on health grounds since 1999 <p>4. Industrial Explosives the lists including safety fuses, detonating fuses, nitrocellulose, gun powder, and matches</p> <p>B. As per IDR Act, 1951 an industrial undertaking is any scheduled industry carried on in one or more factories, a factory is any premises, where manufacturing process is being carried on</p> <ol style="list-style-type: none"> i. with the aid of power, provided, 50 or more workers are working thereon on any day of the last twelve months; or ii. without the aid of power, provided, 100 or more workers are working thereon on any day of the past twelve months and further, that in no part of the premises manufacturing process is being carried on with the aid of power <ul style="list-style-type: none"> • If the workers are less than 50, then the industrial undertaking is not covered under IDR Act, 1951. However, such requirement is not there under Arms Act, 1959 <p>C. FDI Restrictions:</p> <p>Defense Sector.</p> <ul style="list-style-type: none"> • 49% FDI is allowed under automatic route in Defense Industry, subject to Industrial license under manufacturing of arms and ammunition under the Arms Act, 1959 and the Industries (Development & Regulation) Act, 1951 • For FDI more that 49%, is allowed through Government route where it likely results to access to modern technology or for other reasons to be recorded • According to licenses issued for Defense sector under IDR Act, 1951, the management of the company owning the Industrial • License should be Indian with majority representation on the Board, the Chief
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			<p>Executive of the company being Resident Indians</p> <ul style="list-style-type: none"> • Under Arms Act, 1959 as per Rule 53 of Arms Rules, 2016, the company should be controlled and owned by Resident Indians or by Indian companies, controlled and owned by resident Indian <p>Explosives and Chemical Sector:</p> <p>The above sectors are not mentioned in FDI policy circular. Para 55.2(a) of FDI Policy circular inter alia states that in sectors/activities not listed thereunder, FDI is permitted up to 100% on the automatic route</p> <p>D. Security Clearance:</p> <ul style="list-style-type: none"> • As per policy guidelines of MHA dated 25.06.2018, the security clearance conveyed to entity or director(s) in a proposal remains valid for other proposals in different sectors of the same ministry for a period of 10 years from the date of initial grant of security clearance or the period of license / permission, whichever is earlier • The aforesaid principle doesn't apply to Explosives Sector • As per MHA policy guidelines, security clearance is not required for Chemical Sector <p>E. Circulation of applications:</p> <p>The applications under Arms Act, 1959 are circulated to the following:</p> <ol style="list-style-type: none"> a. Concerned State Governments b. Department of Commerce, SEZ Division c. Department of Defense Production d. Explosives Section, DPIIT e. FDI Division, DPIIT (in case of FDI more than 49%) f. Ministry of Corporate Affairs g. Ministry of Home Affairs, Arms Division h. Ministry of Home Affairs, Internal Security Division⁴⁷
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⁴⁷ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

The competencies defined across various officers are as follows:

Competencies	JS/AS	Director	US	SO/ASO
Procedures, processes and protocols for Industrial Licenses				
Product list for which DPIIT is the Licensing Authority under Industries (Development & Regulation) Act, 1951, Specified Hazardous Chemicals, Items covered under Arms Act, 1959, and IDR Act, 1951 and UAVs for Civil Aviation Sector				
Knowledge of FDI policies, restrictions and security clearance requirements for the industries				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.11. Industrial Statistical Unit (ISU) Division

The division is headed by Shri Rajesh Kumar Sharma, (Deputy Director General). The Industrial Statistical Unit is concerned with collection, compilation and processing of data, timely furnishing of requisite data to CSO and analyzing of growth trends in industrial production.

Table 17: Role of ISU Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajesh Kumar Sharma, (Deputy Director General)	ISU	To collect, process and compile monthly production data more efficiently	<ul style="list-style-type: none"> Collecting, processing, and compiling monthly production data Furnishing required data to the Central Statistical Office (CSO) to compile all-India Index of Industrial Production (IIP) Analyzing growth trends in the industrial productions Analysis of the All-India Index of Industrial Production releases by National Statistics Office (NSO) every month Monitoring of Submission of production returns by Industrial Units, its quality assessment, automation Supply of information to other Ministries- Departments Information on Parliament Questions to Other Ministries/Departments Regular correspondence with Ministry of Statistics and Programme Implementation (MoSPI) on monthly Index of Industrial Production (IIP) data related matter Regular assessment of Data Governance Quality Index (DGQI) with other Divisions⁴⁸

The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Public Policy development and policy advocacy				
Understanding of the components of <i>Wholesale Price Index (WPI)</i>- deflator, settlement of escalation contracts, revision of price of schedule drugs, Supply Use Table				
Understanding of the components of <i>Business Service Price Index</i>- Banking Services, Securities Transaction, Port Services, Telecom Services, Insurance Services, Railways Services, Postal Services, Air Transport				

⁴⁸ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

<p>Understanding of the components of <i>Index of Eight Core Industries (ICI)</i>- Coal, Crude Oil, Natural Gas, Petroleum Refinery Products, Fertilizers, Steel, Cement & Electricity,</p>	High	High	High	High
<p>Understanding of the components of <i>Index of Industrial Production (IIP)</i> - 322 item groups out of 407 item groups of manufacturing sector, collection of data under Industries (Development and Regulation) Act, 1951 and Scheduled Industries (Submission of Production Returns) Rules, 1979.</p>	High	Moderate	High	High
<p>Understanding of formulation and review of trade agreements – Tariff concessions, ROO, services and investment chapters; Bilateral and multilateral Investment agreements; WTO Trade Policy Reviews of member countries, FTP 2021-26</p>	High	High	Moderate	Moderate
<p>Handling of PRAGATI & E-Samiksha portals monitored by the PMO</p>	Moderate	Moderate	High	High
<p>Understanding of recent policy initiatives of O/oEA - Draft Industrial Policy, District Development Plan for Six districts, Report on US \$ 5 Trillion Economy</p>	Moderate	Moderate	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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5.12. Infrastructure Development Division

The Infrastructure Development division is headed by Shri Rajendra Ratnoo, (Joint Secretary)⁴⁹. DPIIT, through its autonomous body National Industrial Corridor Development Corporation (NICDC) has administrative control over development of various Industrial Corridor Projects as part of National Industrial Corridor programme by the Government of India aimed at development of futuristic industrial cities in India which can compete with the best manufacturing and investment destinations in the world. The same will create employment opportunities and economic growth leading to overall socio-economic development.

Table 18: Role of Infrastructure Development Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajendra Ratnoo, (Joint Secretary)	Infrastructure Development – Industrial Corridor	Ensuring growth of retail trade, improvement in ease of doing business and infrastructure development across distribution chain of retail trade	<ul style="list-style-type: none"> • References received from NICDCL and any other organizations including State Governments related to <ul style="list-style-type: none"> - Amritsar — Kolkata Industrial Corridor (AKIC), - Bengaluru — Mumbai Industrial Corridor (BMIC) - Chennai — Bengaluru Industrial Corridor (CBIC), - Delhi Mumbai Industrial Corridor (DMIC) and - East Coast Industrial Corridor (ESIC) [Vizag-Chennai Industrial Corridor (VCIC) which will be developed in the first phase] • Monitoring, progress of Industrial Corridor projects; Expenditure Finance Committee (EFC) / Cabinet Committee on Economic Affairs (CCEA) / Cabinet Notes; Board Meetings; Budget matters • Matters related to National Industrial Corridor Development and Implementation Trust (NICDIT) • Submitting and updating information related to action points on projects on the e-Samiksha portal • Monitoring Pragati Report by Project Monitoring Group (PMG) • RTI Matters and VIP References • Uploading Delivery Monitoring Unit (DMU) Report on DPIIT's website • Disposal of RTI Applications under RTI Act, 2005 • Dealing with Court cases • Providing Weekly, Fortnightly, Monthly, Quarterly and Annual Reports and other reports and returns to Budget / Coordination / Establishment / Finance / Parliament / Planning / O&M and other Sections of DPIIT

⁴⁹ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

Division Head	Area of focus	Mandate of the Division	Role of the Division
	Infrastructure Development – India International Convention and Expo Centre (IICC)	Aims at laying down intent of the Government for providing a direction for promotion and regulation of various aspects of e-Commerce policy.	<ul style="list-style-type: none"> References on India International Convention and Expo Centre (IICC) Project Monitoring progress of IICC Projects, Budget matters, CoS Notes, Board meetings; preparing agenda and MoM; conducting meetings, etc. Submitting and updating information related to action points on projects on the e-Samiksha portal Monitoring Pragati Report by Project Monitoring Group (PMG) RTI Matters and VIP References Uploading Delivery Monitoring Unit (DMU) Report on DPIIT's website Disposal of RTI Applications under RTI Act, 2005 Dealing with Court cases Providing Weekly, Fortnightly, Monthly, Quarterly and Annual Reports and other reports and returns to Budget / Coordination / Establishment / Finance / Parliament / Planning / Organization and Methods (O&M) and other Sections of DPIIT⁵⁰

The domain competencies across various officer levels are defined as:

Competencies	JS/AS	Director	US	SO/AS O
Understanding of Mission, Vision, Institutional setup , implementation framework, coverage of various industrial corridors, update of key projects / nodes under each corridor				
Basic knowledge of facilities, location, transportation infra, institutional structure etc.				
Working knowledge of E-Samiksha portal (Online monitoring and compliance mechanism developed to fast track the compliance of pending action – points/ proposals/ issues/ projects/ schemes/ targets etc. of various implementing agencies such as Ministries/ Departments/ Organizations of Govt. of India, State Govts, Autonomous bodies, PSUs, etc.)				
Updated knowledge on development aspects of industrial projects / nodes and corridors				
Improved and updated knowledge of related best infrastructure practices and regulations across the globe				
Understanding of scope, roles and responsibilities of NICDIT, NICDCL and Ministry of Commerce				

⁵⁰ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Understanding of best – practices in the sphere of industrial development across globe	High	High	Low	Low
Awareness about National Industrial Corridor Programme, major nodes under different corridors, major projects under different phases	Low	Low	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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5.13. Intellectual Property Rights (IPR) Division

The IPR division has eight sections, and Ms. Shruti Singh, (Joint Secretary) heads the IPR - Establishment, Patents, Trademark & Geographical Indications (GI), Designs, Copyrights, Negotiations & Cooperation, Cell for IPR Promotion and Management (CIPAM) and IPR - National Institute of Design (NID) is headed by Shri Rajesh Kumar Singh, (Joint Secretary)⁵¹. The IPR Division deals with all matters relating to Intellectual property Rights and their associated activities.

The Department handles matters related to Protection of Intellectual Property Rights (IPR) and administers acts related to IPRs. The National IPR Policy (2016) states the roadmap for IP in India. The Policy recognizes the magnitude of creative and innovative energies that flow in India, and the need to tap into it and channelize them in a positive way. The National IPR Policy is a vision document that aims to create and exploit synergies between all forms of intellectual property (IP), concerned statutes and agencies. The six main objectives of the policy are: IPR Awareness; Generation of IPRs; Legal and Legislative Framework; Administration and Management; Commercialization of IPRs; Enforcement and Adjudication; and Human Capital Development.

Table 19: Role of IPR Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Ms. Shruti Singh, (Joint Secretary)	IPR - Establishment	To incorporate global best practices in IPR-Establishments to the Indian scenario	<p>The IPR-Establishment Section inter-alia deals with all the administrative matters pertaining to Office of Controller General of Patents Designs and Trademarks (CGPDTM) and the Intellectual Property Appellate Board (IPAB)</p> <ul style="list-style-type: none"> CGPDTM Office: All matters of the CGPDTM Office like Recruitment to various posts like Senior Joint Controller, Joint Controller, Deputy Controller, Assistant Controller and Examiner of Patents & Designs, and the Senior Joint Registrar, Joint Registrar, Deputy Registrar, Assistant Registrar, Senior Examiner and Examiner of the Trademarks and Geographical Indications, Framing of the Recruitment Rules for various posts, etc. IPAB: All matters of the IPAB like the Appointment of Chairman, Vice-Chairman, Technical Members (Patents, Trademarks, Copyrights) and all administrative matters of the officials working therein
	IPR - Copyrights	To incorporate global best practices in IPR-Copyright to the Indian scenario	<ul style="list-style-type: none"> Administration of all matters related to Copyright Act, 1957 and Rules made therein, and with matters related to the Copyright Office Implementation of Scheme for Pedagogy and Research in IPRs for Holistic Education and Academia (SPRHA) Coordinating section for Rajasthan and Chhattisgarh

⁵¹ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

Division Head	Area of focus	Mandate of the Division	Role of the Division
	IPR - Patents	To incorporate global best practices in IPR-Patents to the Indian scenario	<ul style="list-style-type: none"> • IPR III (Patents) Section Deals with administration of Patent Act and Rules • Amendment and Enforcement of Patent Act and Rules • Matters relating to Patents Act, 1970 as amended from time to time • The Patents Rules, 2003 [amended in 2005, 2006, 2012, 2013, 2014, 2016 and 2017] • Court Cases and petitions related to Patent • Budget including audit report, demand for grants, DRPSC of Office of Controller General of Patents, Designs and Trademarks • Financial matters, including Budget of Office of Controller General of Patents, Designs and Trademarks • Work related to Infrastructure development of offices under CGPDTM • Land transfer and management of Office of Controller General of Patents, Designs and Trademarks and associated activities • Work related to Start-Ups Intellectual Property Protection (SIPP) scheme • Parliament Assurances & Miscellaneous Parliamentary Matters related to Patent • Standard Essential Patents (SEPs) and their availability on FRAND terms • Coordinating D/o Health and Family Welfares • RTI/Public Grievances/VIP References/Parliament Questions/Parliament Assurances related to the above subject matter • Addressing references received from public on Patent matters. • Specific cases related to Patents

Division Head	Area of focus	Mandate of the Division	Role of the Division
	IPR - Trademark & GI	To incorporate global best practices in IPR- Trademark & GI to the Indian scenario	<ul style="list-style-type: none"> • Work relating to Trademarks, Trademarks Act and Rules: <ul style="list-style-type: none"> - Administration of Trademarks Act and Rules - International Agreement (Madrid Protocol) - WIPO matters on trademarks (Nice, Vienna and the Locarno Agreements) - Enforcement issues on Trademarks. - Complaints received from public/ stakeholders, trademark agents and attorneys relating to Trademarks Registry. - VIP references/ Court Cases/Public Grievances / RTI Applications/ Parliament Questions on Trademarks • Work relating to Geographical Indication including GI Act and Rules: <ul style="list-style-type: none"> - Administration of GI Act and Rules - Complaints received from public/ stakeholders relating to GI - VIP references/ Court Cases/Public Grievances / RTI • Applications/ Parliament Questions on Geographical Indications GI Promotion Activities: <ul style="list-style-type: none"> - Collaborating with state governments, various central & state Govt. organization for promotion & enhancement of GIs. - Organizing and Participating in International and Domestic events - GI Exhibitions and associated activities - GI Logo & Tagline for the promotion of GIs (Public Promotion) - Coordinating with National Medical Devices Promotion Council (NMDPC) - Coordinating with Department of Pharmaceuticals - Miscellaneous Reports & Returns

Division Head	Area of focus	Mandate of the Division	Role of the Division
	IPR – Negotiations & Cooperation	To incorporate global best practices in IPR- Negotiations & Cooperation to the Indian scenario	<p>Work related to bilateral and multilateral negotiations on IPR chapter in free trade agreements/ economic partnership agreements like RCEP EFTA, EIJB11A etc. (except matters related to WIPO and WTO.)</p> <p>MoU of DPIIT for EP Cooperation with IP Office of other countries.</p> <p>Matters related to vetting of IPR clauses in MoUs of Ministries/Departments and other autonomous bodies of (3o1 with their foreign counterparts.</p> <p>Processing of foreign deputation of senior officers for various bilateral negotiations, foreign training courses</p>
	IPR - CIPAM	To incorporate global best practices in IPR- CIPAM to the Indian scenario	<ul style="list-style-type: none"> • All matters relating to World Intellectual Property Organization (WIPO) • Deputation Cases regarding training programs/seminars/conference/meeting organized by WIPO • WIPO Development Agenda • Miscellaneous Work • Administration work of CIPAM etc. <p>Cell for IPR Promotion and Management (CIPAM), which has been created under the umbrella of the DPIIT, is tasked with carrying out IP awareness among all section of Indian society. CIPAM also assists in simplifying and streamlining of IP processes, apart from undertaking steps for furthering IPR awareness, commercialization, and enforcement initiatives</p>
	IPR - Designs	To incorporate global best practices in IPR- Designs to the Indian scenario	<ul style="list-style-type: none"> • Administrative work related to National Institute of Design (NID), Ahmedabad and four new NIDs established at Vijayawada (Andhra Pradesh), Kurukshetra (Haryana), Bhopal (Madhya Pradesh) and Jorhat (Assam) • Work related to Design Act, 2000, National Design Policy 2007, National Institute of Design (NID) Act. 2014 and NID(Amendment) Act, 2019

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajesh Kumar Singh (CSS), (Joint Secretary)	IPR - NID	To incorporate global best practices in IPR-NID to the Indian scenario	<ul style="list-style-type: none"> Matters related to construction of new NIDs and smooth conduct of academic session with provision of adequate facilities to new NIDs Work including and associated with creation of posts, finalization of recruitment rules, statutes, ordinances, acts publications etc. of new NIDs Constitution of Governing Council of new NIDs and budget & financial related matters of all NIDs are processed in the Section⁵²

The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/ASO
Knowledge of important concepts in Patents Act 1970 and Patents Rules 2003 E.g.: Inventions Not Patentable, Application of Patents, Amendment of Applications, Restoration of Lapsed Patents, Surrender and Revocation of Patents, Powers of Controller, Working of Patents, Suits Concerning Infringement of Patents, Penalties, Patent Agents, International Arrangements, etc.				
Knowledge of Start-Ups Intellectual Property Protection (SIPP) scheme regarding its vision, objective, who is eligible to apply under the scheme, who is eligible to be a facilitator, functions of facilitators, etc.				
Understanding of important concepts in the Copyrights Act and Rules 1957 like terms of copyright, international copyright, registration of copyright, infringement and remedies, etc.				
Understanding of Trademark & GI, Trademarks Act 1999, Geographical Indications of Goods (Registration & Protection) Act, 1999 and amendments. E.g.: difference between a GI and TM, and the following in context of both acts - conditions for registration, procedure and duration of registration, effect of registration, application of act in case of international registration under Madrid Protocol, assignment and transmission, rectification and correction, offences and penalties, etc.				
IPR requirements in FTAs, Economic Partnerships and MoUs				
Deep knowledge of IPR related laws and regulations, and developments at the international level				

⁵² https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Knowledge of services and sectors administered and regulated under India's IPRs				
Knowledge of scope of work of the Office of Controller General of Patents Designs and Trademarks (CGPDTM) and the Intellectual Property Appellate Board (IPAB)				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.14. Investment Promotion and International Cooperation (IC) Division

The division has five sections which are overlooked by different heads. IC - Asia is headed by Ms. Manmeet K Nanda, (Joint Secretary), IC - Africa, Middle East & Oceania is headed by Shri Anil Agrawal, (Additional Secretary), IC - CIS Countries is headed by Shri Rajeev Singh Thakur, (Additional Secretary), IC - Europe is headed by Shri Rajendra Ratnoo, (Joint Secretary), and IC - Americas is headed by Ms. Shruti Singh, (Joint Secretary)⁵³.

Table 20: Role of International Co-operation Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Ms. Manmeet K Nanda, (Joint Secretary)	IC- Asia	To increase economic co-operation with developing, as well as developed countries, for mutual benefits through different fora interaction with the delegations visiting the country, organizing visits abroad for discussions on issues of mutual interest and business/investment meets between Indian and foreign entrepreneurs, with the aim of stimulating foreign investment into India	<ul style="list-style-type: none"> • International Cooperation activities and operations for Asia (excluding Middle East and Oceania) - Investment facilitation and marketing to promote and facilitate investment from Asian Countries. - Meetings in regard to G2G & G2B Investment promotion and facilitation. - Post investment activities including organizing inter-ministerial meetings and collecting Investors' feedback to resolve issues. - Negotiations to participate in Bilateral International Investment Treaties/Agencies. - Consultation and organization of bilateral CEOs Forums/Joint Business Forums
Shri Anil Agrawal, (Additional Secretary)	IC- Africa, Middle East & Oceania	To increase economic co-operation with developing, as well as developed countries, for mutual benefits through different fora interaction with the delegations visiting the country, organizing visits abroad for discussions on issues of mutual interest and business/investment meets between Indian and foreign entrepreneurs, with the aim of stimulating foreign investment into India	<ul style="list-style-type: none"> • Matters related to Africa and Middle East and Oceania • Bilateral Investment & Protection Agreement (BIPA) for specified region of Africa, Middle East and Oceania • Formulation of Free Trade Agreements (FTA), Partnership Agreements, Comprehensive Economic Cooperation/ Partnership Agreements/ Free Trade Agreements (FTAs) with Nation's cooperation, in respect of Africa, Middle East and Oceania • Convening Joint Study Group related to investment for CEPTA and FTA with respect to Africa, Middle East and Oceania • Official delegation to Africa and Middle East & Oceania

⁵³ <https://dpiit.gov.in/sites/default/files/WA%20vkd.pdf>

			<ul style="list-style-type: none"> Coordinating work related to Foreign Investment Implementation Authority in respect of Africa, Middle East Et Oceania
Shri Rajeev Singh Thakur, (Additional Secretary)	IC- CIS Countries		<ul style="list-style-type: none"> Matters and events related to CIS countries including Russian Federation. Works related to, Working Group / Sub-Group(s) on Working Group on Priority Investment Projects (PIPs) and Modernization & Industrial Cooperation (M&IC) in Russia, Indian Participation in <ul style="list-style-type: none"> a) India Russia Summit, India-Russia Economic Forum b) India Russia Summit c) India-Belarus Inter-Governmental Commission on Trade, Economic, Scientific, Technical and Cultural Cooperation (IGC-TEC), St. Petersburg International Economic Forum (SPIEF) and Eastern Economic Forum (EEF) Vladivostok Parliament Questions in respect of Investment Promotion in Russia & CIS Countries Participation inputs and participating in the Joint Working Groups, Sub Committees on Industrial Co-operation Follow-ups on recommendations of the MOUs, Protocols, Agreed Minutes of the Joint Commission / Joint Working Group / Subcommittees etc. that have been signed with foreign countries Work relating to Indian Participation in <ul style="list-style-type: none"> a) St. Petersburg International Economic Forum (SPIEF) and b) Eastern Economic Forum (EEF) Vladivostok. Exchange of visits and Delegations to and with Russian Federation & CIS Countries with aim of exploring to enhance and explore and/or enhancing possibilities of bilateral investment promotion Preparing Country Notes and Briefs on Industrial Co-operation and Joint Commissions that have been set up with foreign countries Coordinating with all Departments concerned including MEA, EoI, HC, (relevant) Apex Industry Associations and other Organizations with issues related to investment promotion pertaining to in the CIS region
Shri Rajendra Ratnoo, (Joint Secretary)	IC- Europe		

			<ul style="list-style-type: none"> • Addressing Parliament Questions in respect of Investment Promotion in Russia & CIS Countries • Compiling material for Annual Report related to International Cooperation for Investment Promotion • Submission of reports and returns etc. that includes submission of draft material for monthly report to CS on important items of work handled by IC (Russia & CIS) Section • Commenting on Bilateral Investment Treaties pertaining to the Countries⁵⁴
<p>Ms. Shruti Singh, (Joint Secretary)</p>	<p>IC- Americas</p>		<ul style="list-style-type: none"> • Matters and events related to North and South Americas • Participation Participating in the Working Group and subcommittee on Industrial Co-operation for the Joint Commissions / inter-Governmental Commission • Exchanging Delegation visits to or with friendly countries with the aim of exploring to enhance and explore and enhancing possibilities of bilateral investment promotion • Follow-up activities on the recommendations of the Protocol/MOUs/Agreed Minutes of the Joint Commission/Working Group/Sub-Committees etc. signed with foreign countries • To co-ordinate with all Departments concerned including MEA, • EOI, HC, (relevant) Apex Industry Associations and other Organizations for issues relating to investment promotion • Follow-ups on recommendations of the MOUs, Protocols, Agreed Minutes of the Joint Commission / Joint Working Group / Subcommittees etc. that have been signed with foreign countries • Preparing Country Notes and Briefs on Industrial Co-operation and Joint Commissions that have been set up with foreign countries • Coordinating with all Departments concerned including MEA, Eol, HC; Apex Industry Associations and other Organizations with issues related to investment promotion

⁵⁴ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

			<ul style="list-style-type: none"> • Answering Parliament Questions related to Co-operation with Countries in North and South America • Submission of reports and returns etc. that includes submission of draft material for monthly report to Cabinet Secretaries on CS on important development sites of work handled by occurred in IC- Americas Section • Organizing meetings of Inter-Governmental Commission/Working Group under DPIIT with countries in specified region⁵⁵
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The domain competencies identified for various divisions / sections across various officer level are as follows:

Competencies	JS/AS	Director	US	SO/ASO
Basic conceptual knowledge: MoUs, Bilateral Investment treaties and its clauses, stakeholders such as industry/ country associations				
Adept with economic landscape of countries within regions and their synergies with India: inward and outward investments, trade, sectors having maximum collaboration etc.				
Know – how of past and ongoing collaborations/ issues and other aspects with countries in the regions				
Knowledge of contents of Partnership Agreements, FTAs, as well as knowledge of existing and active FTAs				
Know- how of roles, functions, mandate and composition of associated bodies such as Invest India, apex industry associations like FICCI, CII, ASSOCHAM				
Understanding of broader concepts involved across international collaboration across all facets: Investment, trade, Geo – political stance, defense etc. – to formulate better Concept notes				

Level of intervention as per competency need assessed

High	Moderate	Low
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⁵⁵ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.15. Leather & Footwear Division

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)⁵⁶. This is an industry division of the DPIIT which focuses solely on matters revolving around the Leather and Footwear sector. Leather is an age-old and traditional industry of the Indian Economy and requires the state's assistance. The Indian Footwear Leather and Accessories Development Programme (IFLADP) is a central scheme to facilitate and promote the leather footwear industry, is also a product of this division⁵⁷.

Table 21: Role of Leather & Footwear Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Leather & Footwear	Implementation of IFLADP, and improvement of the Leather & Footwear Sector	<ul style="list-style-type: none"> • Implementation of central sector scheme 'Indian Footwear Leather and Accessories Development Programme' (IFLADP) including its seven sub-schemes • Human Resource Development (HRD) sub-scheme • Integrated Development of Leather Sector (IDLS) sub-scheme • Mega Leather Footwear and Accessories Cluster (MLFAC) sub-scheme • Establishment of Institutional Facilities sub-scheme • Leather Technology Innovation and Environment Issues sub-scheme • Promotion of Indian Brands in Leather and Footwear sector sub-scheme; and • Additional Employment Incentives in Leather and Footwear sector • Addressing Policy matters related to Leather and Footwear sector • Matters pertaining to Inter-Ministerial Committees, Stakeholder Consultations, Empowered Committee and Steering Committee for development of Leather and Footwear sector • Coordination with various concerned Ministries/Department, State Government and Stakeholders for development of Leather and Footwear Sector • Filing of all matters pertaining to IFLADP scheme on approvals etc. • In respect of ongoing projects/sub-scheme components under IFLADP scheme⁵⁸

The domain competencies identified across various officer levels are as below :

⁵⁶ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>

⁵⁷ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

⁵⁸ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Competencies	AS/JS	Director	US	SO/ASO
Indian Footwear Leather and Accessories Development Programme (IFLADP) and its seven sub-schemes – all schemes, concepts and terminologies related to leather				
Development of public policy (ies) : Process flow, creation of responsibility matrix, financial budgeting etc.				
Understanding of market size – India and global; manufacturing landscape, factors of production, key drivers etc.				
Knowledge of best practices/ latest developments across the globe across different industries				
Understanding of economic landscape of industry: contribution to manufacturing GDP, employment etc., India's production and export trends, major state and region producers, global manufacturing landscape etc.				
Detailed knowledge of factors of production: raw materials, land, labour and capital requirements, industrial and connectivity infrastructure etc.				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.16. Light Engineering Industry (LEI) Division

The LEI Division is headed by Shri Anil Agrawal (Additional Secretary)⁵⁹ and it looks after and focuses on a specific industry – LEI. It has three groups of products that come under it: (i) Light Engineering, (ii) Light Electrical and (iii) Light Engineering Machinery⁶⁰.

Table 22: Role of LEI Division

Division Head	Area of focus	Mandate of the Division	Role of the Divisions
Shri Anil Agrawal (Additional Secretary)	Light Engineering Industry (LEI)	To look after the matters pertaining to the light engineering industry, the light electrical industry and the light industrial machinery.	Facilitate, promote, and regulate the Light Engineering Industry (LEI) and the variety of electronic and other engineered devices that are produced in it ⁶¹ Project Development Cell Development of investable projects in coordination between the Central Government and State Governments

The domain competencies identified across various divisions are as below:

Competencies	AS/JS	Director	US	SO/AS O
Composition of light engineering industry, light electrical industry and light machine tools industry	High	Moderate	Low	Low
Understanding of supply chain/ value chain of use of raw materials, manufacturing processes, etc.	High	Moderate	Low	Low
Understanding of market size – India and global; manufacturing landscape, factors of production, key drivers etc.	High	Moderate	Low	Low
Knowledge of best practices/ latest developments across the globe across different industries	High	Moderate	Low	Low
Knowledge of emerging market concepts like Artificial Intelligence, Machine Learning, IoT, Blockchain, etc.	High	Moderate	Low	Moderate
Knowledge of Technical Regulations/ Quality Control Orders (QCOs)/ other accreditations issued for light engineering industry, light electrical industry and light machine tools industry	High	Moderate	Low	Low
Concept of ESG and Green Industrial Policies	High	Moderate	Low	Low

Level of intervention as per competency need assessed

High	Moderate	Low
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⁵⁹ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

⁶⁰ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

⁶¹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.17. Linoleum and Rubber (L&R) Division

The L&R Division is headed by Shri Anil Agrawal (Additional Secretary)⁶². The is responsible for promoting and developing of the Rubber and Linoleum including tyres, tubes, sectors. The Indian Rubber Manufacturers Research Association (IRMRA) is a scientific and industrial research organization that helps in promoting basic and applied research and technological development activities in the field of rubber and allied materials⁶³.

Table 23: Role of Linoleum and Rubber Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Anil Agrawal (Additional Secretary)	Linoleum and Rubber	Promoting and developing the Rubber and Linoleum including tyres, tubes, sectors.	<ul style="list-style-type: none"> Tires, Tubes, and other rubber goods industries Promotion of Indian Rubber Manufacturer's Research Association (IRMRA), Thane on social media platforms Monitoring industry adherence to Quality (Control) Order, 2009 for Pneumatic Tires & Tubes⁶⁴

The domain competencies identified across officer levels are:

Competencies	AS/JS	Director	US	SO/ASO
Detailed knowledge of factors of production: raw materials, land, labour and capital requirements, industrial and connectivity infrastructure etc.	High	Moderate	Low	Low
Manufacturing process, supply chain and related aspects of the industry	High	Moderate	Low	Low
Understanding of economic landscape of industry: contribution to manufacturing GDP, employment etc., India's production and export trends, major state and region producers, global manufacturing landscape etc.	High	Moderate	Low	Low
Understanding of market size and present market scenario, and best practices/ latest developments taking place in the industry across globe	High	Moderate	Low	Low
Knowledge of major industry players and their respective market size and segments covered	High	Moderate	Low	Low
Quality (Control) Order, 2009 for Pneumatic Tyres & Tubes	High	Moderate	Low	Low
Segment wise production and application of linoleum and rubber industry	High	Moderate	Low	Low
Scope & Nature of work of IRMRA (Indian Rubber Manufacturer's Research Association)	High	Moderate	Low	Low

Level of intervention as per competency need assessed

High	Moderate	Low
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⁶² <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

⁶³ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

⁶⁴ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

5.18. Manufacturing Policy (MP) Division

The MP Division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)⁶⁵. The division provides database of industrial areas including clusters, parks, nodes, zones, etc. across the country to help investors identify their preferred location for investment, identifying interventions and serving as a decision support system for investors and policy makers is being undertake.

Table 24: Role of Manufacturing Policy Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Manufacturing Policy	To help investors identify preferred location for investment	<p>The division is responsible for work related to:</p> <ul style="list-style-type: none"> Industrial Information System (IIS) Industrial Park Rating System (IPRS) under National Plan for Manufacturing Cluster (NPMC) National Manufacturing Policy (NMP) Champion for Societal Manufacturing (CSM) Matters related to affirmative Action for SCs/STs in Private Sector, Addressing the Parliament Questions relating to NMP, IIS/IPRS, and references relating to VIP/PMO/ Cabinet Secretaries⁶⁶

The domain competencies identified across various officer levels are:

Competencies	JS/As	Director	US	SO/ASO
Knowledge of associated policies/schemes/systems, namely - National Manufacturing Policy (NMP), National Plan for Manufacturing Cluster(NPMC), Industrial Information System (IIS) and Industrial Park Rating System (IPRS), Champion for Societal Manufacturing (CSM) Programme				
Vision, objectives, policy measures undertaken under National Manufacturing Policy (NMP)				
Improved practical knowledge of global industry & trade practices				
Development of public policy (ies) : Process flow, creation of responsibility matrix, financial budgeting etc.				
Understanding of emerging concepts in manufacturing E.g.: AI manufacturing, IoT etc.				

⁶⁵ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>

⁶⁶ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Level of intervention as per competency need assessed

High

Moderate

Low

5.19. Special Package Division

The scheme incentivizes and aims to create a healthy industrial environment in the NE region.

Table 25: Role of Himalayan States Scheme Section

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Rajendra Ratnoo, (Joint Secretary)	Special Package Division (Himalayan States Scheme)	Administering industrialization schemes under the DPIIT	<ul style="list-style-type: none"> To promote industrialization in Himalayan States/Union Territory of Jammu & Kashmir, Union Territory of Ladakh, Himachal Pradesh and Uttarakhand. Furthermore, implementation of Industrial Developments Schemes in these States/Union Territories. Package for UT of J&K and UT of Ladakh including Investment incentive, Interest Incentive, Insurance incentive, GST reimbursement, IT reimbursement, Transport incentive and Employment incentive. The package for HP and UK includes Investment incentive and Insurance incentive Release of funds to beneficiary units through nodal agencies of these three Special Category States and monitoring of Utilization certificates Addressing Parliament Questions and other parliamentary matters Providing PMO/VIP reference Resolving RTI cases Court cases filed by certain units before the High Courts of J&K, HP and Uttarakhand Administrative matters of JKDFC (Jammu & Kashmir Development Finance Corporation Ltd.)⁶⁷

The domain competencies across various officer levels are defined as:

Competencies	JS/As	Director	US	SO/ASO
Understanding of Objectives, procedures, eligible units/ target group, stakeholders involved, evaluation mechanism of Industrial Development Scheme, 2017 – Industrial Development Scheme for Himalayan States-Himachal Pradesh and Uttarakhand, and Industrial Development Scheme for Himalayan States - J&K				
Knowledge of Himalayan region schemes that are over and that are under grand parenting				
Knowledge of various incentives and their eligibility mechanism: Investment incentive, Insurance incentive, reimbursements: GST and IT, Transport and employment incentive				
Know – how of responding to RTI cases, parliamentary questions and matters relating to the scheme				

⁶⁷ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Knowledge of Industrial Park Scheme, 2002	High	Moderate	Low	Moderate
Awareness of best – practices of adoption of schemes/ programs of such special schemes targeted towards particular regions and their impacts	High	Moderate	Low	Low
Awareness of Budget proposals for the schemes, update on current and utilized budget etc.	High	Moderate	Low	Low
Knowledge of New Central Scheme for Industrial Development of J&K (2021-2037) Capital Investment Incentive, Central Capital Interest Subvention, GST linked incentive, Working Capital Interest Incentive	Moderate	High	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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5.20. Paper Division

The Paper division is headed by Shri Anil Agrawal (Additional Secretary)⁶⁸. The Paper Division is an industry division of the DPIIT, that monitors and regulates the supply and requirements of paper in the economy. It governs any matter related to the paper industry in India.

Table 26: Role of Paper Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Anil Agrawal (Additional Secretary)	Paper	Maintaining supply and requirements of paper in the economy	<ul style="list-style-type: none"> • Matters related to production of variety of paper products used in the economy • Monitoring of production of paper • Matters pertaining to Development Council for Pulp, Paper and Allied Industries • Matters pertaining to Central Pulp and Paper Research Institute • Administration of Newsprint Control Order, 2004 • Provision of Project Import Certificate • Release of Funds to Central Pulp & Paper Research Institute (CPPRI) and Development Council for Pulp, Paper & Allied Industries (DCPPAI). Monitoring Implementation of Sagarmala initiatives (port connectivity, port led industrialization, coastal community development, promotion of coastal shipping) • Indian Port Rail & Ropeway Corporation Ltd (IPRCL) • PPP of MoPSW (contracting and contract monitoring, implementation monitoring, addressing concessionaire concerns) • Contracting/Contract Management • Managing Concessionaire concerns • Project monitoring and management • Stakeholder management and engagement • Drafting/Noting/Information Processing and Management/Coordination⁶⁹

The domain competencies identified across various officer levels are:

⁶⁸ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

⁶⁹ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

Competencies	AS/J S	Dire ctor	US	SO/ ASO
Detailed knowledge of factors of production: raw materials, land , labour and capital requirements, industrial and connectivity infrastructure etc.				
Manufacturing process, supply chain and related aspects of the industry				
Understanding of economic landscape of industry: contribution to manufacturing GDP, employment etc., India's production and export trends, major state and region producers, global manufacturing landscape etc.				
Understanding of market size and present market scenario, and best practices/ latest developments taking place in the paper industry across globe				
Knowledge of major industry players and their respective market size and segments covered				
Knowledge of Newsprint Control Order, 2004				
Knowledge of emerging market concepts like Artificial Intelligence, Machine Learning, IoT, Blockchain, etc.				

Level of intervention as per competency need assessed

High	Moderate	Low
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5.21. Productivity Improvement (NPC QCI and UNIDO) Division

The division is headed by Shri Anil Agrawal (Additional Secretary).⁷⁰ Productivity improvement undertakes activities related to the National Productivity Council, Quality Control of India and the United Nations Industrial Development Organization. The NPC-QCI Division majorly engages with and ensures the standards and regulations stated by organizations. DPIIT is also the nodal agency for all matters related to UNIDO operations in India. ⁷¹

Table 27: Role of Productivity Improvement Division

Division Head	Area of focus	Mandate of the Division	Role of the Division
Shri Anil Agrawal (Additional Secretary)	National Productivity Council, Quality Council of India and UNIDO	Improving productivity according to NPC, APO and QCI Standards & Regulations	<p><u>National Productivity Council (NPC)</u></p> <ul style="list-style-type: none"> • Release of Grants-in-aid, General and Salaries under Assistance to Autonomous Bodies and General under Project Based Support to Autonomous Institutions • Governing Body Meeting of NPC • Review of functioning of NPC periodically • Giving approval of major policy matters • Nomination for Seminars, workshops • Administrative and policy matters concerning NPC & Budget matters <p><u>Asian Productivity Organization (APO)</u></p> <ul style="list-style-type: none"> • Release of Annual Membership Contribution • Annual Governing Body Meeting • Nominating Officers for APO's workshops, seminars, training etc. from India • Approval for conducting sessions/initiatives in India <p><u>Quality Council of India (QCI)</u></p> <ul style="list-style-type: none"> • Governing Body Meeting of QCI and its Boards • Annual Council Meeting of QCI⁷² <p><u>UNIDO</u></p> <ul style="list-style-type: none"> • Vacancy Announcements from UNIDO HQ • Nominations for Seminars workshop and panels

⁷⁰ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

⁷¹ https://dpiit.gov.in/sites/default/files/IPP_ANNUAL_REPORT_ENGLISH.pdf

⁷² https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

			<ul style="list-style-type: none"> • Appointment of experts in foreign countries for UNIDO projects. • Administrative and Policy matters concerning UNIDO including representation of India in the sessions of the General conference, Industrial Development Board and Programme & Committee of UNIDO. • Identification and implementation of Projects for Technical Assistance from UNIDO. • UNIDO assistance under different fields of Industries. • Contributions to UNIDO's regular budget and Industrial Development Fund. • International Conference in India sponsored by Government / UNIDO. • Foreign Assignments under UNIDO • India Country Programme & other Development Programmes. • Specialized International Centre: International Centre for Inclusive and Sustainable Industrial Development.
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The domain competencies across various officer levels are:

Competencies	JS/AS	Director	US	SO/A SO
Policy matters of National Productivity Council (NPC) DPIIT is the nodal department for the promotion of productivity and quality in the industrial sector.	High	Moderate	Moderate	Low
Policy matters of Quality Council of India (QCI) an important organization under DPIIT which was set up as an autonomous body to establish an accreditation structure in the country, to create a mechanism for independent third-party assessment of products, services and processes and to spread quality movement in India by undertaking a National Quality Campaign	High	Moderate	Moderate	Low
Organisation related matters, policy matters, Country Programme etc. of UNIDO DPIIT is the nodal Department for all matters related to UNIDO operations in India	Moderate	High	High	High
Knowledge of the scope and functions of NPC, QCI UNIDO	Moderate	High	High	High
Establishment and Administrative matters related to NPC and QCI	Moderate	High	High	High
Procedure for coordination of India's membership contribution to UNIDO	Moderate	High	High	High

Level of intervention as per competency need assessed

High	Moderate	Low
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5.22. Project Monitoring Group (PMG) Division

The division is headed by Shri Rajendra Ratnoo, (Joint Secretary)⁷³. The PMG was set up to remove bottleneck faced in setting up infrastructure projects. It is an institutional mechanism to resolve issues and fast track setting up expeditious commissioning of large PPP projects.

Table 28: Role of PMG

Division Head	Area of focus	Mandate of the Division	Role of the Division
<p>Shri Rajendra Ratnoo, (Joint Secretary)</p>	<p>PMG</p>	<p>Aims to resolve bottlenecks and fast track infrastructure projects.</p>	<p>The Projects considered by PMG includes:</p> <ul style="list-style-type: none"> • Cement, Construction and Steel • Chemicals and Fertilizers • Civil Aviation and Shipping • Coal, Power and Mines • National Highways and Railways • Petroleum and Natural Gas <p>Types of issues/clearances considered for resolution:</p> <ul style="list-style-type: none"> • Union Ministries <ul style="list-style-type: none"> - Approval for grant of Mining lease, private railways siding construction, Engineering Scale Plan, and General Arrangement Drawings - Eco Sensitive Zone clearance - Environment, Forest and Wildlife Clearances - Fuel supply for power plants - Grant of Right of Way/Right of use. - Industrial License Permission - Road Crossing of Pipelines/Transmission lines - Shifting of Utilities, road cutting permission • State Governments <ul style="list-style-type: none"> - Consent to establish and operate from State Pollution Control Board - Environmental clearances and permission - Issue of NOC under Forest Rights Act - Land Acquisition including transfer of title, Government Notifications / Disbursement of Compensation, and handing over of possession - Law and Order issues - Power and Water supply - Relief and Rehabilitation plan - Removal of encroachments

⁷³ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

			<ul style="list-style-type: none"> - Right of way permission - Transfer of Government Land • PMG Mechanism: <ul style="list-style-type: none"> • A project proponent facing bottlenecks or delays in obtaining approvals from public authorities can upload such issues including policy intervention required, in the PMG portal • Once issues are uploaded with the required facilitation and support for resolution, PMG takes up the issues with the concerned Central and State Government authorities at senior level • To resolve the issues, meetings are organized with project proponent, concerned authorities, and officers of PMG. The decisions taken are followed up by PMG in subsequent meetings, until final decision is conveyed to the proponent • PMG also identifies generic issues and takes them up for policy modifications or reforms at Government level • All the processes are online aiming to achieve greater transparency and efficiency, that fast-tracks the entire process of approvals and communication between investor and government • Pragati Projects: <p>The focus of Project Monitoring group is to ensure quicker approvals and clearances from Central and State Authorities. It supports in identifying crucial projects to be taken up in PRAGATI review meetings and also follows up on issue resolution with relevant stakeholders</p> • Overall Summary of projects considered by PMG: <p>PMG monitors the resolution of varieties of issues brought Central Ministries, State Governments and project proponents</p>
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The domain competencies identified across various officer levels are:

Competencies	JS/AS	Director	US	SO/AS O
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Knowledge on the working of public, private and PPP infrastructure projects considered by PMG including the various clauses and the clearances required (and issues faced)	High	High	High	High
Knowledge on PMG mechanism and issues/ clearances resolution mechanism of the division	Moderate	High	High	High
Familiarity with the PMG portal	Moderate	Moderate	High	High
Knowledge on types of projects considered by PMG along with the types of projects taken up in PRAGATI review meetings	High	High	High	Moderate
Types of issues/clearances considered for resolution under the union ministry and state governments	Moderate	Moderate	High	High
Improved and updated knowledge of related best infrastructure practices and regulations across the globe	High	High	High	Moderate

Level of intervention as per competency need assessed

High	Moderate	Low
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6. Functional and behavioral competencies across all divisions

This section provides a list of functional and behavioral competencies required to complement the above discussed domain knowledge and technical know – how. These are required for efficient and smooth execution across various areas of work responsibility(ies).

Competency assessment is carried out across two categories:

- **Behavioral competency:** This includes competencies related to behavior and soft skills such as negotiation skills, self-motivation, interpersonal skills, etc. One of the important competencies under this segment is the citizen centricity/ stakeholder focus capability.
- **Functional competency:** This includes competencies related to the functional aspects of the division such as science of policy designing and implementation, project management, financial planning, etc. and most importantly, technological know-how

These competencies include combination of theoretical and practical knowledge, cognitive skills, adoption of technology and automation, values, and behavior to improve performance. Based on the goal and focus areas of each division, competency needs of the department have been identified. These competency requirement ranges from the art of drafting policy, sectoral knowledge to skills related to networking and negotiation and customer-centric capabilities. The table below illustrates the competency requirement in different divisions of the Department.

#	Areas of work responsibility	Competency Requirements
1)	Coordinate and control private operators/ service providers	<ul style="list-style-type: none"> • Negotiation skills • Communication skills • Interpersonal skills • Diplomatic sensitivity • Networking • Result oriented approach • Work ethics • Behavioral and motivational training to align with departmental goals • Leadership module for senior officers including behavioral aspects and Human Resource Management • Stakeholder management • Health and wellbeing/Stress management • Gender sensitization and anti-sexual harassment
	Coordinate with other ministries and parliament	
	Negotiate with foreign governments and agencies	
	Smooth grievance redressal for citizens; Marketing and branding	
	Develop focus areas to match the latest global standards	
	Team development and management	
	Citizen centric work	
	Behavioral competency	

#	Areas of work responsibility	Competency Requirements
		<ul style="list-style-type: none"> Module on social engagement with local community/ CSR
2)	Functional competency	Data management <ul style="list-style-type: none"> Digital documentation handling – know how to review and various compliance requirements Digitalization of Ministry's data Efficient E-File management system and Key Management System (KMS) Knowledge of MS Office Analytical skills for Data analysis
		Procurement and Contract management <ul style="list-style-type: none"> Formulation and tracking of contracts Efficient use of GEM for procurement and developing SOPs to address issues/challenges faced using GEM Knowledge of Public Procurement processes for goods and services
		Administration <ul style="list-style-type: none"> Regulations issued by Department of Administrative Reforms and Public Grievances (DAR&PG) and Department of Personnel and Training (DOPT) Development of E database for organized documentation in different categories and SOPs for documentation management Central Secretariat Manual of Office Procedure (CSMOP) rules and procedures Knowledge and understanding of Project management Knowledge of Parliamentary Procedure Vetting of MOUs
		Drafting, noting and MS office skills <ul style="list-style-type: none"> Basic drafting skills for response to RTIs, RFI's Better drafting skills for preparation of Cabinet notes Basic computer skills such as MS word, excel, power point Basic documentation skills like noting, drafting, cabinet notes etc., preparing Request for Proposal (RfP)
		Finance <ul style="list-style-type: none"> Capacity building and Trainings of experts on the following subjects <ul style="list-style-type: none"> Knowledge and adoption of GFR rules 2017 and regulations Financial planning/ Budget management Modules providing knowledge of Taxation system of Gol

#	Areas of work responsibility		Competency Requirements
			<ul style="list-style-type: none"> ○ Strategic and Analytical thinking ○ Training in cost analysis ○ Module on Financial management including accounts and Taxation
		Legal	<ul style="list-style-type: none"> ● Administrative Law - legal know-how; understanding legal jargons; court case process; arbitration ● International practices for formation and compliance of Laws ● Legislative and regulatory developments worldwide for transparency and eliminating unfair trade practices

7. Capacity Building interventions for Divisions

Based on the identified competency assessment, the study team has undertaken a detailed analysis to identify the capacity building interventions- training and non-training-based modules for the divisions of the Department for Promotion of Industry and Internal Trade (DPIIT). The details are highlighted for each of the division as follows:

7.1. Boiler Division

Table 29: Boiler Division Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Being the enforcing authority, awareness on the rules and regulations of Boiler Regulation Act 1923, and Indian Boiler Regulations, 1950 and amendments thereto	Training module on Compliance to Indian Boiler Regulations (IBR)	Domain
2	Understanding of: <ul style="list-style-type: none"> Supply chain/ value chain of boiler manufacturing Use of raw materials (plates, tubes, pipes, valves, pipe fittings, etc.) Manufacturing processes (such as metal removing, forming, casting, joining, welding of metal, heat treatment, and several tests to examine the capacity and safety of the boiler) Bottlenecks/ challenges of industrial manufacturers 	Exposure visits to boiler plants for ground-level knowledge of working of a boiler plant and boiler manufacturing	
3	Basic technical knowledge on boiler and knowledge on inspections, certification processes, accreditations involved	Trainings on Boiler, Pulverizer & Boiler Fuel Firing System, General Arrangement of Boiler Components & Auxiliaries, Erection of Boiler and Auxiliaries Module, Steam Boiler Plant Fundamentals, etc.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Boiler Modules	Boiler Steam and Water Circulation System, General Arrangement of Boiler Components and Auxiliaries, Flue Gas System, Pulverizer and Boiler Fuel Firing Systems, Erection of Boiler and Auxiliaries	TBD	Director and below	7 Hours	Domain	iGoT
Erection of Boiler and Auxiliaries Module	Components of boilers and auxiliaries, its fundamentals and operations	TBD	Director and below	1.5 hours	Domain	iGoT
Compliance to Indian Boiler Regulations (IBR)	Compliance to the requirements of IBR right from design, material procurement	TBD	All levels	2 hours	Domain	LRQA
Steam Boiler Plant Fundamentals	Boilers, its characteristics, boiler fittings and purposes, Steam take-off, TDS impacts, blowdown systems, types of level controls and what to look on boiler house.	Online	Director & below	4 hours	Domain	Spirax Sarco

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Boiler	Tiruchirappalli, Tamil Nadu	Bharat Heavy Electricals Ltd. The Welding Research Institute (WRI) by Bharat heavy Electricals Ltd. (BHEL), Trichy, Tamil Nadu, has aced in the research and development of Boiler technology. Being the largest manufacturer of Boilers in India, BHEL's Trichy plant and research Institute provides adequate exposure through visits and courses to industry professionals.	3 Days	Director and below
	Pune, Maharashtra	Forbes Marshall The global technology manufacturer, Forbes Marshall, shows its expertise in heavy industrial equipment and specifically boilers in their plant in Pune, Maharashtra.	3 Days	Director and below
	Pune and Shirwal, Maharashtra and Vadodara and Mundra, Gujarat	Thermax Babcock and Wilcox Energy Solutions Thermax Babcock and Wilcox Energy Solutions (TBWES), a part of Thermax Global, is one of the most diverse Boiler manufacturers in the country. Its plants in Pune, Shirwal (Maharashtra), Vadodara and Mundra (Gujarat) provide an extensive delivery and manufacturing knowledge to offer.	3 Days	Director and below

7.2. Business Environment Division

7.2.1. Ease of Doing Business / Global Competitiveness Index / Public Procurement Sections

Table 30: EoDB Division, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<p>Understanding of basic concepts around EoDB and GCI, like:</p> <ul style="list-style-type: none"> India's performance in the EoDB and GCI rankings in all parameters Coverage, approach & methodology and dimensions of the indices and their dimensions States' EoDB/BRAP rankings: Top performing states, state and district level EoDB reforms - Coverage, approach and methodology, dimensions of index, etc. 	Exposure visits to government organisations of top performing states in the areas to get deeper understanding on topics such as facilitating economic growth, investment climate, reforms, and competitiveness.	Domain
2	Knowledge of global best practices in investment promotion and best players/countries in offering suitable environment to businesses	Exposure visits to top performing countries in ease of doing index to understand business environment, technology development and innovation in foreign countries.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
3	<ul style="list-style-type: none"> Understanding of basic terminology and jargons used in Public Procurement, like local content, local supplier, L1, margin of purchase preference, procuring entity, etc., and Knowledge of Public Procurement (Preference to Make in India) Order, 2017 along with knowledge of implementation of this order by the State Governments 	Training module and certification courses on public procurement framework of the Government of India.	
4	Knowledge of General Financial Rules, 2017 and procedure of follow-up actions under the essential rules	Training course on General Financial Rules (GFR) 2017.	
5	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
6	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
7	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
8	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
9	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	Functional
10	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
11	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
12	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
13	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning, Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology	Online	All levels	1 day	Domain	iGOT
Apply Fundamental Data Analysis to Real Business Problems	Interpret data to inform business decisions	Online	Director /US	40 hours over 8 weeks	Domain	Harvard Business School
Public Procurement Framework of GOI	Module on public procurement framework of the Government of India with 5 interactive contents and an assessment.	Online	All levels	2 hours	Domain	iGOT
Course on GFR 2017	Course with 6 modules and 5 interactive contents on the General Financial Rules (GFR) 2017 along with an assessment.	Online	All levels	3 hours	Domain	iGOT
Training Program in Public Procurement	Offline Course organised and taught by NIFM faculty to educate government professions in public procurement. It is scheduled on specific days and is held in Hyderabad. Intensive course that encompasses a whole range of issues that the GOI deems to be necessary for proper knowledge in Public Procurement.	Offline	Directors & below	6 days	Domain	Arun Jaitley National Institute of Financial Management – Ministry of Finance

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Ease of Doing Business Section (EoDB) / Global Competitiveness Index /	Government of Andhra Pradesh	Department of Industries, Government of Andhra Pradesh or with the Economic Development Board, AP Andhra Pradesh is among the top-ranking states in the BRAP under EoDB. DPIIT can organize exposure visits to the state on topics such as facilitating economic growth, investment climate, reforms, and competitiveness.	5 Days	US/SO/ASO

Public Procurement	Government of Gujarat	The Gujarat Chamber of Commerce & Industry (GCCCI) Gujarat is emerging as an 'Investor friendly' destination in the country. It offers a model for Economic Progress and Development for the developing nations and is among the top-ranking states in the BRAP ranking. DPIIT can collaborate and organize a visit to the state.	5 Days	US/SO/ASO
	Mumbai, New Delhi, Noida, Gurugram, Bangalore, Kolkata, Chennai	Khaitan & Co. (Law Firm) Khaitan & Co. has been present in India since 1911, are present in 6 cities and have been extensively working with corporates in the area of investment grounding. Hence, an in-person training at firm's office with concerned division can help in providing the officers a practical understanding of the ground aspects. The officers can be allocated small assignments to be undertaken by the law firm to get granular understanding of practical aspects	3 Days	US/SO/ASO
	New Delhi	BHEL E – Procurement Office BHEL can be approached for providing a customized training showcasing best practices used in tendering processes ; officers can be sent to BHEL e- procurement offices where they understand their approach and methodology for the same.	1-2 Days	US/SO/ASO
	South Korea	Ministry of Trade, Industry and energy / INVEST KOREA South Korea is ranked 5 among 190 economies in World Bank's Ease of Doing Business. It dominates in the ease of starting a business and enforcing contracts and play a significant role in technology development and innovation	5 Days	Director and above

7.2.2. Startup India Section

Table 31: Startup India, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Clear understanding of concepts revolving around startups and startup scenario in India	<p>Interactive module should be curated by DPIIT covering the following facets on startup:</p> <ul style="list-style-type: none"> • Startup India Action Plan 2016 • Startup India Status Report 2018 • Startup India Seed Fund Scheme (SISFS) • Credit Guarantee Scheme for Startups (CGSS) • Fund of funds for Startups (FFS) • Startup India Portal • Learning and Development Program • Technology Entrepreneurship • Startup India Yatra • States' Startup Rankings and States Ranking Frameworks • National Startup Awards • 49 key Regulatory Reforms to enhance ease of doing business, raising capital and reducing compliance burden • Startup India Showcase • States/UTs Portal API Integration • International Bridges for Startups • Shanghai Cooperation Organization Startup Forum • Regulatory reforms across the globe • Incubation and Prototyping • Capital & financial Markets • Global Innovation Index, International Intellectual Property (IIP), Global Startup Ecosystem Index 	Domain

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
2	Better knowledge of Indian startup ecosystem and how startups function	Exposure visits to successful startups in the country to understand their functioning and working better at the ground level.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology and Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
4	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
5	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
6	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	Functional
7	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
8	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
9	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
10	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
11	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
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Interactive module training to be curated by DPIIT on the basic concepts of Startups	Startup India Action Plan 2016; Startup India Status Report 2018; Startup India Seed Fund Scheme (SISFS); Credit Guarantee Scheme for Startups (CGSS); Fund of funds for Startups (FFS); Startup India Portal; Learning and Development Program; Technology Entrepreneurship; Startup India Yatra; States' Startup Rankings and States Ranking Frameworks; National Startup Awards; 49 key Regulatory Reforms to enhance ease of doing business, raising capital and reducing compliance burden; Startup India Showcase; States/UTs Portal API Integration; International Bridges for Startups; Shanghai Cooperation Organization Startup Forum; Regulatory reforms across the globe; Incubation and Prototyping; Capital & financial Markets; Global Innovation Index; International Intellectual Property (IIP); Global Startup Ecosystem Index	Online	All levels	TBD	Domain	DPIIT
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology	Online	All levels	1 day	Domain	iGOT

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Startup India	Hyderabad, Telangana	T-Hub An innovation intermediary and business incubator. Based on the triple helix model of innovation, it is a partnership between the Government of Telangana, three academic institutes in Hyderabad and the private sector.	3 Days	US and below
	Gurugram, Haryana	Zomato Indian multinational restaurant aggregator and food delivery company.	3 Days	US and below
	Bengaluru, Karnataka	Zerodha Online stock trading platform at lowest prices from India.	3 Days	US and below
	Mumbai, Maharashtra	SoftBank Venture Capital and Private Equity Principals.	3 Days	Director and above

7.2.3. Investment Promotion (Make in India) Section

Table 32: MII, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge on investment promotion, facilitation and international trade, unlocking investment in emerging markets, etc.	Training modules on Investment and International Trade, Investment Facilitation, Sustainable Development and Building Back Better, Effective Management of Public Investment, Impact Investment and Leading Economic Growth.	Domain

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
2	Understanding the initiatives taken under Make in India and growth and development of various states for investment promotion	Exposure visits to government organisations of top performing states in the areas to get deeper understanding on topics such as facilitating economic growth, investment climate, reforms, and competitiveness.	
3	Knowledge of global best practices in investment promotion and best players/countries in offering suitable environment to businesses	Exposure visits to top performing countries in ease of doing index to understand business environment, technology development and innovation in foreign countries.	
4	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
5	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
6	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
7	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
8	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
9	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	Functional
10	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
11	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
12	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Make In India (Investment Promotion)	Government of Andhra Pradesh	Department of Industries, Government of Andhra Pradesh or with the Economic Development Board, AP Andhra Pradesh is among the top-ranking states in the BRAP under EoDB. DPIIT can organize exposure visits to the state on topics such as facilitating economic growth, investment climate, reforms, and competitiveness.	5 Days	US/SO/ASO
	Government of Gujarat	The Gujarat Chamber of Commerce & Industry (GCCI) Gujarat is emerging as an 'Investor friendly' destination in the country. It offers a model for Economic Progress and Development for the developing nations and is among the top-ranking states in the BRAP ranking. DPIIT can collaborate and organize a visit to the state.	5 Days	US/SO/ASO
	Mumbai, New Delhi, Noida, Gurugram, Bangalore, Kolkata, Chennai	Khaitan & Co. (Law Firm) Khaitan & Co. has been present in India since 1911, are present in 6 cities and have been extensively working with corporates in the area of investment grounding. Hence, an in-person training at firm's office with concerned division can help in providing the officers a practical understanding of the ground aspects. The officers can be allocated small assignments to be undertaken by the law firm to get granular understanding of practical aspects	3 Days	US/SO/ASO
	South Korea	Ministry of Trade, Industry and energy / INVEST KOREA South Korea is ranked 5 among 190 economies in World Bank's Ease of Doing Business. It dominates in the ease of starting a business and enforcing contracts and play a significant role in technology development and innovation.	5 Days	Director and above

7.2.4. Internal Trade and e-Commerce (ITeC) Section

Table 33: ITeC, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of concepts like internal trade, e-commerce, B2B, B2C, C2B, Open Network for Digital Commerce : Concept, Constituents, Genesis, Network participants, and Global best practices in E- commerce and Internal Trade	Exposure Visits to established e-Commerce companies in India to understand the business processes at the ground-level. ⁷⁴	Domain
2	Understanding the development of public policy and global best practices in e-Commerce and Internal Trade	Training Modules on Designing Effective Public Policies and Advancing the Digital Economy for Sustainable Growth in Asia to understand the e-Commerce in Asia.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right	Functional

⁷⁴ Details on the Exposure Visits are mentioned in **Annexure 4**

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		to Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Advancing the Digital Economy for Sustainable Growth in Asia	Overviews the role of the digital economy in promoting inclusive and sustainable growth, and identifies policies needed	Online	Directors and above	Self-paced	Domain	ADB Institute

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Internal trade and e-Commerce	Hyderabad, India	Amazon India An e-commerce company that has nearly doubled its business in India in the past few years. DPIIT can organise field visits to its various business process locations in the whole e-Commerce process.	3 Days	Director and below
	Bengaluru, Karnataka	Myntra Pvt Ltd (Parent company: Flipkart) India based fashion e-commerce company. It is one of the largest fashion and lifestyle companies in India.	3 Days	Director and below

7.3. Cement Division

Table 34: Cement Division Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Basic knowledge of cement and industry scenario in India	Training module on cement, concrete, construction and allied building materials technology.	Domain
2	Greater understanding of manufacturing processes, supply chain and the raw materials used in cement manufacturing and Understanding of bottlenecks/ challenges of industrial manufacturers	Exposure visits to cement manufacturing plants to understand the entire spectrum of cement manufacturing processes, raw materials used, and challenges faced by manufacturers	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Short-term courses for Cement	Covers the entire spectrum of cement, concrete, construction and allied building materials technology	TBD	Director & below	2-5 days	Domain	National Council for Cement and Building Materials (NCCBM)
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning, Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology	TBD	All levels	1 day	Domain	iGOT
A Course on Environmental Social and Governance	Modules on ESG Framework, Index-related institutions, Science and Reality Intertwined, Industry Initiatives, etc.	TBD	Director & above	3 days	Domain	iGOT
Short-term courses for Cement	Covers the entire spectrum of cement, concrete, construction and allied building materials technology	TBD	Director & below	2-5 days	Domain	National Council for Cement and Building Materials (NCCBM)

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees

Cement	Delhi, Hyderabad, Ahmedabad, Bangalore	ELGi ELGi provides a range of compressors, heat recovery systems , pumps, driers, medical gas equipment etc. that are energy efficient and customer centric. The company is spread across various locations in India, including Delhi, Hyderabad, Ahmedabad, Bangalore, etc.	3 Days	Director and below
	Multiple locations across India	UltraTech Cement Ltd. UltraTech Cement, a part of the Aditya Birla group of companies, is one of India's oldest cement manufacturers. They are the largest cement company in India, third largest globally. Based out of Mumbai, they have 22 integrated manufacturing units spread across India, equipped with world-class infrastructure to produce their vast inventory.	3 Days	Director and below
	Wadi, Karnataka	ACC Ltd. ACC Limited, a subsidiary of Ambuja Cements and part of the Adani Group, is the oldest and most reputed cement producers in India. With years of experience in the cement market, ACC operates the largest cement plant in the world in Wadi, Karnataka under the name Wadi II. Its corporate headquarters are in Mumbai.	3 Days	Director and below

7.4. Consumer Industry (CI) Division

Table 35: CI Division Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of bottlenecks/ challenges of industrial manufacturers and knowledge of best practices/ latest developments taking place in different consumer goods markets across the globe	Exposure visits to FMCG industries to understand manufacturing and bottlenecks in consumer goods industries in India.	Domain
2	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
3	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
4	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
5	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
6	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
7	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
8	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
9	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Consumer Industry	Pan India	Hindustan Unilever Ltd. Hindustan Unilever Ltd. Is the foremost producer of fast-moving consumer goods in India. They have over 650 experts specialising in the research and development of consumer goods in their research centres in Mumbai, Gurgaon and Bangalore.	3 Days	Director and below
	Bangalore, Karnataka	ITC Ltd. ITC's operation in India is a well-known practice in most households. ITC's Life Sciences and Technology Centre (LSTC) in Bangalore, Karnataka, is a state-of-the-art facility leading innovation in their world-class consumer products.	3 Days	Director and below

7.5. Development of Backward Areas Division

7.5.1. Modified Industrial Infrastructure Upgradation Scheme (MIUS) Section

Table 36: MIUS, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of common industrial infrastructure in various industrial clusters/ Parks/ Estates across the country	Training modules on Public Policy, Business Strategy, Infrastructure Development, Financing and Investing, Supply Chain Planning, PPP projects for infrastructure, strategic industrial park development for sustainable development, Eco-industrial parks, Good Governance in Quality Infrastructure, etc.	Domain
2	Deeper understanding of scenario, mission, vision and implementation of various infrastructure projects in	Field visits to Industrial Corridors and Industrial Parks in India for ground-level involvement and better practical knowledge of department's work related to infrastructure	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	the country aimed at manufacturing growth	development to promote industrial growth across the country.	
3	Improved and updated knowledge of related best infrastructure practices and regulations and best industrial parks/zones across the globe	Exposure visits to some of the best economic zones around the world to understand world-class infrastructure practices better.	
4	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
5	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
6	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
7	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
8	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
9	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	Functional
10	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
11	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
12	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees

Modified Industrial Infrastructure Upgradation Scheme (MIUS)	Baddi, Solan district – Himachal Pradesh	Field visits to Industrial Corridors, like the Delhi Mumbai Industrial Corridor (DMIC) can be very beneficial for ground level involvement and better practical knowledge of department's work related to infrastructure and industrial development. DPIIT can organise exposure visits to Integrated Industrial Township – Greater Noida (IITGN), Uttar Pradesh and Integrated Industrial Township – Vikram Udyogpuri (IITVU), Madhya Pradesh, where the trunk infrastructure is completed and Dholera Special Investment Region (DSIR), Gujarat and ShendraBidkin Industrial Area (SBIA), near Aurangabad, Maharashtra, where the trunk infrastructure is nearing completion.	3 Days	Director and below
	Uttar Pradesh, Madhya Pradesh, Gujarat, Maharashtra - Delhi Mumbai Industrial Corridor (DMIC)	Adani/Mundra Port and SEZ-Gujarat, GMR Kakinada Industrial Park-Andhra Pradesh and Sri City-Andhra Pradesh Field visits Industrial parks/zones in India for better on-ground knowledge and exposure to infrastructure development to promote industrial growth across the country.	3 Days	Director and below
	Gujarat, Andhra Pradesh - Industrial Parks in India	KEZAD Group is the UAE's largest operator of fully integrated economic zones, business services, staff accommodation and industrial real estate solutions. There are 12 economic zones under KEZAD Group which are located in Abu Dhabi, Al Ain and Al Dhafra, and provide world-class transportation infrastructure together with multimodal connectivity by road, sea, air, and future rail networks. Covering a total area of 550 km square including 100 km square designated as Free Zones, it hosts more than 1,750 clients from 17 industrial sectors, including (but not limited to) Food Processing, AgTech, Life Science, Speciality Chemicals, Plastics & Polymers, Metals, Retail & Logistics, Pharmaceuticals, Hi-Tech & Green Energy, Building Materials, Oil & Gas and Automotive.	5 Days	Director and above
	Abu Dhabi, UAE - Economic Zones, KEZAD	With direct access to the world's busiest international airport, the Dubai Airport Freezone (DAFZ) is located in the ideal gateway to the Middle East and also unrivalled connectivity to Europe, the Indian Subcontinent and the Far East. DAFZ is home to more than 2300 registered businesses from over 20+ sectors and various industries with 17,000+ professionals, who benefit from a business-focused regulatory and tax-free environment that offers a range of facilities.	5 Days	Director and above

7.5.2. Northeastern Region Subsidy Scheme (NERS) Section

Table 37: NERS, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of common industrial infrastructure in various industrial clusters/ Parks/ Estates across the country	Training modules on Public Policy, Business Strategy, Infrastructure Development, Financing and Investing, Supply Chain Planning, PPP projects for infrastructure, strategic industrial park development for sustainable development, Eco-industrial parks, Good Governance in Quality Infrastructure, etc.	Domain
2	Knowledge of benefits provided under North-East Industrial Development Scheme (NEIDS), 2017 and infrastructure development in the northeastern region of India	Exposure visits to India's northeastern states to understand the infrastructure and industrial development in the region. ⁷⁵	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing	

⁷⁵ Details on the Exposure Visits are mentioned in **Annexure 4**

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Advanced Management Programme for Infrastructure	Change Management, Fundamentals of Finance, Fundamentals of Economics, Infrastructure project management, Contract Management, Legal Issues and Dispute Resolution, Social and Environmental Issues in Infrastructure, Strategic Planning, Digital Transformation of infrastructure business and Public-Private Partnerships to deliver India's infrastructure needs	Hybrid	Director & above	12 Days	Domain	ISB

Financing and Investing in Infrastructure (Online)	Focuses on how private investors approach infrastructure projects from the standpoint of equity, debt, and hybrid instruments	Online	Director & above	11 hours	Domain	Bocconi
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Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Northeastern Region Schemes (NERS)	Manipur	Government of Manipur Ministry of Development of Northeastern Region (MDoNER) has sanctioned 145 North East Special Infrastructure Development Scheme (NESIDS) for the Northeastern States, out of which Manipur is one of the two states that has received the Certificate of Completion.	3 Days	Director and above
	Nagaland	Government of Nagaland Ministry of Development of Northeastern Region (MDoNER) has sanctioned 145 North East Special Infrastructure Development Scheme (NESIDS) for the Northeastern States, out of which Nagaland is one of the two states that has received the Certificate of Completion.	3 Days	Director and above

7.6. Explosives Division

Table 38: Explosives Division, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<ul style="list-style-type: none"> Knowledge of all related acts and rules, like: Explosives Act, 1884, Inflammable Substance Act, 1952, Petroleum Act, 1934, etc., and Greater understanding of manufacturing processes, raw materials and technology used in explosives 	Training courses on Physical Chemistry and General Metallurgy and on Explosives	Domain
2	<ul style="list-style-type: none"> Knowledge of safety and environmental issues related to the explosives industry, and Understanding of issues faced by the industrial manufacturers and other stakeholders in the Explosives industry 	Exposure visits to explosive manufacturing plants for a better understanding of the industry.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Explosives	Singrauli (Madhya Pradesh), Dhanbad and Rajmahal (Jharkhand) and Talcher (Odisha)	Indian Oil Corporation Ltd. Indian Oil Corporation Ltd. or popularly known as IOCL, is the largest producer of bulk explosives in India. Indian Oil Explosive division has 7 bulk manufacturing units and 3 satellite units. Some of their plants are at Singrauli, Dhanbad, Talcher, Rajmahal. IOCL explosive division is headquartered at Kolkata.	3 Days	Director and below
	Nagpur, Maharashtra and 7 other states	Solar Industries India Ltd. Solar Industries India Limited has been a market leader in the explosive industry in India since 1995. They specialise in bulk industrial explosives and have recently become a defence supplier. They have over 25 manufacturing units in 8 states in India, with their largest plant being in Nagpur, Maharashtra. Solar also has operations in 7 other countries and export to 50+ countries around the world.	3 Days	Director and below

7.7. Foreign Collaboration Division

Table 39: Foreign Collaboration Division, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<p>Knowledge of FDI related aspects including:</p> <ul style="list-style-type: none"> FDI entry routes in India, FDI policies in various sectors under different routes (automatic and government), and the prohibited sectors Important concepts covered in the Foreign Exchange Management Act (FEMA) 1999 like - Dealing in foreign exchange, Holding of foreign exchange, clauses regarding investments in the act, etc. International Economics, Macroeconomics, Trade Theory, liberalisation and facilitation of FDI 	Training on FDI, macroeconomics and related areas like FEMA 1999 & Foreign Exchange Regulations In India	Domain
2	Knowledge of best FDI policies across the globe	Exposure visits to countries receiving highest FDI globally for a deeper and more immersive understanding of facilitating and handling foreign investments.	
3	Knowledge of general legal procedures	Training Module for management of legal issues and court procedures and lawyers working for the Department	Functional
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Macroeconomics for Non-Economists	Basic concepts in macroeconomics: Monetary policy, fiscal policy, external sector, International monetary systems	Offline	All levels	3 days	Domain	IIM I
Macroeconomics Diagnostics	Designed to strengthen participants ability to assess a country's macroeconomic situation, including the current state of the economy; the stance of fiscal and monetary policy; financial stability; exchange rate misalignments; vulnerabilities in the different sectors; and the medium-term outlook, especially the sustainability of public and external debt. Throughout the course these concepts are applied to India to illustrate its current macroeconomic opportunities and challenges, and to demonstrate practical tools for use in day-to-day macroeconomic analysis and policymaking	Offline	All levels	1 week	Domain	IMF SARTTAC (IMF's South Asia Training and Technical Assistance Center)
FEMA 1999 & Foreign Exchange Regulations In India	Foreign Exchange regulations and FEMA	Online	Director & below	3 hours	Domain	Udemy
Investment Facilitation, Sustainable Development And Building Back Better	This course provides practical guidance to IPAs and other institutions with a mandate in investment promotion and facilitation to address the challenges posed by the COVID-19 pandemic and strategic thinking on how recovery can contribute to building back better in line with national and regional development priorities and the Sustainable Development Goals.	Online	All levels	4 weeks	Domain	International Training Center (ITC); part of ILO

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Foreign Collaboration	Washington D.C., USA	The Committee on Foreign Investment in the United States (CFIUS) Followed by Netherlands, USA records the 2nd highest FDI in the world and the CFIUS is the nodal organisation which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in	5 Days	Director and above

		collaboration with CFIUS for a deeper and more immersive understanding of facilitating and handling foreign investments.		
	Esch-sur-Alzette, Luxembourg	Luxembourg Trade & Invest Luxembourg remains among the top 5 FDI recipients in the world. The Luxembourg Trade & Invest is the economic promotion agency which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in collaboration with Luxembourg Trade & Invest for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above
	London, UK	Department for International Trade UK is one of the countries on the list of top FDI recipients globally. The Department for International Trade is the government agency that ensures UK's prosperity by promoting and financing international trade and investments. DPIIT can organise a visit in collaboration with Department for International Trade for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above
	Amsterdam, Netherlands	Netherlands Foreign Investment Agency (NFIA)/ Invest in Holland The Netherlands records the highest FDI in the world and the NFIA or Invest in Holland body is the nodal organisation which deals with foreign investments and makes the environment more conducive for investors. DPIIT can organise a visit in collaboration with NFIA for a deeper and more immersive understanding of facilitating and handling foreign investments.	5 Days	Director and above

7.8. Goods & Service Tax (GST) Subsidy Division

Table 40: GST Subsidy Division, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of basic concepts related to GST calculation, benefits, stakeholders involved etc. along with GST Subsidy Scheme Structure & Procedures	<p>Training Module or Workshop covering areas like:</p> <ul style="list-style-type: none"> • Introduction/ Expectation Sharing/ Program Overview • Salient Features of GST • Design and Administration of GST • TDS and Return Filing • Government Services • Imports and Work Contracts • Estimation of GST Base and the Rate Structure • Dealing with Inter-state Services: Place of Supply Rules and IGST • Sectoral Perspectives • Industry's Concerns for Introduction of GST: Policy and Administration 	Domain
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

7.9. Industrial Entrepreneurs Memorandum (IEM) Division

Table 41: IEM, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of contents included in the IEM applications and acknowledgements issued, and familiarity with the G2B Portal/IEM portal	Module on Industrial Entrepreneurs Memorandum applications content.	Domain
2	Knowledge of Artificial Intelligence and Analytics	Training on organizational journey of AI transformation, data governance, data preparation for analytic model building and descriptive, predictive and prescriptive analytics.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain,	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Excel Basics for Data Analysis	This course is designed to provide you with basic working knowledge for using Excel spreadsheets for Data Analysis. It covers some of the first steps for working with spreadsheets and their usage in the process of analyzing data. It includes plenty of videos, demos, and examples for you to learn, followed by step-by-step instructions for you to apply and practice on a live spreadsheet.	Online	US and blow	12 hours	Domain	Coursera-IBM

7.10. Industrial Policy/ Industry Licensing (IP/IL) Division

Table 42: Coordination and IPA Wing, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of basic concepts related to procedures, processes and protocols for Industrial Licenses	<p>Module to be curated on:</p> <ul style="list-style-type: none"> The four sectors under compulsory industrial licensing Industries (Development and Regulation) Act 1951 Arms Act, 1959 (Specifically FORM A-6) and Arms Rules 2016 Press Note-I, Press Note-II, and Press Note-III (2019) Familiarity with G2B Portal Licensing committee's role in the process Points in checklist for scrutinizing licensing applications received for all four sectors <p>Lectures by retired officers should be held as they would be the right training providers, as Subject Matter experts</p>	Domain
2	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
3	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
4	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
5	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
6	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	Functional
7	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
8	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
9	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Curated Course for IL section	The course to contain the following contents: 1. The four sectors under compulsory industrial licensing 2. Industries (Development and Regulation) Act 1951 3. Arms Act, 1959 (Specifically FORM A-6) and Arms Rules 2016 4. Press Note-I, Press Note-II, and Press Note-III (2019) 5. Familiarity with G2B Portal 6. Licensing committee's role in the process 7. Points in checklist for scrutinizing licensing applications received for all four sectors	TBD	All levels	TBD	Domain	DPIIT

7.11. Industrial Statistical Unit (ISU) Division

Table 43: ISU, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<ul style="list-style-type: none"> Understanding of collection, processing, and compilation of monthly production data Knowledge of the all-India Index of Industrial Production (IIP) and analysis of growth trends in industrial production 	Training courses on Data Visualization and Storytelling Through Data, Data to Decisions and Strategic Decision Making.	Domain
2	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
3	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
4	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
5	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
6	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
7	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
8	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
9	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		analytics of port etc. and their new roles and responsibilities	

7.12. Infrastructure Development Division

Table 44: Infrastructure Development, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Deeper understanding of Mission, Vision, Institutional setup, implementation framework, coverage of various industrial corridors, update of key projects/ nodes under different corridors in the country	Field visits to Industrial Corridors and Industrial Parks in India for ground-level involvement and better practical knowledge of department's work related to infrastructure development to promote industrial growth across the country.	Domain
2	Improved and updated knowledge of related best infrastructure practices and regulations and best industrial parks/zones across the globe	Exposure visits to some of the best economic zones around the world to understand world-class infrastructure practices better.	
3	Knowledge of facilities, transportation infrastructure, institutional structure, etc. in India	Training modules on governance and quality of infrastructure and understanding PPP for infrastructure projects in India.	
4	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
5	Knowledge of Artificial Intelligence and Analytics	Training on organizational journey of AI transformation, data governance, data preparation for analytic model building and descriptive, predictive and prescriptive analytics.	
6	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
7	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
8	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
9	Training Module(s) for familiarization with basic role of Department and	A basic toolkit for familiarization with concepts for all employees which provides basic information on	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	different functions including knowledge of office procedure manuals	overview of the department, its functions and Acts and Rules.	
10	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
11	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
12	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning, Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	Online	All levels	1 day	Domain	iGOT
Investment Project Preparation and Appraisal Curriculum	Capacity building on investment project preparation and appraisal (IPPA) to improve the quality of investment projects. The online curriculum is comprised of four courses, which are further subdivided into fourteen (14) modules. Course 1: Introduction to Investment Projects and Market Analysis; Course 2: Technical Analysis; Course 3: Financial Planning and Analysis ; Course 4: Risk Analysis, Project Implementation Planning and Appraisal	Online	Director & above	Self-paced	Domain	UNIDO
PPP Frameworks for Infrastructure Development	How governments decide and prioritize projects, Scope, resources, cost and risk management in PPPs, Social and political needs of infrastructure development, Innovative developments in a PPP framework, Engaging with startups in state infrastructure development	Offline	Director & above	5 Days	Domain	IIM A
Financial Analysis of Investment Project Scenarios with Application of COMFAR software	Internationally accepted UNIDO methodologies and tools for project formulation and appraisal including COMFAR (Computer Model for Feasibility Analysis and Reporting). COMFAR facilitates the fast computation of financial statements needed for financial and economic appraisal of investment projects. It can be used for small- to large- scale projects, expansion, rehabilitation and modernization of existing enterprises and joint ventures.	Offline	Director & above	TBD	Domain	UNIDO

Impact Evaluation Methods with Applications in Low- and Middle-Income Countries	<p>The following will be covered in the course: Define impact evaluation and recognize its importance. Describe the importance of randomization and the problems that can arise in randomized controlled trials (RCTs). Identify statistical concepts and tools for program evaluation. Interpret the concept of regression and how it informs RCT results. Illustrate the balance between sample size and cost of trial. Explain the value and application of quasi experimental methods</p>	Online	All levels	24 weeks (3–5 hours per week)	Domain	World Bank
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Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Infrastructure Development	Uttar Pradesh, Madhya Pradesh, Gujarat, Maharashtra - Delhi Mumbai Industrial Corridor (DMIC)	Field visits to Industrial Corridors, like the Delhi Mumbai Industrial Corridor (DMIC) can be very beneficial for ground level involvement and better practical knowledge of department's work related to infrastructure and industrial development. DPIIT can organise exposure visits to Integrated Industrial Township – Greater Noida (IITGN), Uttar Pradesh and Integrated Industrial Township – Vikram Udyogpuri (IITVU), Madhya Pradesh, where the trunk infrastructure is completed and Dholera Special Investment Region (DSIR), Gujarat and ShendraBidkin Industrial Area (SBIA), near Aurangabad, Maharashtra, where the trunk infrastructure is nearing completion.	3 Days	Director and below
	Gujarat, Andhra Pradesh - Industrial Parks in India	Adani/Mundra Port and SEZ-Gujarat, GMR Kakinada Industrial Park-Andhra Pradesh and Sri City-Andhra Pradesh Field visits Industrial parks/zones in India for better on-ground knowledge and exposure to infrastructure development to promote industrial growth across the country.	3 Days	Director and below
	Abu Dhabi, UAE - Economic Zones, KEZAD	KEZAD Group is the UAE's largest operator of fully integrated economic zones, business services, staff accommodation and industrial real estate solutions. There are 12 economic zones under KEZAD Group which are located in Abu Dhabi, Al Ain and Al Dhafra, and provide world-class transportation infrastructure together with multimodal connectivity by road, sea, air, and future rail networks. Covering a total area of 550 km square including 100 km square designated as Free Zones, it hosts more than 1,750 clients from 17 industrial sectors, including (but not limited to) Food Processing, AgTech, Life Science, Speciality Chemicals, Plastics & Polymers, Metals, Retail & Logistics, Pharmaceuticals, Hi-Tech & Green Energy, Building Materials, Oil & Gas and Automotive.	5 Days	Director and above
	Dubai, UAE - DAFZ	With direct access to the world's busiest international airport, the Dubai Airport Freezone (DAFZ) is located in the ideal gateway to the Middle East and also unrivalled connectivity to Europe, the Indian Subcontinent and the Far East. DAFZ is home to more than 2300 registered businesses from over 20+ sectors and various industries with 17,000+ professionals, who benefit from a business-focused regulatory and tax-free environment that offers a range of facilities.	5 Days	Director and above

7.13. Intellectual Property Rights (IPR) Division

Table 45: IPR, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of important acts and rules of Intellectual Property like Patents Act 1970 and Patents Rules 2003, Copyrights Act and Rules 1957, Trademark & GI,	In-depth training or workshops on Patents, Copyright, Trademarks, Geographical Indications, Industrial Design, Patents, Unfair Competition, WIPO Treaties, etc.	Domain

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	Trademarks Act 1999, Geographical Indications of Goods (Registration & Protection) Act, 1999 and amendments		
2	Understanding of IPR requirements in FTAs, Economic Partnerships and MoUs, and IPR related laws and regulations, and developments at the national and international level	Exposure visits to World Intellectual Property Organisation (WIPO) and renowned law firms leading in Intellectual Property Law in India.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
5	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
6	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
7	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
8	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
9	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
10	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
11	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
In-depth training & create IP Awareness programs at RGNIPM	<p>RGNIPM provides training by experts from Patent office, Trademark Registry, Geographical Indications Registry, Copyright offices. It provides training keeping in mind the following areas -</p> <ul style="list-style-type: none"> To provide in house training to IPO officials; To conduct Refresher courses for IPO officials periodically; To conduct training programmes on IPRs for different types of stakeholders; To upgrade IP skills of Academic faculties and researchers by organizing IP training; To aware Govt. officials like Police, custom officials etc. about IP enforcement related issues; To give training to High Court and District Judges to familiarize them with IPRs; To train legal professionals for updating the knowledge in enforcement & implementation of IP laws; To increase the awareness by conducting awareness programs on IPRs <p>- RGNIPM also provides training for filing procedure of IPR</p>	Offline	All levels	1 Day	Domain	Rajiv Gandhi National Institute of Intellectual Property Management (RGNIPM) – CGPTDM, DPIIT
General course on Intellectual Property	Introduction to IP, Copyright, Related Rights, Trademarks, Geographical Indications, Industrial Design, Patents, Unfair Competition, WIPO Treaties, Protection of New Varieties of Plants, Introduction to Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources, IP and Development.	Online	US & below	55 hours	Domain	WIPO (World Intellectual Property Organization)
Online WIPO India Summer School Training on Intellectual Property	The WIPO Academy, the RGNIPM Nagpur and the Maharashtra National Law University Nagpur, host WIPO-INDIA training program online in India.	Online	YPs	14 Days	Domain	WIPO (World Intellectual Property Organization)
Workshop on IPR	<p>UNCTAD offers collaboration for our capacity building and training programme, technical discussions and consensus building on intellectual property, technology transactions, and sustainable development. UNCTAD provides technical assistance to governments upon request by government agencies and depending on the availability of resources.</p> <p>DPIIT can collaborate with UNCTAD for workshops on IPR.</p>	TBD	All levels	TBD (Generally 1-2 days)	Domain	UNCTAD

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Intellectual Property Rights (IPR)	Geneva, Switzerland	WIPO WIPO organises visits for students, professionals and others on WIPO and its work. It can help increase knowledge about WIPO's work and can also help in improved stakeholder interaction and increased exposure of international practices and processes.	3 Days	Director and above
	Mumbai, Maharashtra	Khaitan and Co. Khaitan and Co. is one of the best corporate law firms practicing in both High courts like Bombay, New Delhi, Kolkata and Madras, but also the Supreme Court of India. Based out of Mumbai, Khaitan and Co, is a leader in Intellectual Property Law and represents many top corporate houses for the same.	1 Day	Director and below
	Delhi	Shardul Amarchand Mangaldas Shardul Amarchand Mangaldas is one of the oldest and topmost law firms practicing in the Supreme Court. Based out of New Delhi, SAM has offices in 6 other Indian metros. It has one of the most renowned Intellectual Property wings in India.	1 Day	Director and below

7.14. Investment Promotion and International Cooperation (IC) Division

Table 46: IC, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Basic conceptual knowledge on international cooperation and MoUs, Bilateral Investment treaties and its clauses, stakeholders such as industry/ country associations	Training module on investment and international trade for understanding of how governments and the wider public sector can help to build success in international trade and to grow their economies through foreign direct investment.	Domain
2	Knowledge of contents of Partnership Agreements, FTAs, and broader concepts involved across international collaboration across all facets like investment, trade, geopolitical stance, etc.	Training on leading economic growth containing approaches to shared growth and development, expanding a country's productive capabilities and developing contextually driven strategies for growth.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Professional Certificate in Investment and International Trade	Understanding of how governments and the wider public sector can help to build success in international trade	TBD	Director and above	5 Days	Domain	International Centre for Parliamentary Studies
"Leading Economic Growth" Executive Course	New approaches to shared growth and development, expanding a country's productive capabilities and developing contextually driven strategies for growth	Online	Director & above	3 months	Domain	Harvard Kennedy School
Investment Facilitation, Sustainable Development and Building Back Better	Provides practical guidance to IPAs and other institutions with a mandate in investment promotion and facilitation to address challenges	Online	Director & above	4 weeks	Domain	United Nations International Labour Organisation
Negotiation Mastery	The course aims to equip the participant with the skills to close deals that might otherwise be deadlocked, maximize value in the agreements you reach, and resolve differences before they escalate into costly conflicts. The Program is taken by Professor Michael Wheeler who is the author of 11 books, the most recent of which is The Art of Negotiation: How to Improvise Agreement in a Chaotic World	Online	Deputy Director & above	8 weeks (slots available each month; self – paced learning)	Domain	Harvard Business School (Online business certification course)

7.15. Leather and Footwear Division

Table 47: Leather and Footwear, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of the leather and footwear industry – India and global; manufacturing processes and landscape, factors of production, key drivers, etc.	Exposure visits to foreign institutes/organisations in the top performing countries following best practices in the leather sector.	Domain
2	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures.	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive.	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan.	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department.	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities.	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Emerging Technologies	Modules on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	Online	All levels	1 day	Domain	iGOT
A Course on Environmental Social and Governance	Modules on ESG Framework, Index-related institutions, Science and Reality Intertwined, Industry Initiatives, etc.	Online	Director & above	3 days	Domain	iGOT
Industry 4.0 and Internet of Things (IoT) - What every manager needs to know about them	The program aims to help leaders envision and execute IoT-driven business transformations in Industry 4.0, not just understand the technical elements. The goal is to demystify IT/OT integration and Industry 4.0 so that leaders can plan to achieve the strategic advantage that IoT makes possible in tandem with other disruptive technologies.	Offline	Director & above	4 days	Domain	IIMC

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Leather and Footwear	Brazil	Centre for the Brazilian Tanning Industry (CICB) CICB is the official representative body of all Brazilian tanners and supports the national leather industry in order to develop its strengths.	5 Days	Director and above
	Brazil	Apex-Brasil Apex-Brasil or Brazilian Trade and Investment Promotion Agency is a trade promotion organization and the investment promotion agency of Brazil.	5 Days	Director and above
	Milan, Italy	I.CE.C - Institute of Quality Certification for the Leather Sector Certification institute in Europe specific to the leather sector, promoted by the Italian tanneries and its members include, the Italian Associations of footwear, leather goods, leather accessories and components; fur manufacturers, chemicals producers, the Italian Ministry of Economic Development, etc.	5 Days	Director and above

7.16. Light Engineering Industry (LEI) Division

Table 48: LEI, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	<ul style="list-style-type: none"> Better understanding of light engineering industry, light electrical industry and light machine tools industry, and Understanding of supply chain/ value chain and raw materials, manufacturing processes, etc. in the Light Engineering Industry 	Exposure visits to FMEG industries for ground-level knowledge of the raw materials, manufacturing processes, value chain etc.	Domain
2	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
3	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
4	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
5	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
6	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	Functional
7	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
8	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
9	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Light Engineering Industry (LEI)	Rajasthan, Himachal Pradesh, Uttarakhand, Haryana, Uttar Pradesh	Havells India Limited Havells is a Fast-Moving Electrical Goods (FMEG) company that has a strong global presence. The manufacturing plants are spread across the country at various locations like Neemrana, Giloth and Alwar in Rajasthan, Baddi in Himachal Pradesh, Haridwar in Uttarakhand, Faridabad in Haryana, Sahibabad in UP, etc.	3 Days	Director and below

7.17. Linoleum and Rubber (L&R) Division

Table 49: L&R, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of L&R industry and technology used in the industry	Training courses on rubber technology and laboratory management system.	Domain
2	Greater understanding of manufacturing processes and raw materials, types and uses of linoleum and rubber, and familiarity with the challenges faced by the industrial manufacturers in the L&R industry	Exposure visits to the Linoleum and Rubber manufacturers to better understand the manufacturing process and bottlenecks faced by the manufacturers. ⁷⁶	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	

⁷⁶ Details on the Exposure Visits are mentioned in **Annexure 4**

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Linoleum & Rubber course relevant for DPIIT officers	Undertake customised training courses as per the training requirements of the customer	TBD	Director & below	TBD	Domain	Indian Rubber Manufacturer's Research Association (IRMRA)
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning, Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology	TBD	All levels	1 day	Domain	iGOT
A Course on Environmental Social and Governance	Modules on ESG Framework, Index-related institutions, Science and Reality Intertwined, Industry Initiatives, etc.	TBD	Director & above	3 days	Domain	iGOT

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Linoleum and Rubber (L&R)	Sahibabad, UP	Premier Polyfilm Ltd. With office in Kailash colony, New Delhi and factory situated at Sahibabad, UP, Premier Polyfilm provides Linoleum flooring service among other offerings. The products are ISI, ISO and EN standards certified.	3 Days	Director and below
	Ballabgarh, Haryana and Aurangabad, Maharashtra	Goodyear Goodyear is the largest tire manufacturing companies in the world. The company completed 100 years in India in 2022, and it has its plants situated at Ballabgarh, Haryana and Aurangabad, Maharashtra. It is the pioneer in introducing tubeless tires in the market.	3 Days	Director and below
	Mysore, Karnataka Banmore, MP Kankroli, Rajasthan Chennai, Tamil Nadu Haridwar, Uttarakhand	JK Tyre & Industries Ltd. The flagship company of JK Organisation, JK Tyre & Industries Ltd. is one of India's foremost tyre manufacturers and is also amongst the top 25 manufacturers in the world. JK has 9 modern plants in India located in multiple areas in Mysore, Banmore, Kankroli, Chennai and Haridwar.	3 Days	Director and below
	Chennai, Tamil Nadu	MRF Ltd. MRF limited is based out of Chennai, Tamil Nadu, and uses predictive testing and design validation technologies before marketing new designs. The raw materials used are treated and approved by NABL accredited labs.	3 Days	Director and below

7.18. Manufacturing Policy (MP) Division*Table 50: MP, Competency Solution Suggested*

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Clear understanding of focus areas of National Manufacturing Policy, i.e., enabling policy framework, offering PPP incentives for infrastructure development, etc.	Training modules on Public Policy, Business Strategy, Infrastructure Development, Financing and Investing, Supply Chain Planning, PPP projects for infrastructure, strategic industrial park development for sustainable development, Eco-industrial parks, Good Governance in Quality Infrastructure, etc.	Domain
2	Deeper understanding of scenario, mission, vision and implementation of various infrastructure projects in the country aimed at manufacturing growth	Field visits to Industrial Corridors and Industrial Parks in India for ground-level involvement and better practical knowledge of department's work related to infrastructure development to promote industrial growth across the country.	
3	Improved and updated knowledge of related best infrastructure practices and regulations and best industrial parks/zones across the globe	Exposure visits to some of the best economic zones around the world to understand world-class infrastructure practices better.	
4	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Knowledge of new industrial concepts like Industry 4.0 and IoT	Training module on Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
6	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
7	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
8	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
9	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
10	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
11	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
12	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Initiating strategic industrial park development for sustainable development	The course touches upon a) Initiating new industrial park or SEZ developments ; b) Tailoring industrial park or SEZ location, policy, and wider strategy and developing industrial parks and zones with competitive advantages	Online	All levels	3-4 hours	Domain	UNIDO Industrial Park platform
Eco-Industrial Parks training	This seven-module online course introduces the concept of Eco-Industrial Parks and how they can deliver economic, environmental and social benefits to industrial parks, tenant companies, governments and local communities, thus making them more competitive, attractive for investment and resilient to risks.	Online	All levels	Self-paced	Domain	UNIDO Training Academy

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Manufacturing Policy	Baddi, Solan district – Himachal Pradesh	Field visits to Industrial Corridors, like the Delhi Mumbai Industrial Corridor (DMIC) can be very beneficial for ground level involvement and better practical knowledge of department's work related to infrastructure and industrial development. DPIIT can organise exposure visits to Integrated Industrial Township – Greater Noida (IITGN), Uttar Pradesh and Integrated Industrial Township – Vikram Udyogpuri (IITVU), Madhya Pradesh, where the trunk infrastructure is completed and Dholera Special Investment Region (DSIR), Gujarat and ShendraBidkin Industrial Area (SBIA), near Aurangabad, Maharashtra, where the trunk infrastructure is nearing completion.	3 Days	Director and below
	Uttar Pradesh, Madhya Pradesh, Gujarat, Maharashtra - Delhi Mumbai Industrial Corridor (DMIC)	Adani/Mundra Port and SEZ-Gujarat, GMR Kakinada Industrial Park-Andhra Pradesh and Sri City-Andhra Pradesh Field visits Industrial parks/zones in India for better on-ground knowledge and exposure to infrastructure development to promote industrial growth across the country.	3 Days	Director and below
	Gujarat, Andhra Pradesh - Industrial Parks in India	KEZAD Group is the UAE's largest operator of fully integrated economic zones, business services, staff accommodation and industrial real estate solutions. There are 12 economic zones under KEZAD Group which are located in Abu Dhabi, Al Ain and Al Dhafra, and provide world-class transportation infrastructure together with multimodal connectivity by road, sea, air, and future rail networks. Covering a total area of 550 km square including 100 km square designated as Free Zones, it hosts more than 1,750 clients from 17 industrial sectors, including (but not limited to) Food Processing, AgTech, Life Science, Speciality Chemicals, Plastics & Polymers, Metals, Retail & Logistics, Pharmaceuticals, Hi-Tech & Green Energy, Building Materials, Oil & Gas and Automotive.	5 Days	Director and above
	Abu Dhabi, UAE - Economic Zones, KEZAD	With direct access to the world's busiest international airport, the Dubai Airport Freezone (DAFZ) is located in the ideal gateway to the Middle East and also unrivalled connectivity to Europe, the Indian Subcontinent and the Far East. DAFZ is home to more than 2300 registered businesses from over 20+ sectors and various industries with 17,000+ professionals, who benefit from a business-focused regulatory and tax-free environment that offers a range of facilities.	5 Days	Director and above

7.19. Special Package Division

Table 51: Himalayan State Scheme, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Understanding of objectives, procedures, eligible units/ target group, stakeholders involved, evaluation mechanism of Industrial Development Scheme, 2017 – Industrial Development Scheme for Himalayan States-Himachal Pradesh and Uttarakhand, and Industrial	<p>Training Modules on Infrastructure to equip professionals with competencies in the core disciplines of:</p> <ul style="list-style-type: none"> • Change Management • Fundamentals of Finance • Fundamentals of Economics • Infrastructure Project Management • Contract Management • Legal Issues and Dispute Resolution 	Domain

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
	Development Scheme for Himalayan States - J&K	<ul style="list-style-type: none"> Social and Environmental Issues in Infrastructure Strategic Planning Digital Transformation of Infrastructure Business Public-Private Partnerships 	
2	Knowledge of the industry scenario in the Himalayan region, the schemes which are over and those which are under grand parenting	Exposure visits to industrial hubs in Himalayan states to understand the industry scenario better.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology and Industry 4.0 and IoT to help leaders envision and execute IoT-driven business transformations in Industry 4.0	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	Functional
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data	

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Himalayan State Scheme	Uttarakhand	State Industrial Development Corporation of Uttarakhand Limited (SIDCUL) SIDCUL was incorporated by the Government of Uttarakhand in order to promote industrial development and develop an industrial infrastructure. It has developed several industrial estates around the state such as à Integrated Industrial Estate-IIE Haridwar, Integrated Industrial Estate-IIE Pantnagar, Integrated Industrial Estate-IIE Kotdwar (Sigaddi Growth Center), IIE Dehradun (IT Park), Integrated Industrial Estate-Selaqui (Pharma City), Plastic Park-Sitarganj, and Aroma Park-Kashipur. There are many other approved Industrial Estates being developed. DPIIT can organise a visit to the best-suited estate in collaboration with SIDCUL.	3 Days	Director and below
	Baddi, Solan district – Himachal Pradesh	Baddi, located in the southwestern Solan district of Himachal Pradesh is known to be the largest industrial town of Himachal Pradesh. It is an industrial hub with a large number of factories and manufacturing/ industrial units. To provide infrastructure support to entrepreneurs, the Himachal Pradesh Government has developed 41 industrial areas and 15 industrial estates. Solan, Sirmour, Kangra and Una districts lead in terms of investments attracted in Himachal Pradesh.	3 Days	Director and below

7.20. Paper Division

Table 52: Paper, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge of paper-manufacturing, technology used, related products, etc.	Training course on pulp and paper manufacturing.	Domain
2	Greater understanding of supply chain and issues faced by manufacturers	Exposure visits to paper manufacturers for ground-level knowledge of manufacturing processes and challenges faced by the industrial manufacturers in the Paper Industry.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to	Functional

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
		Information) follow ups and creating information sharing platforms.	
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested domain trainings and exposure visits are mentioned below.

Domain Trainings:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Training course on paper	CPPRI is a part of DPIIT, and it offers training course on paper	TBD	US & below	TBD	Domain	Central Pulp & Paper Research Institute (CPPRI), DPIIT
Emerging Technologies	Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology	TBD	All levels	1 day	Domain	iGOT
A Course on Environmental Social and Governance	Modules on ESG Framework, Index-related institutions, Science and Reality Intertwined, Industry Initiatives, etc.	TBD	Director & above	3 days	Domain	iGOT

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Paper	Odisha, Gujarat, Telangana	JK Paper Ltd. JK Paper Ltd. is the leading Indian player in Office Papers, Coated Papers, Writing and Printing Papers and High-end Packaging Boards. They have three integrated Pulp and Paper Mills viz: Unit JKPM at Rayagada (Odisha) near the Eastern coast of India and Unit CPM at Songadh (Gujarat) on the Western coast & Unit SPM at Kagaznagar, Telangana. Their head-office is at New Delhi while they have work offices in Orissa and Gujrat.	3 Days	Director and below
	Pan India	ITC PSPD ITC's Paperboards and Specialty Papers Division (ITC-PSPD), is amongst the leading names in the business worldwide. With emphasis on harnessing state-of-the-art technology, they have emerged as the largest manufacturer of Packaging and Graphic Boards in South Asia. They have their divisional headquarters at Secunderabad while regional offices at Chennai, Kolkata, Mumbai and New Delhi.	3 Days	Director and below
	Yamunanagar, Maharashtra, Odisha, Pune and Andhra Pradesh	Ballarpur Industries Ltd. Ballarpur Industries Ltd. Is the largest manufacturer of writing and printing (W&P) paper in the country. In India, the company has six manufacturing units, giving it geographic coverage over most of the domestic market. They have manufacturing facilities in Yamunanagar, Maharashtra, Odisha, Pune and Andhra Pradesh.	3 Days	Director and below

7.21. Productivity Improvement (NPC-QCI & UNIDO) Division

Table 53: Productivity Improvement, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge on productivity improvement and quality management	Training modules on Productivity Improvement to understand and facilitate the implementation of Quality Management effectively throughout the organisation.	Domain
2	Complete knowledge of the scope of work and functions of National Productivity Council (NPC), Quality Council of India (QCI) and United Nations Industrial Development Organisation (UNIDO)	Exposure visits to QCI, and UNIDO India headquarter to better understand their work.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities	

Thus, for the division few suggested exposure visits are mentioned below.

Exposure Visits:

Division	Location	Provider/ Facilitator	Proposed Duration	Proposed Attendees
Productivity Improvement (NPC-QCI & UNIDO)	New Delhi, Delhi NCR	Quality Council of India Quality Council of India or QCI, is based out of New Delhi and is a public partnership to ensure quality standards in all economic and social sectors in India.	1-2 Days	US and below
	New Delhi, Delhi NCR	United Nations Industrial Development Organization The United National Industrial Development Organization (UNIDO), under the UN ECOSOC, is a specialized agency assisting countries in economic and industrial development. Its India Headquarters are situated in New Delhi, which engages with the concerned ministry to achieve mutual goals.	1-2 Days	US and below

7.22. Project Monitoring Group (PMG) Division

Table 54: PMG, Competency Solution Suggested

S. No.	Competency Assessment	Skills/Competency Related Intervention Suggested	Type
1	Knowledge on the working of public, private and PPP infrastructure projects	Training modules on Public Private Partnerships (PPP) for Infrastructure Projects, Strategic Perspectives on the Design of PPPs, and PPP framework for infrastructure development.	Domain
2	Understanding of Project Management tools and techniques for effective management of resources and cost and behavioural aspects for project management	Training module on project management focused on achieving defined goals by using plans, schedules, and resources to execute key activities within a set timeframe.	
3	Business and emerging technologies	Training module on Data Analytics, Artificial Intelligence, Machine Learning and Deep Learning Computer Vision, Natural Language, Processing Internet of Things, Blockchain, Augmented Reality and Virtual Reality and Drone Technology.	
4	Basic drafting techniques for official communication and rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.	Functional
5	Parliamentary Procedures	Training on Indian Parliament, Questions in Parliament Assurance Basics Case Study and exploring more about Parliamentary Procedures	
6	MS Office skills	Basic and Advanced modules on Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Microsoft One Drive	
7	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on overview of the department, its functions and Acts and Rules.	
8	General Finance Rules, introductory and advanced module on financial planning and development of port business	Training module for management of financial issues and understanding the general financial rules of the Ministry including strategic pricing/costing and developing long term investment plan	
9	Knowledge of basic administrative law	Training Module for management of legal issues and court procedures and lawyers working for the Department.	
10	Module for promoted staff getting into senior positions	Develop specialized online 'familiarization' modules for fresher senior officers (S/AS/JS/D) focusing on domain specific issues like environmental laws, emerging trends like automation of ports, data analytics of port etc. and their new roles and responsibilities.	

8. Division-Agnostic Capacity Building Interventions

Based on the identified competency assessment, the study team has undertaken a detailed analysis to identify the division-agnostic capacity building interventions, i.e., Functional and Behavioural training interventions. They are mentioned below:

Training Program	Modules Covered	Mode	Target Group	Duration	Category	Knowledge Partner
Basic: MS Office Training Program	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft Teams Microsoft One Drive	Online	Self-nomination basis	2 Days	Functional	Microsoft, Ministry of Skill Development and Entrepreneurship (MSDE) and Capacity Building Commission (CBC)
Advance: MS Office Training Program	Microsoft Word Microsoft Excel Microsoft PowerPoint Microsoft SharePoint Microsoft Outlook	Online	Self-nomination basis	2 Days	Functional	Microsoft, MSDE and CBC
Development of Attitude Knowledge Skill for Holistic Transformation in Administration (DAKSHTA)	Code of Conduct for Government Employees Noting and Drafting Public Procurement Framework of GOI Office Procedure Parliamentary Procedures Government E Marketplace Right to Information Act, 2005 - Part 1 Right to Information Act, 2005 - Part 2 Leave Rules Pay Fixation Annual Performance Appraisal Report (APAR)	Hybrid	SO/ASO	15 Days	Functional	iGOT and ISTM
Training on procurement of goods and services (GFR, DFPR and Public Procurement Policy)	Mode of Procurement & Procurement Processes Procurement processes on GeM; Compilation of all procurement processes on GeM	Online	Self-nomination basis	1 Day	Functional	iGOT
Procurement of Services, Works and Contract Management	Procurement of Services, Works and Contract Management in rural roads construction PMSGY Guidelines for Engagement of Consultants for Preparation of DPR Overview of SBD, General Conditions of Contract, Details about the Payment Certificates and Financial Management, Safety, Labor Laws, Social and Environment Safeguards, Management Meetings and Progress Monitoring, Dispute Resolution Mechanism	Online	Self-nomination basis	2 Days	Functional	iGOT
GeM Guidelines and Procurement Processes	Direct Purchase-Product & Services L1 Purchase - Product & Services Bid Creation - Product & Service PAC Purchase Difficult Area Filter RA & Bid Awarding Bid to RA RA Deadlock Bunch Bid - Products & Services Schedule wise Bunch Bidding GeMARPTS Generation Custom Bid - Products & Services Demand Aggregation Item wise BOQ Forward Auction - Creation Air Ticket Booking Price Variation Clause Milestone Based	Online	Self-nomination basis	1 Day	Functional	Institute of Secretariat Training and Management (ISTM)

	Payment L1 Price Negotiation Delivery Period Extension					
Digital India & e-Governance	Digital India is an Umbrella Program covering many departments and pulls together many existing schemes to be restructured and re-focused to be implemented in a synchronized manner with a distinctive focus on e-Governance.	Offline	Directors and Above	3 Days	Functional	National Institute for Smart Government (NISG)
Fundamental Rules (FR) and Supplementary Rules (SR)	FRSR PART I (General Rules) FRSR PART II (TA Rules) FRSR PART III (Leave Rules) FRSR PART IV (DA,DR & CPF) FRSR PART V (HRA & Other Allowances)	Online	SO/ASO	1 Day	Functional	iGOT
Cyber Security and Strategy	Data Protection & Recovery Network Security, Dark web and VPN New emerging security threats and Global Cyber Security Index Cyber Diplomacy and Warfare	Online	All Officials	1 Day	Functional	iGoT
Project Management	Introduction to Project Management Framework Project Integration Management Project Scope, Time and Cost Management Project Risk and Quality Management Project Human Resource & Communications Management	Offline	US and Above	5 Days	Functional	NISG
Office Procedure, Noting & Drafting	Office Procedure Noting Drafting	Online	SO/ASO	1 Day	Functional	ISTM
Parliamentary Procedures	Introduction to Indian Parliament Questions in Parliament Assurance Basics Case Study Explore more about Parliamentary Procedures	Online	Self-nomination basis	1 Day	Functional	ISTM
Government E Marketplace	The GeM Ecosystem Payment Process through PFMS Pre-requisites for Registration Purchase of Products Through Bid Creation Purchase of Service Through Bid Creation Awarding of Bid / View The Bid Order Processing CRAC - Generation	Online	Self-nomination basis	1 Day	Functional	ISTM
Right to Information Act 2005 - Part 1 & 2	Right to Information Act, 2005 - Part 1 Right to Information Act, 2005 - Part 2	Online	Self-nomination basis	1 Day	Functional	ISTM
Basics of Administrative Law	Learning Objective for Administrative Law Overview of Administrative Law Subordinate Legislation Principles of Natural Justice	Offline	Self-nomination basis	1 Day	Functional	LBSNAA
e-Governance Project Lifecycle	eGLC details various phases that are essential contributing to all other phases of life cycle. to conceptualize, build, implement, operate and sustain an e-Government project, including Change Management and Project Management phases that run parallel	Offline	Directors and above	3 Days	Functional	NISG
Information Security Management & Cyber Security	ISM and cyber security help secure critical information assets of government, ensuring data confidentiality, integrity and repudiation in line with security policies and standards defined by MeitY/ Central/ State governments	Offline	Directors and above	3 Days	Functional	NISG
Government Process Re-engineering	GPR can enhance operational efficiency in administration and service delivery while improving citizen experience and reducing process complexity, cost and service	Offline	Self-nomination basis	2 Days	Functional	NISG

	delivery time.					
e-Governance Project Management (eGPM)	e-Governance Project Management approach will provide structured and professional approach for project implementation with necessary practices, reducing project implementation time with optimum resource utility	Offline	Directors and above	2 Days	Functional	NISG
Strategic Human Resource Management	Designing Human Resource Systems for Sustained Competitive Advantage Managing in High Growth, Mature and Declining Industries: Strategic HR Issues Managing Professionals: Strategic Challenges Managing Sales Teams for Competitive Advantage Managing Workers and IR: Strategic Issues Strategic HR Diagnosis Corporate Strategy and HRM	Offline	Directors and above	10 days	Functional	IIM-A
Contract Management	Formation of contract. Standard bid documents, tender and award of tenders. Online and digital contracts. Breach and termination of contract. Impossibility of performance (force majeure clause). Forfeitures, loss and damages. Delays and liquidated damages. Risk, loss and indemnities. Condition, warranty, merchantability and quality of goods. Transportation, delivery, and Incoterms. Letters of credit, bank guarantee, and performance guarantee. Jurisdiction of courts, arbitration and dispute resolution. Confidentiality clauses and exemption/exclusion clauses.	Offline	US and Above	10 days	Functional	IIM-A
Economic Diplomacy	Global Political Economy and Business Diplomacy Fundamentals of Negotiation & Negotiation Strategy Types, Cultural parliamentary, economic, public, military Basic tools-variables, Ceteris paribus functions, equations, identities, graphs and diagrams Actors, fora, evolution, key issues, policy decisions, designed to influence exports, imports, investments, lending, aid, FTAs Structure and Phases of Negotiation Promotion, attracting foreign business, investors, techno tourists International Trade Negotiations and Business Negotiations Negotiating contracts Resolution of Disputes in International Business Cross Cultural Issues in International Negotiations	Offline	US and Above	2 Days	Functional	IIFT
Financial Decision-Making Using Excel	Introduction to Accounting and Finance Introduction to Excel as a tool in Financial Decision-Making Budgeting using Excel Time Value of money using Excel Computing Cost of Capital using Excel Financial Forecasting using Excel Managing Financial Risk using Excel Usage of Excel as a tool for Benchmarking and Price Bid Evaluation Understanding Macros Inventory Management using Excel Use of Crystal Ball in Financial Decision-Making Contemporary issues in Finance using Excel	Offline	US and Above	5 Days	Functional	National Institute of Financial Management (NIFM)
Public Procurement (Basic)	Principles of Public Procurement Application of General Financial Rules in Public Procurement of Goods Procurement of Goods from MSE Vendors and Startups Impact of "Atmanirbhar Bharat Abhiyan" Initiative, National	Offline	Self-nomination basis	6 Days	Functional	NIFM

	Security and "Make in India" program on rules and Procedures of Public Procurement of Goods Procurement of Works with Government Fund Procurement of Consulting Services Procurement of Non- Consulting Services Contract Management Introduction to Procurement of Goods and Services from Government eMarket place (GeM) Introduction to e-procurement on the CPP Portal					
Public Procurement (Advanced)	Challenges to Public Procurement Anti-Competitive Behaviour of the Vendors: Cartelization, Bid Rigging, Collusive, Bidding Practical Situations International Best Practices in Public Procurement Competition Issues in Public Procurement Sustainable Procurement Engineering, Procurement and Construction Contracts and Design-Build Contracts Contract Price Adjustment Conditions, Price Adjustment Formulae eReverse Auction Arbitration and Conciliation Act 1996 & Other Legal Aspects Import of Goods	Offline	Self-nomination basis	5 Days	Functional	NIFM
Preventive Vigilance	Importance of Preventive Vigilance Tools of Preventive Vigilance Case Studies	Online	Self-nomination basis	1 Day	Functional	iGOT
Training on Project Management	Identify steps in project management Augment where focus to be given for smart project management, Assess the key issues in investment by taking up analytical exercises, Know how social value is created through investment, and Apply Randomized Controlled Trial (RCT) in project evaluation.	Online	Nomination by Supervisor	1 Day	Functional	iGOT
Retirement Planning for Govt Officers	Basics of Retirement Planning Retirement Planning Process Post-retirement Investment Strategies	Online	Self-nomination basis	1 Day	Functional	iGOT
Leadership Skills	CBC to fill	Offline	Directors and above	TBD	Behavior	ISB
Effective Communication	Introduction to the Course Basics of Communication Effectiveness of Communication	Offline	Self-nomination basis	1 Day	Behavior	IIM-B
Stress Management	Introduction to Stress Management Coping Strategies Meditation Audio Motivational videos for busting stress	Online	Self-nomination basis	1 Day	Behavior	iGOT
Increasing your Emotional Quotient	Managing negative emotions Important aspects of managing emotions Transform our emotions	Online	Self-nomination basis	1 Day	Behavior	Art of Living
Self-Leadership	Insightful videos on self- leadership Know about the various aspects of ourselves Self-awareness, Self-control and Self-confidence	Online	Directors and above	1 Day	Behavior	Art of Living
Interpersonal Effectiveness and Team Building	Identification of and ways to work through personal obstacles Assertiveness, Trust building, Confrontation Effective leadership and subordinacy Building effective teams Building a team culture Organisational success through personal effectiveness and teamwork	Offline	US and Above	10 Days	Behavior	IIM-A
Organisational Leadership for the 21st Century	Build "Living Organizations" (Ariel de Guese) that are "Built to Last" (Collins and Porras) and with a "Soul" (Secretan). Technological abilities Analytical abilities	Offline	Directors and above	4 Days	Behavior	IIM-A

	Conceptual abilities Leadership skills					
Creating High Performance Organisations	The topics include organisational effectiveness, structures and processes for excellence, organisational culture for excellence, corporate social responsibility and corporate citizenship behavior, coaching for excellence, building and leading high-performance teams, and decision making to support high performance. Participants will be encouraged to view themselves as leaders trying to reconcile and balance diverse demands of their organisation even as they embark on a long journey to excellence.	Offline	Directors and above	5 Days	Behavior	IIM-B
Decision Making for Managerial Effectiveness	The programme exposes participants to how framing, biases, motivational influences, and escalation of commitment creep into decisions we make. We seek to understand how decisions made by smart and responsible individuals and groups can sometimes lead to organizational failures and disasters, that can affect the destinies of thousands of people. We also try to understand how humans interpret the complex situations they face, and how do strategies leaders and managers employ to deal with these complexities, uncertainties, and crises. Understanding this will help managers and leaders make better and more creative decisions in their organizations.	Offline	Directors and above	3 Days	Behavior	IIM-B
Leading Strategic Change	Strategic thinking for leading strategic change Recognising the need for change and starting the change process Diagnosing change to assess strategic alignment Preparing and planning to implement power, politics and stakeholder management Managing personal transitions: modes of Interventions Leading stakeholders in strategic change Leading strategic turnaround Tracking and reviewing role of Leaders and Senior executives Succession planning for critical roles and a pipeline for talent	Offline	Self-nomination basis	3 Days	Behavior	IIM-B
Workplace Conflict - An Opportunity for Growth	Conflict dynamics Role of emotions in conflict Constructive feedback Engaging with differences with curiosity Networks for innovation in an uncertain world Diversity, access, and inclusion Having difficult conversations meaningfully Harvesting creative solutions	Offline	Directors and above	3 Days	Behavior	IIM-B
Training on Change Management	Defreezing and Leading Organisational Transformation Strategic Thinking and Decision-Making Interpersonal Style: Transactional Analysis (TA) And Understanding Self: Johari Window Psychometric Test Leadership Workshop -1: LEAD Concept Emotional Intelligence : Develop EQ Conflict Resolution Style and Negotiation Skills Problem Solving Skills and Lateral Thinking	Offline	US and Above	5 Days	Behavior	IIPA
Building Competence for Personal Excellence	Overall physical, mental and emotional well-being, Renewed sense of enthusiasm and optimism, harmonious inter-personal relationships, Improved clarity of mind and decision making, broader vision and a sense of belongingness with people Enrich teamwork, conflict resolution, enriching ethical and human values	Offline	Nomination by Supervisor	6 Days	Behavior	V. V. Giri National Labour Institute

	Aligning the teams with a common shared vision					
Managing Work Effectively: A Behavioural Approach	Traditional vs. visionary leadership Impact of visionary leadership in personal and organisational life Skills of sustaining leadership	Offline	Nomination by Supervisor	5 Days	Behavior	V. V. Giri National Labour Institute

Annexure 1 – Non-Key divisions of Department

The Department comprises of thirty-nine divisions for the administration of its overall objectives and functions. The responsibilities of key divisions of the department have been provided in Section 5 and those of the remaining non key divisions is provided hereunder

Establishment Division

The Establishment Division is headed by Shri Rajesh Kumar Singh (CSS), (Joint Secretary)⁷⁷. The division covers all establishment matters of Gazetted officers in DPIIT. It acts as Cadre controlling authority in respect of all Non-Gazetted Officers (excluding MTS) belonging to the CSS, CSSS and CSCS Cadres of the DPIIT, handles Pension/Family, Pension/Death-Cum-retirement, gratuity/Medical Allowances cases. Takes care of Administration and Establishment and Budgetary matters⁷⁸.

Table 55: Role of Establishment Division

Division Head	Area of focus	Role of the Division
Shri Rajesh Kumar Singh (CSS), (Joint Secretary)	Establishment-Gazetted	<ul style="list-style-type: none"> • Establishment matters related to Gazetted officers in DPIIT • Work allocation among officers of the rank of Under Secretary and above • Maintaining Reservation Roster of Gazetted officers, wherever applicable • Compulsory Periodical Training of IAS officers • References to Establishment Officer, for training abroad in respect of officers belonging to Central Service Cadres • Cadre management in respect of Gazetted Officers belonging to CSS and CSSS and in DPIIT and sub cadre units including Tariff Commission, Economic Adviser and Department of Public Enterprise. • Arranging invigilators and supervisors for exams held by the UPSC/ SSC/ CSIR etc. • Review of cases of Gazetted Officers who have attained 50/55 years of age and or have completed 30 years of Service including those officers of the CSS/CSSS who are working in this Department. • Recruitment Rules for Gazetted officers (Technical/ Ex-Cadre/ Isolated posts) in DPIIT • Distribution of work between Cabinet Minister and Minister of State etc. • Appointment and other Personal matters of Gazetted Staff in Personal Establishment of Ministers. • Circulating vacancies in various Ministries and Departments in respect of Gazetted Posts. • Complaints Committee of sexual harassment of women at workplace.

⁷⁷ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>

⁷⁸ https://dpiit.gov.in/sites/default/files/INDUCTION-MATERIAL-2021-approved-final_03122021.pdf

	Establishment-Non-Gazetted	<ul style="list-style-type: none"> • Administrating, establishing, budgetary matters related to Tariff Commission and Tariff Commission attached and subordinate offices in capacity as Administrative Ministry: • Parliament Questions, references received from PMO, MPs and Cabinet Secretariat etc. related to Tariff Commission. • All residuary work and matters related to HBA Re-conveyance Deed of Gazetted and Non-Gazetted officers related to the former DGTD. • SC & ST Matters • Collecting, coordinating and forwarding returns, reports and other data called by National Commission and Department of Personnel & Training for SCs and STs. • Follow up on recommendations, etc. of the National Commission Tribes and Parliamentary Committee for SCs and STs. • Representations related to service matters received from SC/ST employees. • Circulating of various instructions from Department of Personnel and Training etc. • Assisting Liaison Officer in Inspection of Rosters for SCs/STs. • Obtaining clearance from concerned authority related to dereservation etc. and issue of advice and direction on implementation of various orders and instructions of the Government. • Legal Matters • Receipt and distribution of the correspondence relating to Court Cases pertaining to the department to the concerned Section or Ministry/Department. • All Miscellaneous work in connection with Government Litigations. • Circulating vacancy circulars received from other Ministries and Departments in respect of non-Gazetted posts. • Co-ordinating information related to the Cadre, called by the Department of Personnel & Training etc. from all cadre units. • Collecting vacancies of Gr. 'B' and 'C' posts pertaining to attached and subordinate offices, through administrative sections, of the Department including. Office of Salt Commissioner (O/o SC), • Petroleum and Explosives Safety Organization (PESO), Office of Controller General of Patents, Designs and Trademarks (O/o CGPDTM), and reporting to Staff Selection Commission (SSC). • Forwarding dossiers to attached and subordinate offices, through their administrative sections, of the successful candidates nominated by SSC to fill up the reported vacancies. • Administrating vigilance and disciplinary cases as per CCS (CCA) Rules, 1965 in respect of Gr. 'C' employees of CSSSICSCS cadre of DPIIT (Proper). Necessary inputs related to drafting Chargesheet, and other related matters be provided to • Establishment NG Section by Vigilance Division and be vetted by them before the issue. All the references and communications to CVC and CBI shall be taken up by Vigilance Division of this Department.
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	Establishment-Retirement Matters	<ul style="list-style-type: none"> • Preparing, publishing and distributing Annual Reports • Pension / Family Pension / Death-Cum-retirement gratuity / Medical Allowances cases (in respect of employees belonging to Group A, B and C (excluding MTS) including employees of erstwhile DGTD. • Matters related to C.G.H.S. (in respect of employees belonging to Group A, B and C excluding MTS). • Reimbursing medical expenses to the employees belonging to Group A, B and C excluding MTS. • Liaison work related to Mandatory Training Programmes (Level A,B,C&D, / Foundation Training Programmes for Assistants (DR) as per Department of Personnel and Training and nominating officers and employees for various training programmes conducted by various training institutions concerned with training in Public Administration, management etc. • Matters related to National Training Policy. • Deployment of staff for Election Duty according to requisition received from the Election Commission of India. • Co-ordinating work related to, reservation of posts for physically handicapped persons and ex-servicemen, Joint Consultative Machinery including Departmental Council, Office Councils, etc. (except holding meetings). • Periodical incoming and outgoing general reports and returns in respect of establishment matters concerning Department, attached and subordinate offices and autonomous organizations. • Requisition and issue of official invitation for Republic Day and Independence Day celebrations. • General orders and circulars on establishment and other matters of general interest from other Ministries / Departments / Offices for circulation etc. • Authentication of Order and Other Instruments Rules,1958. • By-Monthly Report on Foreign Travel by Minister, their Personal Staff and Officers of the level of JS and above. • Central Secretariat Library (in respect of employees belonging to Group A, B and C). • Funds Management under Professional Service Head of DIPP. • Processing of request for awards and rewards and implementation of Civil Defense Schemes. • Requisition and issue of DAVP calendars/Dairy. • Warrant of Precedence-reference regarding Ceremonials. Independence Day celebrations. • General orders and circulars on establishment and other matters of general interest from other Ministries / Departments / Offices for circulation etc. • Authentication of Order and Other Instruments Rules,1958. • By-Monthly Report on Foreign Travel by Minister, their Personal Staff and Officers of the level of JS and above. • Central Secretariat Library (in respect of employees belonging to Group A, B and C). • Funds Management under Professional Service Head of DIPP.
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		<ul style="list-style-type: none"> • Processing of request for awards and rewards and implementation of Civil Defense Schemes. • Requisition and issue of DAVP calendars/Dairy. • Warrant of Precedence-reference regarding Ceremonials.
	Establishment- Other Matters	<ul style="list-style-type: none"> • Administrating, establishing, budgetary matters related to Tariff Commission and Tariff Commission attached and subordinate offices in capacity as Administrative Ministry: • Parliament Questions, references received from PMO, MPs and Cabinet Secretariat etc. related to Tariff Commission. • All residuary work and matters related to HBA Re-conveyance Deed of Gazetted and Non-Gazetted officers related to the former DGTD. <p>SC & ST Matters</p> <ul style="list-style-type: none"> • Collecting, coordinating and forwarding returns, reports and other data called by National Commission and Department of Personnel and Training for SCs and STs. • Follow up on recommendations, etc. of the National Commission Tribes and Parliamentary Committee for SCs and STs. • Representations related to service matters received from SC/ST employees. • Circulating of various instructions from Department of Personnel and Training etc. • Assisting Liaison Officer in Inspection of Rosters for SCs/STs. • Obtaining clearance from concerned authority related to dereservation etc. and issue of advice and direction on implementation of various orders and instructions of the Government. <p>Legal Matters</p> <ul style="list-style-type: none"> • Receipt and distribution of the correspondence relating to Court Cases pertaining to the department to the concerned Section or Ministry/Department. • All Miscellaneous work in connection with Government Litigations.
	Establishment- R&I section	<ul style="list-style-type: none"> • Requesting SSC for recruiting Multi-Tasking Staff (MTS) and Group 'C' Posts of Udyog Bhawan Departmental Canteen (UBDC) Staff against vacant posts and their appointment after receipt of nomination from SSC; • Recruitment and appointment on Group 'B' posts of UBDC; • Appointment on compassionate grounds at the post of MTS; • Disciplinary and Vigilance matters of MTS and UBDC staff; • Recruitment Rules (Framing and publication of RRs) of MTS and UBDC staff; • Confirmation and preparation of Seniority List of MTS and UBDC staff; • Preparing Reservation Roster of MTS and UBDC staff; • Deployment of MTS with Sections/Officers; • Recommending and forwarding of applications to issue new CGHS plastic cards and renewal of CGHS plastic cards in respect of Multi-Tasking Staff (MTS) and UBDC Staff;

		<ul style="list-style-type: none"> • Granting permission to MTS and UBDC staff for treatment in empaneled hospitals and reimbursement of Medical Treatment; • Processing pension papers (grant of pension, Family pension, Gratuity and other retirement benefits) etc. of MTS and UBDC staff; • Forwarding applications of MTS and UBDC staff for allotment of Government Accommodation, seeking NOC at the time of retirement etc.; • Matters related to LTC, annual increment, Grant of MACP, Leave account, fixation of pay, maintenance of Service Book, posting transfer, etc. of MTS and UBDC staff; • Requisition of contract laborers, to meet the shortage of MTS; deployment with officers/Sections on day-to-day basis and matter related to payment to the contractor; • Promoting UBDC Staff; • Constituting inspection committee and Managing committee for Udyog Bhawan departmental canteen; • Coordinating with Ministry of Social Justice and Empowerment; • Deployment of MTS to Night Duty Cell; • Receiving postal dak and all communications in the name of the Ministry/Department, except those addressed to officers by name or where Sections and / or Branches have been specified or SIA communications delivered personally at the counter; • Sorting Postal Dak and Dak received by other means and placing them in the PIGON Box allotted to various sections and officers; • Issue of communications emanating from this Department either by post or by hand; • Keeping account of postage stamps making payment of speed post and purchasing service postage stamps.
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General Administration Division

The General Administration Division is headed by Shri Rajesh Kumar Singh (CSS), (Joint Secretary)⁷⁹. The division deals with Forwarding of application for booking of Guest Houses, purchase, distribution, repair and maintenance of stationeries, office equipment, devices and electronics like computers, printers, photocopiers, fans, coolers, etc., installing and maintain communication devices, etc.

⁷⁹ <https://dpiit.gov.in/about-us/work-allocation-department-promotion-industry-and-internal-trade>
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Table 56: Role of General Administration Division

Division Head	Area of focus	Role of the Division
Shri Rajesh Kumar Singh (CSS), (Joint Secretary)	General Administration / Welfare	<ul style="list-style-type: none"> • Family Welfare and other amenities to the staff (including redressal of grievances) • Official Farewell to retiring officers/officials. • Arranging meetings of Department Council. • Grant-in-aid to various sports/recreation clubs. • Processing and coordination of budget proposals relating to Welfare activities. • Work related to Udyog Bhawan Departmental • Canteen/meeting of the Managing Committee (excluding service matters of the employees) • Arrangements for ceremonial functions like Observance of Sadhavana, Diwas/Anti — terrorism day/ Yoga Day, Rashtriyalkta Diwas, Vigilance Awareness Week etc. • Arrangement for collecting donations in the event of Natural Calamities/ in connection with Armed Forces Flag Day etc. • Forwarding application to book Guest Houses and Hotels in other states. • Purchasing and distribution of Furniture as well as their repair and maintenance. • Modernizing Sections and Divisions in DPIIT • Purchasing and distribution of Stationery, binding books, Sundry items and cleaning material etc.
	SEO / Night Duty Cell	<ul style="list-style-type: none"> • Printing material as required. • Matters related to installing, shifting of telephone and RAX connection in the Office and residence of officers, passing bills related to official and residential telephone bills, mobile phone etc. • Controlling and maintaining of EPBAX telephone exchanges. • Purchasing. Distributing, repairing and maintaining office equipment and devices including duplicating machine, photocopiers, Fax machine, resigraphs, UPSs, computers, scanners, printers, internet Connections, etc. • Purchasing and maintaining heaters, coolers, fans, and other electrical appliances. • Issuing ID cards to the officials working in DPIIT and attached offices. • Preparing rubber stamps and name plates of officers working in DPIIT. • Control of Workstation, DPIIT.
	Protocol	<ul style="list-style-type: none"> • Budgetary Control under Other Administration Expenses, Office Expenses, Publication, IT(OE), and Grant-in-aid heads. • Engaging contingent labor in casual work as per requirement. • Allotting Rooms to the employees and Officers of DPIIT and providing accommodation to other Departments located in Udyog Bhavan.

Salt

The division is headed by Shri Rajeev Singh Thakur, (Additional Secretary)⁸⁰. The Salt Division is an industry division that monitors and engages on all activities relevant to the Salt Industry in India. This includes, resolving problems of manufacturers, management of salt land, and public procurement of Salt among many more.

Table 57: Role of Salt

Division Head	Area of focus	Role of the Division
Shri Rajeev Singh Thakur, (Additional Secretary)	Salt	<ul style="list-style-type: none"> • Code of Principle for grant of assistance for Development, labor welfare works and assistance for relief for damages caused to salt works due to natural disasters like heavy rains, cyclones and floods • Resolving problems of unlicensed and small-scale salt manufacturers • Management of salt land including prevention and removal of encroachment on salt land • Formulation of policy regarding lease of salt lands and assignment of lands to co-operatives for salt manufacturers and for purposes other than salt manufacture • Transfer of salt land to Central Government • Ministries/Departments, Central Public Sector Enterprises, State Governments and State Public Sector Enterprises for public purposes • Resolving Court Cases involving salt lands • Salt Department, establishment matters including creation, continuation of posts, notification regarding appointments etc. Bringing Salt Schemes under DBT. • Framing of rules for Salt Commissioner's Organization (SCO)

⁸⁰ <https://dpiit.gov.in/sites/default/files/WA%20vvd.pdf>
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Other Functional Divisions

Table 58: Responsibilities of Other Functional Divisions

Division	Key Responsibilities
<p>Cash Division</p>	<p>Pay Bills, Honorariums, Tuition Fees, Re-imbusement of Medical Claims etc., Income Tax Matters, Audit Objections, Interest calculation of HBA and MCA etc., Interest calculation on GPF, BE and RE, OTA Claims, Furnishing of reports/returns of O&M and other Sections, Sanctions for grant of GPF Advances and withdrawal where head of the office is not competent to grant, Sanction for grant of House Building Advance, Sanction for grant of Motor Car/Computer/Scooter Advance, Transfer of GPF Balance to other offices on transfer of officials, Reconciliation of Accounts and Settlement of Audit Objections of Cash-II Section, GPF Advance/Withdrawal Bills, House Building Advance Bills, Motor Car/Computer/Scooter/Cycle/Fan/Draught Advance Bills, TA/LTC Bills/Non-Official Members(NOM) Bills/Foreign TA Bills, Contingent Bills, Conveyance Vouchers, Pay Order and Bills, Verification and Preparation of IAC/IA/TA/DA Bills of Ministers/Official of DPIIT, Payment of Air Ticket Bills for domestic and foreign journeys by official of DPIIT, Reports and Returns, Routine Cases, Allotment of new GPF A/c Numbers</p>
<p>Finance Division</p>	<p>Appropriating Accounts and Audit Reports, Co-ordinating Public Accounts Committee and C&AG matters reference thereof, Co-ordinating Budget Estimates, Revised Estimates, and Supplementary Demands for Grants including Subordinate and Attached Offices, other Government Bodies and grantee Institutions, Regularizing excesses and savings on the basis of final estimates under the various Grants, Preparing Budget Estimates Statements and Detailed Demands for Grants related to the Ministry of Commerce & Industry (DPIIT), Opening new sub-heads of accounts, Re-appropriating and surrendering of funds, Allocating funds to various offices for loans to Government servants and monitoring progress of expenditure, Framing estimates of Demands controlled by Ministries of Finance, Delegating Financial Powers to subordinate authorities, Work related to discussion by, and Questionnaire on the Department Related Parliamentary Standing Committee on Demands for Grants, Updating and</p>

	uploading of data on Autonomous Bodies on the web page of Department of Expenditure, Updating and uploading of data of Statement of Budget Estimates (SBE) and Detailed Demands for Grants (DDG) in UBIS, Preparing and monitoring Quarterly Expenditure Plan and Monthly Expenditure Plan, Co-ordinating work related to Budget and Accounts including: Internal audit of Organizations under the administrative, Local Audit Inspection Reports related to the Department, Central Assistance in States and Union Territories Schemes, Statements of Guarantees and Investment in Commercial and other undertaking of Department
Library Division	Selection, purchase, and acquisition of publication(s), Organization and bibliographical control of books and publications for scientific storage and information retrieval, Publication of bibliographies, documentation of source material and other reference publications, Library budget and arrangement of payments towards of books and other publications, Purchase of Newspapers, Magazines and Journals for references and circulations amongst Ministers, Officers, and Sections in the DPIIT, D/o Commerce, D/o Heavy Industry, Ministry of Textiles, M/o MSME, Newspapers reimbursement to the officers of DPIIT 86 MSME, Arranging purchase of reference and official publications, Provision of E-Subscriptions of Journals, Newspapers, Databases, Inter-Library Loan Services, Indexing of Newspapers clippings related to Commerce and Industry, Provision of Photocopies of technical articles, Gazette Notification etc., Exchange services for Ministry publications, Issue of books and publications for reference and return, Physical verification of books, Digitization of Library activities i.e., creating database on main News items appeared in the Economic Newspapers circulation control, OPAC, information retrieval and book records entry in the computer using LIBSYS Software.
Official Language Division	Work relating to Kendriya Hindi Samiti, Central Official Language Implementation Committee, Constitution of the Hindi Advisory Committee, Official Language Implementation Committee, replies to Parliament Questions related to Official Language Policy of the Government, Inspection, by Parliamentary Committee on Official Language, by Divisions of the Department and autonomous bodies for monitoring the progressive use of Hindi, Recommending training of Officers / employees under Hindi Teaching Scheme for Prabodh, Praveen and Pragya courses, Steno's/LDC in Hindi shorthand / typing, Circulation of orders from D/o Official Language and coordinating the implementation of Official Language Policy, Organizing Hindi Day, Hindi Fortnight, Workshops on Official Language Policy for officers and employees in the Department, Monitoring and implementation of incentive schemes introduced by Department of Official Language to encourage the use of Hindi by the Officers and employees in their official work, Compiling and reviewing Quarterly Reports and returns related to progressive use of Hindi in the Department and its Subordinate and attached offices on quarterly basis Publication of "Sugandhi" the Departmental Magazine where the material received requires to be compilation, comparison, typing, proof-reading etc. before publishing.
Parliament Division	Collecting information for inclusion in the legislative business, Maintenance of Register of Bills relating to the Ministry that are passed by Parliament from time to time, Coordinating information for Questions to be answered by other Ministries and pending assurances of DPIIT, Procurement of passes for officers and officials for Parliamentary related Work, Maintenance matter under Rule 377 in Lok Sabha and 'Special Mentions' in Rajya Sabha, Coordinating work related to the Estimates Committee, Joint Committee on Offices of Profit, Consultative Committee of Parliament, Committee on Subordinate Legislation, Parliamentary Standing Committee, Parliament Questions relating to DPIIT, Committee on Paper laid on the Table of the House, and revision, amendment etc. of Constitution of India.

Coordination Division	Examination of cases relating to assent of the president to State Bills received from the Ministry of a Home Affairs and examination of cases relating to sanction, for Bills to be introduced in the State Legislature. Inter-Ministerial co-ordination, including Cabinet notes/GOM notes/COS notes/EFC/SFC notes received from other Ministries, not relating to any specific Section of the Department.
Organisation & Methods (O&M) Division	Preparation of some chapters of the Annual Report of DPIIT by collecting and compiling the information/input from various Sections/Divisions of DPIIT. Coordination work relating to updation of DPIIT website Cyber Security/Cyber crises Management in DPIIT in coordination with NIC. Collection and compilation of report on Good Governance and Anti-Corruption and after approval of the Competent Authority, forwarding the same to the Cabinet Secretariat on monthly basis.
Public Relations & Grievance Division	All matters relating to redressal of public grievances in respect of DPIIT received through Centralized Public Grievance Redress And Monitoring System (CPGRAMS) portal as well as by post, including submission of Quarterly Returns to Department of Administrative Reforms and Public Grievances.
RTI Division	Matter relating to Designation of CPIO, Matter relating to First Appeal, RTI Application, Quarterly Report.
Record Cell Division	Custody and Maintenance of old records and all work relating thereto in accordance with Public Records Act, 1993. Supply of recorded files to sections / officers for review and weeding out and keeping all relevant records. Matters relating to National Archives of India.
Technical Support Wing (TSW) Division	Export Promotion Capital Goods (EPCG) Cases, Export Facilitation Committee(EFC) Cases, Fixation of Standard Input/Output Norms(SION), Public Grievances, RTI Matters, Issue of certificates under Indo-US MOU, Recommendations to DGFT for enlistment of Preshipment Inspection Agencies for metal scrap, Matters referred by Industrial Sections/Deptt. for Technical comments and clarifications, Recommendations for fixation of norms for Advance Authorizations, Clarification on technical matters relating to Import/Export, Misc. items/Administrative matters
Vigilance Division	<ul style="list-style-type: none"> • Punitive Vigilance Disciplinary cases o Handling of disciplinary cases involving vigilance with respect to Group "A" & "B" Officers/Officials, Handling of disciplinary cases involving vigilance against such officers of Attached and Subordinate Offices in whose cases the appointing authority is President. • Complaints: Handling of complaints received against officers/officials of the Department and its attached/subordinate offices and autonomous bodies. • Preventive Vigilance - Circulation of orders/instructions of DoP&T/CVC on vigilance matters amongst the officers and officials of the Department; Circulation of orders/instructions issued under following rules for information and compliance: (i) CCS (Conduct) Rules,1964; (ii) CCS (CCA) Rules,1965; (iii) All India Service Discipline and Appeal Rules,1969; (iv) All India Service (Conduct) Rules,1968 ; and (v) CCS (Recognition of Service Associations) Rules, 1959. • Vigilance Clearance/Integrity Certificate/Penalty Certificate o Conveying vigilance status in respect of the officers and officials of the Department as well as it's attached and subordinate officers; Issuing Integrity/Penalty Certificates based on records. • Implementation of CCS Conduct Rules 1964/AIS Conduct Rules 1968 - Handling intimations/requests received from Officers/Officials of the Department for Promotion of Industry and Internal Trade under various provisions of CCS (Conduct) Rules,1964/AIS(Conduct) Rules, 1968; Maintenance of Property Returns in respect of officers/officials in Department for Promotion of Industry Trade; Issue instructions on Departmental Security (relating to movement of classified document only).

	<ul style="list-style-type: none">• APARs - Generation /maintenance/monitoring of on-line Annual Performance Appraisal Reports of Officers/Officials belonging to IAS/IPS /IES/ISS/CSS/ CSSS/CSCS/SSS Cadre working in the Department; Distribution/Maintenance/Monitoring of APARs of officers of the Department in respect of whom online APAR System has not been introduced so far; Maintenance and monitoring of APARs of Group 'A' Officers
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