



# CAPACITY BUILDING COMMISSION

---

**Draft Annual Capacity Building Plan  
(Ministry of Social Justice & Empowerment)**

## Transmittal Letter



KPMG Advisory Services Private Limited  
Building No. 10, 4<sup>th</sup> floor, Tower C,  
DLF Cyber City, Phase – II, Gurgaon  
Haryana, 122002

Telephone: +91 124 686 4500  
Fax : +91 124 410 1637  
Internet: www.kpmg.com/in  
Email: indiawebsite@kpmg.com

### Strictly Private & Confidential

**Capacity Building Commission**  
22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan  
Janpath, New Delhi 110001

Date: 31/07/2023

Subject: Draft Annual Capacity Building Plan Report – Ministry of Social Justice & Empowerment (MoSJ&E)

Dear Sir / Ma'am,

This refers to the Request for Proposal (RFP) dated 27<sup>th</sup> May 2022 issued by you, our proposal for services dated 26<sup>th</sup> July 2022, the Letter of Award issued to us dated 31<sup>st</sup> October 2022, our acceptance letter dated 04<sup>th</sup> November 2022 and the service contract dated 05<sup>th</sup> December 2022, (collectively 'the Contract').

We appreciate the opportunity to assist Capacity Building Commission ("you") in drafting Annual Capacity Building Plan of Ministry of Social Justice & Empowerment (MoSJ&E). We assessed competency requirements of officials across various divisions of MoSJ&E, determined training and non-training interventions and identified training need requirements across role and divisions, in consultation with the allocated department(s)] ('Services').

This report is our final report and signifies completion of our Services as described in the Contract. The performance of our Services and the report issued to you pursuant to the Services are based on and subject to the terms of the Contract.

This report is solely for your benefit and information and is not to be referred to in communications with or distributed for any purpose to any third party without our prior written consent. We have been engaged by you for the Services and to the fullest extent permitted by law, we will not accept responsibility or liability to any other party in respect of our Services or the report.

It has been our privilege to work with you, and we look forward to continuing our relationship with you.

For KASPL

Signature 

Name: Debabrata Ghosh

Title: Engagement Partner

Date: 31<sup>st</sup> July 2023

## Disclaimer

- 1 This report has been prepared exclusively for [Capacity Building Commission] (“Client”) based on the terms of the [Request for Proposal] dated [27<sup>th</sup> May, 2022] issued by [Capacity Building Commission], [KASPL]’s (“KPMG” or “we”) proposal for services dated [26<sup>th</sup> July 2022], the [Letter of Award] issued to KPMG dated [31<sup>st</sup> October 2022], [and] KPMG’s acceptance letter dated [04<sup>th</sup> November 2022] [and the service contract dated [05<sup>th</sup> December 2022] (collectively ‘Contract’).
- 2 The performance of KPMG’s services and the report issued to the Client are based on and subject to the terms of the Contract.
- 3 This report is confidential and for the use of management only. It is not to be distributed beyond the management nor is to be copied, circulated, referred to or quoted in correspondence, or discussed with any other party, in whole or in part, without our prior written consent.
- 4 This report sets forth our views based on the completeness and accuracy of the facts stated to KPMG and any assumptions that were included. If any of the facts and assumptions is not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions.
- 5 While performing the work, we assumed the genuineness of all signatures and the authenticity of all original documents. We have not independently verified the correctness or authenticity of the same.
- 6 We have not performed an audit and do not express an opinion or any other form of assurance. Further, comments in our report are not intended, nor should they be interpreted to be legal advice or opinion.
- 7 Issue of the editable version of the KPMG Report shall be subject to Clause-7 and Clause-36 of the General Terms of Business attached with the Services Contract. Besides, if any extracts of such editable version of the Report are shared with third parties, it should be done without any reference to our name and logo in any manner whatsoever data.
- 8 Our report may make reference to ‘KPMG Analysis’; this indicates only that we have (where specified) undertaken certain analytical activities on the underlying data to arrive at the information presented; we do not accept responsibility for the veracity of the underlying data.
- 9 In accordance with its policy, KPMG advises that neither it nor any of its partner, director or employee undertakes any responsibility arising in any way whatsoever, to any person other than Client in respect of the matters dealt with in this report, including any errors or omissions therein, arising through negligence or otherwise, howsoever caused.
- 10 In connection with our report or any part thereof, KPMG does not owe duty of care (whether in contract or in tort or under statute or otherwise) to any person or party to whom the report is circulated to and KPMG shall not be liable to any party who uses or relies on this report. KPMG thus disclaims all responsibility or liability for any costs, damages, losses, liabilities, expenses incurred by such third party arising out of or in connection with the report or any part thereof.
- 11 By reading our report, the reader of the report shall be deemed to have accepted the terms mentioned hereinabove.

## Table of Contents

<b>List of Abbreviations</b> .....	<b>6</b>
<b>Executive Summary</b> .....	<b>9</b>
I. Context .....	9
II. Annual Capacity Building Plan (ACBP) .....	9
III. ACBP for Ministry of Social Justice & Empowerment (MoSJ&E) .....	9
IV. As – is Assessment .....	10
V. Macro picture of Capacity Needs Analysis (CNA) exercise .....	11
VI. Conclusion.....	11
<b>1. Introduction to Mission Karmyogi</b> .....	<b>13</b>
<b>2. Approach and Methodology</b> .....	<b>16</b>
<b>3. As-is Assessment</b> .....	<b>22</b>
I. Overview of the Ministry .....	22
a. About the Ministry .....	22
b. Vision, and Mission of the Ministry .....	28
c. Organisation Structure of the Ministry .....	29
II. Initiatives of the Ministry in line with national priorities .....	30
III. Initiatives of Ministry in line with citizen centricity .....	32
IV. Initiatives of Ministry in line with emerging technologies .....	33
V. Roles and Responsibilities of divisions under the Department / Ministry .....	34
VI. Existing capacity building interventions .....	39
<b>4. Capacity Needs Assessment (CNA) - Findings</b> .....	<b>42</b>
I. CNA (Individual Part I) – At role level .....	43
II. CNA (Individual Part II ) – At division level .....	49
III. CNA – at Organisational Level.....	65
<b>5. Annual Capacity Building Plan (ACBP)</b> .....	<b>68</b>
I. Capacity Building Initiatives .....	68
a. Quick Impact Initiatives .....	69
b. Capacity Enhancement Initiatives .....	70
II. Training Plan .....	70
<b>6. Conclusion</b> .....	<b>82</b>
<b>7. Annexure I - Field Immersion Program</b> .....	<b>84</b>

## List of Figures

Figure 1: Characteristics of a building an ACBP .....	9
Figure 2: Institutional arrangement of Mission Karmayogi.....	14
Figure 3: Three lenses of CBC interventions .....	15
Figure 4: Process adopted to develop ACBP at MoSJ&E .....	16
Figure 5: Steps taken for the ACBP preparation.....	19
Figure 6: Three pillars/levels of capacity building .....	19
Figure 7: Major areas of scheme implementation of DoSJ&E .....	27
Figure 8: Amrit Kaal Vision 2047 India - Welfare .....	29
Figure 9: Organisation structure of Department of Social Justice and Empowerment.....	30
Figure 10: Divisions of Department of Social Justice and Empowerment .....	35
Figure 11: Existing capacity building interventions at MoSJ&E .....	39
Figure 12: Key considerations for identification of initiatives in short-medium term.....	68
Figure 13: Identified tasks and priorities across all the three competency types .....	69

## List of Tables

Table 1: Step by step approach taken for ACBP .....	17
Table 2: Commissions run by MoSJ&E .....	24
Table 3: Foundations under Ministry of Social Justice and Empowerment .....	25
Table 4: Corporations functioning under Ministry of Social Justice and Empowerment.....	26
Table 5: Different schemes being run by the Department .....	27
Table 6: Roles and Responsibilities of different divisions of the Department – DoSJ&E .....	35
Table 7: Training conducted at ISTM and on I-GoT .....	40
Table 8: Courses being delivered on TAPAS Portal - NISD .....	40
Table 9: CNA (Individual Part I) – At role level .....	43
Table 10: CNA (Individual Part II) – At division level .....	49
Table 11: Capacity Building for MoSJ&E .....	70
Table 12: Training Plan / Training Calendar – Domain Competencies .....	72
Table 13: Training Plan / Training Calendar– Functional Competencies .....	74
Table 14: Training Plan / Training Calendar– Behavioural competencies.....	79

## List of Abbreviations

Acronyms / Abbreviations	
ACBP	Annual Capacity Building Plan
AISHE	All India Survey on Higher Education
AKAM	Azadi Ka Amrit Mahotsav
ALIMCO	Artificial Limbs Manufacturing Corporation of India
APB	Aadhar Payment Bridge
ASO	Assistant Section Officer
AVYAY	Atal Vayo Abhyuday Yojana
BCs	Backward Classes
BJRCY	Babu Jagjivan Ram Chhatrawas Yojana
BJRNF	Babu Jagjivan Ram National Foundation
CAG	Comptroller and Auditor General
CBC	Capacity Building Commission
CBOs	Community Based Organisations
CBU	Capacity Building Unit
CCEA	Cabinet Committee of Economic Affair
CNA	Capacity Needs Assessment
CoE	Centre of Excellence
CSR	Corporate Social Responsibility
CSS	Centrally Sponsored Scheme
DAF	Dr. Ambedkar Foundation
DAKSHTA	Deepening of Aptitude, Knowledge, Skill, Handiness & Ability
DBT	Direct Benefit Transfer
DDG	Deputy Director General
DNCs	De-Notified, Nomadic and Semi-Nomadic Communities
DNTs	Denotified and Nomadic Tribes
DoE	Department of Education
DoSJ&E	Department of Social Justice & Empowerment
DS	Deputy Secretary
DWBDNCs	Development and Welfare Board for De- notified, Nomadic and Semi-Nomadic Communities
EA	Economic Advisor
EBCs	Economically Backward Classes
EFC	Expenditure Finance Committee
EWSs	Economically Weaker Sections
FCS	Free Coaching Scheme
FRAC	Framework of Roles, Activities and Competencies
GDP	Gross Domestic Product
GeM	Government e-Marketplace
GFR	General Financial Rules
GIA	Grant-in-Aid
GoI	Government of India
GPTs	General Purpose Technologies
ICAI	Institute of Chartered Accountants of India
IIM	Indian Institute of Management
IIT	Indian Institute of Technology

IMF	International Monetary Fund
IPSrC	Integrated Programme for Senior Citizens
ISB	Indian School of Business
ISPP	Indian School of Public Policy
ISTM	Institute of Secretariat Training and Management
IT	Information Technology
JS	Joint Secretary
MCTP	Mid-Career Training Program
MDO	Ministry, Department, Organisation
MoHUA	Ministry of Housing and Urban Affairs
MoRD	Ministry of Rural Development
MoSJ&E	Ministry of Social Justice & Empowerment
MS	Manual Scavengers
MSDE	Ministry of Skill Development and Employment
NAMASTE	National Action for Mechanised Sanitation Ecosystem
NBCFDC	National Backward Classes Finance and Development Corporation
NCDNT	National Commission for Denotified Nomadic and Semi Nomadic Tribes
NCSK	National Commission for Safai Karamcharis
NF-OBC	National Fellowship for OBC Students
NFSC	National Fellowship for SC students
NGO	Non- Governmental Organisation
NIRDPR	National Institute of Rural Development and Panchayati Raj
NISD	National Institute of Social Defence
NMBA	Nasha Mukh Bharat Abhiyaan
NPCI	National Payments Corporation of India
NPCSCB	National Programme for Civil Services Capacity Building
NSFDC	National Scheduled Castes Finance and Development Corporation
NSKFDC	National Safai Karamcharis Finance and Development Corporation
NSP - PMS	National Scholarship Portal – Pre Matric Scheme
NSSO	National Statistical Survey Organisation
NSSTA	National Statistical Systems Training Academy
OBCs	Other Backward Classes
PDNASS	Pandit Deendayal Upadhyay National Academy for Social Security
PFMS	Public Financial Management System
PM - DAKSH	Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi
PM - YASAVI	PM Young Achievers Scholarship Award Scheme For Vibrant India
PMAGY	Pradhan Mantri Adarsh Gram Yojana
PM-AJAY	Pradhan Mantri Anusuchit Jaati Abhyuday Yojna
PMHRC	Prime Minister's Human Resource Council
PMU	Project Monitoring Unit
PSSOs	Private Sanitation Service Organisations
RRBs	Regional Rural Banks
RTI	Right to Information
SC	Scheduled Caste
SCA	Special Central Assistance
SCAs	State Channelising Agencies
SCD	Scheduled Caste Development

SCDCs	Scheduled Castes Development Corporations
SCDCs	Scheduled Castes Development Corporations
SCSP	Scheduled Caste Sub Plan
SD	Social Defence
SEED	Scheme for Economic Empowerment of Denotified / Nomadic / Semi Nomadic
SFC	Standing Finance Committee
SGoS	Sectoral Group of Secretaries
SHGs	Self Help Groups
SHREYAS	Scholarships for Higher Education for Young Achievers Scheme
SJ&E	Social Justice & Empowerment
SMILE	Support for Marginalised Individuals for Livelihood and Enterprise
SMILE	Support for Marginalised Individuals for Livelihood and Enterprise
SO	Section Officer
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
SRESHTA	Scheme for Residential Education for Students in High School in Targeted Area
SRMS	Scheme for Rehabilitation of Manual Scavengers
SSWs	Sewer and Septic Tank Workers
ST	Scheduled Tribe
TAPAS	Training for Augmenting Productivity and Services
TCS	Top Class Scholarship
TISS	Tata Institute of Social Sciences
UDISE	Unified District Information System for Education
ULBs	Urban Local Bodies
US	Under Secretary
UT	Union Territory
VCF	Venture Capital Fund
WITP	Wadhvani Institute of Technology and Policy

## Executive Summary

### I. Context

The Union Government launched the National Programme for Civil Services Capacity Building (NPCSCB), also referred to as Mission Karmayogi, in September 2020. The program aims to create a professional, competent, well-trained, and future ready civil service through extensive capacity building. It is based on the philosophy of creating an ecosystem thriving on “competency driven training and human resource management” by transitioning from a 'rules-based' system to a 'roles-based' system”. To drive this vision, the Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Annual Capacity Building Plans (ACBPs) for 60 ministries and 93 departments, which includes the Ministry of Social Justice & Empowerment (MoSJ&E).

### II. Annual Capacity Building Plan (ACBP)

The Annual Capacity Building Plan (ACBP) is a strategic document that outlines key strategic and functional areas within the Ministry, Department, Organisation (MDO) and provides a macro picture of capacity building initiatives that would assist MDOs in effectively executing the work pertaining to these areas.

The plan is incremental in nature. It initially identifies a few focus areas that demand immediate attention and action. It will then gradually evolve and will be further strengthened over time. The plan follows a cyclical process of preparation as it involves working in tandem with all departments, divisions, and zonal/regional entities within the MDO. Usually, under the strategic direction of the leadership of the MDO, the plan is unfolded phase-wise wherein a few institutes/ divisions are selected for capacity building in the first phase of the exercise.

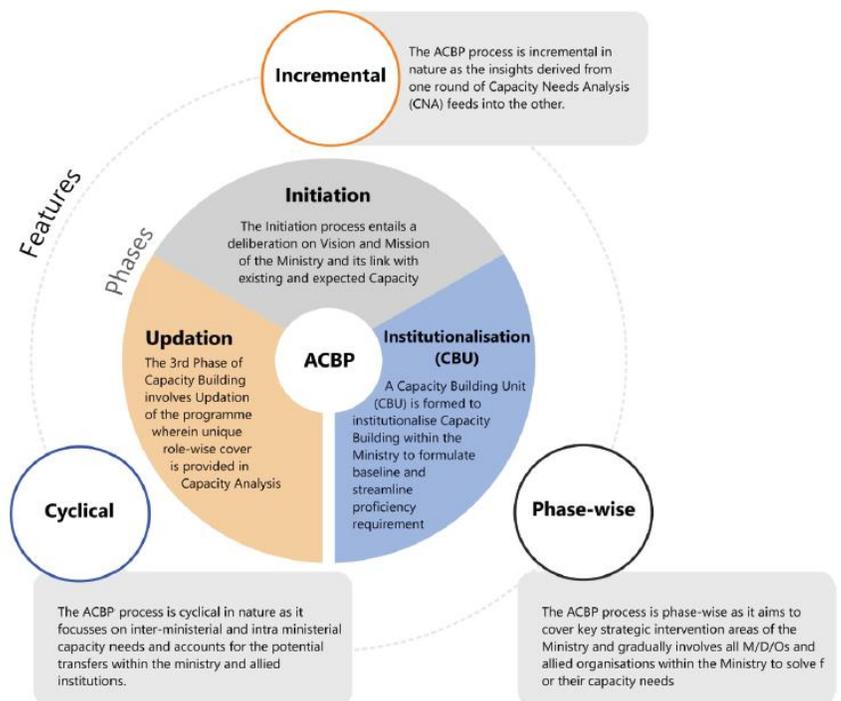


Figure 1: Characteristics of a building an ACBP

### III. ACBP for Ministry of Social Justice & Empowerment (MoSJ&E)

The ACBP preparation for the Ministry of Social Justice & Empowerment began in 2021 which was revived by the re-constitution of Capacity Building Unit under the chairpersonship of Secretary, Department of Social Justice & Empowerment, with Joint Secretary (SD) as the nodal officer.

As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out to conduct an As-is Assessment of the Ministry/Department<sup>1</sup>. The As-is assessment was aimed at capturing key data pertaining to Ministry/Department, that would enable in building up a baseline for training and capacity building interventions at an institutional level. Roles and responsibilities of various divisions of the Department/Ministry along with the existing capacity building interventions at Ministry level were studied. In-person consultations, spanning across different divisions of the Department/Ministry were undertaken to complete the As-is Assessment. Department's/Ministry's mandate, vision, functions, key programs, emerging focus areas were also studied as part of the secondary research to understand the roles, responsibilities, and requirements of various divisions of the Department/Ministry better.

As-is assessment was further followed by a Capacity Needs Assessment (CNA) exercise at both – individual (role / designation) level and organisation level. Using a consultative approach, discussions were held with the Joint Secretaries/Heads of the various divisions of the Department/Ministry to identify the current competency needs or gaps in various divisions across the Ministry.

For every unique role under the MoSJ&E, the competency needs identified were then grouped under one of the three buckets as discussed below -

- **Domain:** Knowledge and expertise related to the sector, division, and the respective focus areas
- **Functional:** Cross-cutting needs across MDOs which are 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
- **Behavioural:** Pertaining to the learning and implementation of soft skills.

Post identification of competencies required at various levels, a detailed Annual Capacity Building Plan was developed wherein identified competency gap/needs were mapped with various training or non-training interventions to assist in bridging these gaps.

The Ministry of Social Justice and Empowerment, through the development of capacity of its officials intends to improve the coordination and implementation of various programs aimed towards development of its beneficiary groups. Towards this broader goal, the Ministry intends to strengthen capacities of its current officials and incoming officials, making the Ministry more future ready.

#### IV. As – is Assessment

The mission statement of the Ministry of Social Justice & Empowerment is as follows:

“To build an inclusive society wherein members of the target groups can lead productive, safe, and dignified lives with adequate support for their growth and development. The Ministry aims to support and empower its target groups through programs of educational, economic, and social development, and rehabilitation wherever necessary.”

Main target or beneficiary groups under the Ministry include–Scheduled Castes (SCs), Socially and Educationally Backward Classes, Denotified Tribes, Economically Backward Classes, and Senior Citizens. The Ministry engages in the development/updation of legislations, policies, and schemes at the national level for effective implementation of the Ministry's objectives. The Ministry also runs different Commissions, Foundations and Corporations to address the requirements and rights of its marginalised target communities.

<sup>1</sup> Department of Social Justice & Empowerment, Ministry of Social Justice & Empowerment

The different organisations, programs or schemes of MoSJ&E fulfil various objectives including– Educational, economic, and social empowerment of Scheduled Castes (SCs) and Other Backward Classes (OBCs); Support to senior citizens by way of their maintenance, welfare, security, health care, productive and independent living, and rehabilitation of victims of substance abuse through ‘whole person recovery’ approach. It is also working in line with Amrit Kaal Vision India @2047, primarily addressing national priorities of – ‘Educational Empowerment’, ‘Health and Nutrition’, ‘Economic Empowerment’ and ‘Socio-Legal Empowerment’.

Department of Social Justice and Empowerment (DoSJ&E), MoSJ&E currently has eight divisions namely – Social Defence (SD), Backward Classes (BC), Scheduled Caste Development (SCD) A&B, Administration and Parliament, Statistics, Plan, Senior Citizen and Finance. All the divisions manage a specific portfolio of functions or responsibilities, collectively working towards Ministry’s mission and objectives.

In terms of existing capacity building interventions, MoSJ&E has undertaken several steps. Institute of Secretariat Training and Management (ISTM) plays an important role in delivering trainings to the officials of MoSJ&E. All the officers in the Ministry undergo training at ISTM before joining the Ministry and during the deputation at Ministry. These trainings are mostly oriented towards developing the functional competencies of the officials. The Department also has a training institute-National Institute of Social Defence (NISD), that focusses on developing capacity of human resource in social defence areas such as-drug abuse prevention, welfare of citizens, transgender welfare, and beggary prevention. It delivers training in both offline and online mode through TAPAS (Training for Augmenting Productivity and Services) portal.

However, the existing capacity building initiatives may not be sufficient to address the competency gaps or needs identified as part of the CNA exercise.

## V. Macro picture of Capacity Needs Analysis (CNA) exercise

At an individual level, the key areas where domain competencies are required to be built in include– department specific subject expertise, understanding different Acts/constitutional provisions related to marginalised communities, understanding different schemes implemented by MoSJ&E and other central / state departments in the area of social defence, sustainable development in social sector etc.

There is need to develop the technological and innovative skills including coding, superior data analytics and foresight techniques in the officials. In terms of functional competencies, officials are required to be further trained on–utilisation of technology, basic data management/analysis, office procedures, parliamentary matters, vigilance matters, cabinet note preparation, financial management and budgeting in government system etc.

In terms of behavioural competencies, the priority areas for training the officials include–soft skills development, stress and time management, leadership, and effective communication skills. As the Ministry delivers many citizen-centric services, attributes of ethics and values, empathy, social consciousness, integrating people as equal partners etc. also needs to be reinforced.

## VI. Conclusion

Basis the capacity building requirements identified across the domain, functional and behavioural competency areas, the ACBP report also presents an annual training plan. The plan developed takes into account all the competency requirements identified above, offering a macro picture of year-wise capacity building initiatives that would cater to identified gap areas. The Ministry envisages implementation of the ACBP through a



# Capacity Building Commission, Government of India

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

Capacity Building Unit (CBU) headed by the appointed Joint Secretary (of the Department). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

## 1. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest growing economies in the world. International Monetary Fund (IMF) estimates India's Gross Domestic Product (GDP) to grow at 6.1 percent in FY23 and 6.78 percent in FY25<sup>2</sup>). This is a positive step towards realising its ambition of becoming a USD 5-trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service personnel has been identified as one of the key pillars to meet the changing needs of the country, with a focus on molding a future ready civil service that can deliver larger social and economic mandates. However, the recent civil services capacity building landscape was marred by various challenges. The initiatives lacked innovation across institutional training, with training interventions being largely intermittent, individual centric and predominantly focusing on short term requirements. The capacity programs were largely cadre, service and department driven leading to a silo-based approach disallowing consistent peer to peer learning across multiple services, thereby limiting collaborative learning environment. There was non-availability of life-long and continuous training programs for civil servants with the current ones having inordinate high time lapses between them. The current capacity building landscape also lacked data-driven, robust monitoring and evaluation framework for better cognizance to achieved outcomes, milestones, key performance indicators of civil servants.

The **National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi** was launched in 2020, keeping in mind the above challenges. Mission Karmayogi is a comprehensive reform of civil service capacity building apparatus at individual, organisational and institutional level for efficient public service delivery, capacity building and continuous learning for new India's functionaries. Central to the program is the recognition that a suitable government workforce requires competency driven capacity building approach. Envisioned as one of the largest capacity building initiatives for government organisations globally, the program envisages to train ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.<sup>3</sup>

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government departments/ministries. Mission Karmayogi is working to embark on a learning transformation program that will address the capacity building requirements of civil service through a comprehensive online platform – **iGOT Karmayogi**. iGOT Karmayogi aims to offer online, face-to-face and blended learning and manage lifelong learning records of civil servants. It is an online learning platform developed as a part of Mission Karmayogi for capacity building of civil servants. The content can be created by different ministries, departments, in-house or through knowledge partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources are made available as ready training modules for civil servants on the iGOT platform. The mission along with the iGOT platform, aspires to enable all the officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to instant guidance through job specific learning resources

<sup>2</sup> At a Glance – India, International Monetary Fund, accessed in April 2023

World Economic Outlook Database October 2022, International Monetary Fund, accessed in April 2023

<sup>3</sup> Mission Karmayogi, Department of Personnel and Training, Government of India, accessed in April 2023

and collaboration with officials who have done the task before. It will facilitate the officials with tools to take charge of their own professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.



Figure 2: Institutional arrangement of Mission Karmayogi

The institutional arrangement for implementation and monitoring of program comprises apex bodies such as, **Prime Minister's Human Resource Council (PMHRC)**, **Cabinet Secretariat Coordination Unit**, **Capacity Building Commission (CBC)** and a Special Purpose Vehicle (SPV) to operate the digital assets created for NPCSCB. While the Cabinet Secretariat Coordination Unit will monitor the implementation of NPCSCB, align stakeholders and provide mechanism to oversee capacity building plans, Capacity Building Commission plays the crucial role of facilitating the preparation of annual capacity building plans. Figure 2<sup>4</sup> illustrates the institutional arrangement of Mission Karmayogi.

Under this highly aspirational initiative, CBC aims to facilitate creation of **Annual Capacity Building Plans (ACBPs)** for all Ministries, Departments, and Organisations (MDOs) of Government of India (GoI) to enhance competency and efficacy at all the levels- individual, organisational, and institutional. Constituted in 2021, CBC is the custodian of the

civil services capacity building initiative and hence oversees the planning and implementation of Mission Karmayogi program. Under the program, it is envisaged to prepare Annual Capacity Building Plans which would enable—

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

<sup>4</sup> Capacity Building Commission

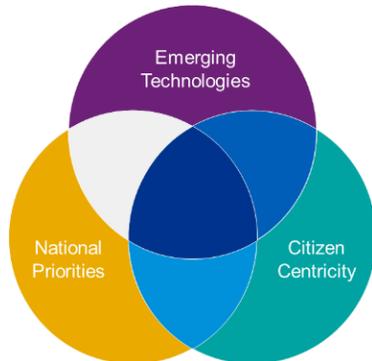


Figure 3: Three lenses of CBC interventions

As highlighted above, ‘national priorities’, ‘emerging technologies’ and ‘citizen centricity’ remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. As per the exercise of ACBP preparation under Mission Karmayogi, each MDO is expected to arrive at its capacity building goals, keeping in focus the mentioned lenses. The same have been elaborated below.

- **National Priorities-** This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the Ministry (whose ACBP is being prepared) are studied to assess how these contribute to national priorities in coming times. Gaps, if found any, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then become the key goal of ACBP.
- **Emerging Technologies-** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which MDO is operating. ACBP gauges the capacity MDO currently has and need to have to respond to such emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- **Citizen centricity-** The initiative should raise a civil service which promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO’s key citizen centric initiatives such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen centric initiatives, if identified for a MDO, will be targeted by ACBP to address using capacity building interventions at individual and organisational level.

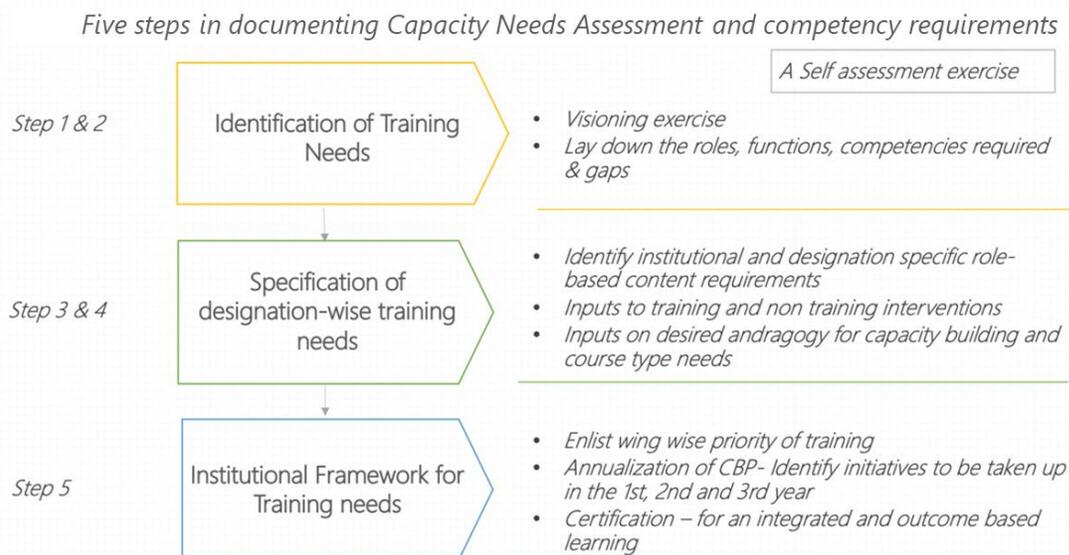
Taking forward the mandate of facilitating the creation of Annual Capacity Building Plan (ACBP) for Ministries and Departments, CBC has been supporting varied Ministries. Ministry of Social Justice and Empowerment (MoSJ&E) has been selected as one of the initial pilot Ministries for preparation of ACBP.

This report presents the Annual Capacity Building Plan for MoSJ&E. As part of its preparation, it provides the As-is assessment of the Ministry to develop a capacity building agenda. It further presents the As-is assessment of training needs of employees and identification of potential interventions. Finally, it presents a roadmap (in terms of a training plan) for building individual and organisational capacities for the Ministry. Thus, this report is a blueprint of As-is situation of the Ministry, its requirements in terms of specific training and non-training interventions and a roadmap for facilitating implementation of the same.

## 2. Approach and Methodology

This section describes the approach taken by the study to understand the As-is situation of the Ministry (including its current capacity building needs) and arrive at the development of Annual Capacity Building Plan (ACBP) for the Ministry. Each ministry has a defined vision, roadmap, and set goals. To achieve those goals, there are a set of competencies required by each department / division of the Ministry. This study identifies the competency requirements and capability gaps in the Ministry and suggests initiatives to address those gaps which would in turn help in efficiently achieving the vision and goals of the Ministry. These initiatives form the part of the Annual Capacity Building Plan. The plan will help in identification of the key challenges in the upcoming years. This section covers the approach undertaken by the team to deliver the Capacity Building Plan.

The ACBP is intended to be an incremental training and capacity development system. It entails a five-step process of enlistment and documentation of Capacity Needs Assessment (CNA) and competency required assessment exercise, which was jointly conducted by the CBC and Ministry officials. This exhaustive exercise was targeted to cover institution/wing-wide roles and functions in a self-assessment exercise by the Ministry. In the first phase of the progressive mapping, the three identified verticals were taken up for assessments. There are 8 divisions at the DoSJ&E (namely, Senior Citizen, Backward Classes, Scheduled Caste Development A&B, Social Defence, Statistics, Administration, Planning, and Finance). The chart below exemplifies the step flow:



*Figure 4: Process adopted to develop ACBP at MoSJ&E*

In summary, the study team has adopted a consultative approach in defining the broad contours of the Capacity Building Plan. The key steps followed by the team are as follows:

- Understanding the Vision, Mission and Goals for the Ministry/Department <sup>5</sup> (a part of the As-is assessment exercise).
- Assessing the role played by Ministry/Department in achieving its objectives and then identifying the required competencies (a part of the As-is assessment exercise).
- Determining the gaps and capacity building requirements in consultation with the division heads of the Ministry / Department (Capacity Needs Assessment exercise).
- Identifying the initiatives required for capacity building - assessment of competencies required/gaps vis-à-vis the measures to strengthen the same (a part of final Training Plan)

Thus, as a part of delivering the ACBP for the Ministry/Department, the team first conducts As-is assessment of the Ministry/ Department, followed by its Capacity Needs Assessment (CNA) and finally develops a training plan to implement the suggested capacity building interventions. The step-by-step approach has been shared in table 1.

*Table 1: Step by step approach taken for ACBP*

#	Details
Step 1: Alignment of objective with the Ministry	As the first step, a joint meeting with the Secretary and the Joint Secretaries was conducted. In the meeting, the mandate and objective of CBC was clearly articulated. It was clarified that the framework of CBC is not limited to training but also includes institutional and systemic capacity development. In this meeting, the ministry's expectation from the program was also clearly identified.
Step 2: Understanding the role & function of the Ministry	Following the meeting, team conducted a thorough review of the following areas: <ul style="list-style-type: none"> <li>○ Ministry's mandate, policies, roles, functions, recent developments and trendlines from Ministry website, portals and documents, web search and study reports</li> <li>○ Ministry's key programs, priorities, strategic objectives and goals, emerging trends/focus areas</li> <li>○ National priorities and how Ministry fulfils/contributes to same</li> </ul>
Step 3: Comprehend role & responsibility of each department/division of the Ministry	Team then also had clear and complete understanding on the following areas for each division/unit headed by a JS/AS. <ul style="list-style-type: none"> <li>○ Identifying the areas of responsibility of the division/unit</li> <li>○ Understanding/identifying emerging trends, government priorities and Ministry objectives that fall within purview of division/unit</li> <li>○ Understanding specific schemes/programs managed by division/unit</li> </ul>
Step 4: Consultation with the Division Heads/Joint Secretaries	Team conducted multiple consultations with the Joint Secretaries and their divisions to understand the following areas: <ul style="list-style-type: none"> <li>○ Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority and frequency of respective activities</li> <li>○ Interrelationships with other units within the Ministry and coordination/cooperation with government agencies outside the Ministry and the larger set of stakeholders the unit engages with for each functional responsibility.</li> </ul>

<sup>5</sup> Ministry of Social Justice and Empowerment (MoSJ&E) in the report, also refers to its constituting Department – Department of Social Justice & Empowerment (DoSJ&E).

	<ul style="list-style-type: none"> <li>○ Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit.</li> <li>○ Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome.</li> </ul> <p>Apart from getting a comprehensive understanding of the roles and responsibility of each division, consultation was also held with the divisions to understand:</p> <ul style="list-style-type: none"> <li>○ The competency required to execute the key functions of the division</li> <li>○ Identify the competency gaps as per the experience of the head of the division or his/her self-assessment</li> <li>○ Discuss current organisational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives</li> </ul>
Step 5: Situational analysis and key findings	<p>Based on the consultation with the key stakeholders, the team conducted a preliminary competency and functional mapping, highlighting:</p> <ul style="list-style-type: none"> <li>○ Key skills required in the ministry</li> <li>○ Key competency gaps as per the interactions</li> </ul> <p>For the identified gaps, the key interventions that the Ministry can undertake were also identified. This included training courses or other systemic or institutional interventions.</p>
Step 6: Workshop on way forward	<p>A workshop was conducted with relevant stakeholders to discuss:</p> <ul style="list-style-type: none"> <li>○ Key findings, synergies, and commonalities</li> <li>○ ACBP preparation</li> </ul>

Thus, to begin with, the team performed secondary research to understand the Vision, Mission and Goals for the Ministry. Subsequently, discussions were held with the Joint Secretaries/Heads of the various divisions at the Department of Social Justice and Empowerment. The research and discussions helped in understanding the Vision and Goals of each division within the Department and helped in assessing the role played by the Department in achieving its objectives. The desired competencies for each division were identified along with the current capability gaps, basis the self-assessment of the Joint Secretaries/Heads of Divisions. After assessing the requirements and the gaps, appropriate initiatives have been identified for strengthening the competencies.

The steps for the ACBP preparation as explained above have been summarised in figure 5.

### Understanding the role & function of the Ministry

Ministry's mandate, mission, roles, functions, recent developments, key programmes, priorities, strategic objectives and goals, emerging trends/focus areas, national priorities, citizen focus initiatives etc.

**Consultation with Division Heads / Joint Secretaries** to conduct robust As-is assessment and Capacity Needs Assessment exercise.

**Workshop** to discuss the key findings of the project along with ACBP preparation and way forward

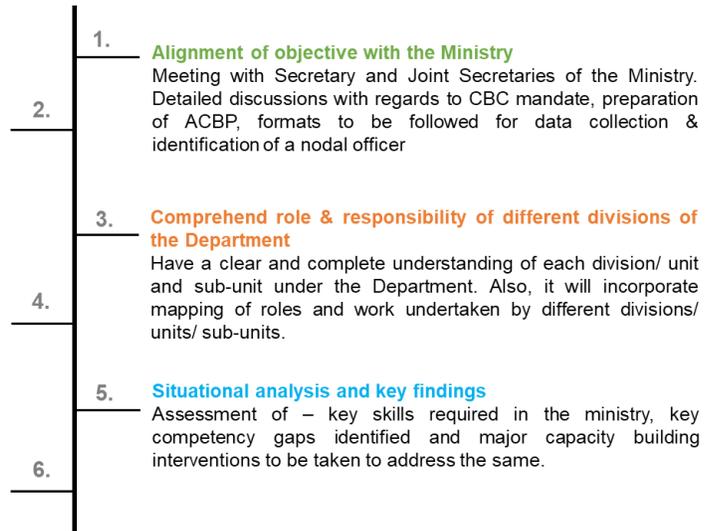


Figure 5: Steps taken for the ACBP preparation

As mentioned earlier, the three main lenses of ACBP are - alignment towards meeting national goals/priorities, citizen centricity aspects and use of technology for seamless and effective decision making, especially emerging technologies as a support function.

There are three pillars/levels of capacity building for a Department or Ministry – Individual, Organisational and Institutional level. A summary of these three pillars/levels is illustrated in the figure below.

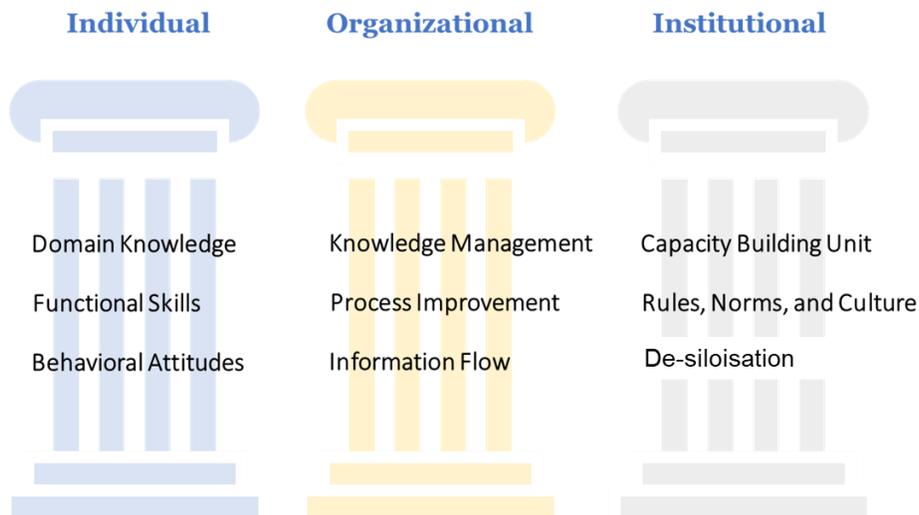


Figure 6: Three pillars/levels of capacity building

The competencies required at the individual level are identified from the Capacity Needs Assessment exercise. Such competencies which are required by the officials (who are working at different roles or in different divisions of the Department) have been bucketed into three categories namely:

- **Domain competency** – Specific expertise related to the social justice sector and the respective focus areas.
- **Functional competency** – Covering functional aspects or operational requirements of the Department like project management, financial management, file management, and technological know-how etc. These are common across various departments / divisions irrespective of their sector.
- **Behavioural competency** – Soft-skills, attitudinal needs such as- negotiation skills, problem solving skills, leadership, decision-making abilities etc.

In terms of capacity building interventions at organisational level, CNA exercise is expected to assess collective aspects of the Department / Ministry such as – Technology and Data, Systems and Processes, Personnel Management etc. (The same are described in detail later in the report). Accordingly, ACBP will suggest interventions to improve the organisational capacity on the mentioned aspects. These can involve interventions such as – Knowledge management, Process improvement, Streamlining of information flow etc. which improves the capacity of the Department at organisational level.

Capacity building at the third level – institutional level refers to changes made in the norms, policies, and regulations that guide the functioning of individuals and organisations. In the context of Government, institutional capacity building refers to policy level interventions that affect all the ministries and departments of the Government. Since, these institutional capacity building interventions affect all ministries/departments of the Government, the ACBP exercise is not expected to cover the institutional measures. This is in accordance with the Approach paper released by CBC for preparation of ACBPs.

The other important details regarding ACBP preparation of MoSJ&E is shared below.

- Preparation of the ACBP entailed interactions with several officers at various levels, covering department heads with appropriate tabulation of the role and function wise competency required, gaps thereof and training needs emanating from this exercise.
- Representatives of CBC held at least 2 interactions per officer over a period of less than 3 months to complete the tabulation exercise and to arrive at the priority initiatives to be taken on an annual basis and making it an institutional exercise. The competencies required have been identified into three categories namely – Domain, Functional and Behavioural (as mentioned above).
- Level of training needs have also been captured to cater to the sensitisation needs of officers working in the Department. Report also captures officials' needs to cater to the ongoing requirements of the Department along with their future readiness aspects. Level of training required has been classified as Basic (Ba) and Advanced (Ad), to detail the training needs across roles and functions. The CNA findings also suggests the type of training intervention required for a competency – Regular, Progressive, Induction, Refresher etc. Definition of each of these are shared later in the report.
- Trainings are targeted largely as online training to enable flexible and self-paced learning. However, based on varied needs and for specific requirements mixed andragogy methods have also been dovetailed into the training needs.

- Members and Secretary, CBC commenced the ACBP exercise in review meeting, outlining that instead of putting emphasis on training on routine jobs, focus should be on imparting domain skills in alignment with the mandate of the Ministry and with more futuristic training programs for functional and behavioural skills. Certain areas like time and stress management, financial management system, procedures for vigilance and inquiry and digital learning and transformations were identified as the highest recurring identified gaps in the various departments of the Ministry.
- Certification process: Training process outcome shall culminate with certification process. This entails module wise assessment for the specific aspects on which training has been obtained. These trainings shall become a crucial part of record of competency of an officer and shall be dovetailed under the overall “Mission Karmayogi” policy necessities. These may include completion of probation upon fulfilling certification of induction exercise, postings applicability for various roles etc. in a progressive manner.
- Way forward: A Capacity Building Unit (CBU) has been established at the Ministry with a Joint Secretary earmarked to head the CBU unit. One of the tasks the CBU will undertake is to regularise the wing-wise training calendar based on the CNA as per the ACBP and competency required mapping.

## 3. As-is Assessment

This section offers an introduction to MoSJ&E. It further describes the organisation structure of the Ministry and the various divisions under it. A snapshot of key initiatives of the Ministry in terms of addressing national priorities, citizen-centricity requirements and emerging technologies are also provided to better understand the current activities and requirements of the Ministry.

### I. Overview of the Ministry

This section describes the MoSJ&E's vision, mission, and key activities, subsequently progressing towards its organisation structure and brief details about various organisations associated with the Ministry.

#### a. About the Ministry

The Ministry of Social Justice and Empowerment (MoSJ&E) engages in the development/updating of legislation, policies, and guidelines at the national level for effective implementation of the Ministry's objectives. It oversees the implementation of the various existing laws, including:

- Protection of Civil Rights Act, 1955
- The Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989
- Maintenance and Welfare of Parents and Senior Citizens Act, 2007
- The Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013
- Transgender Persons (Protection of Rights) Act, 2019
- The National Policy for Older Persons, 1999

MoSJ&E consists of two Departments - Department of Social Justice and Empowerment (Samajik Nyaya and Adhikarita Vibhag) and Department of Empowerment of Persons with Disabilities (Divyangjan Sashaktikaran Vibhag). The study covers the former one - Department of Social Justice and Empowerment (Samajik Nyaya and Adhikarita Vibhag).

The mandate of the Department of Social Justice & Empowerment (SJ&E) is empowerment of the socially, educationally and economically marginalised sections of the society including (i) Scheduled Castes, (ii) Other Backward Classes, (iii) Senior Citizens, (iv) Victims of Alcoholism and Substance Abuse, (v) Transgender Persons (Protection of Rights) Act, 2019 (vi) Beggars (vii) Denotified and Nomadic Tribes (DNTs) , (viii) Economically Backward Classes (EBCs) and (ix) Economically Weaker Section (EWS).<sup>6</sup>

As per the 'Allocation of Business Rules, 1961'<sup>7</sup> released by Cabinet Secretariat Government of India, Department of Social Justice and Empowerment acts as the nodal Department for matters pertaining to the following groups, namely: -

- 1) Scheduled Castes
- 2) Socially and Educationally Backward Classes

<sup>6</sup> Annual Report 2021-22, Department of Social Justice and Empowerment, Ministry of Social Justice and Empowerment, accessed in April 2023.

<sup>7</sup> The Government of India (Allocation of Business) Rules, 1961 (As amended upto Amendment Series no. 370, dated 23rd December 2022), Cabinet Secretariat, accessed in April 2023.

Subjects Allocated, Department of Social Justice and Empowerment, accessed in April 2023.

- 3) Denotified Tribes
- 4) Economically Backward Classes; and
- 5) Senior Citizens.

Department of Social Justice and Empowerment is the nodal Department for the overall policy, planning and coordination of programs for the development and welfare of the groups mentioned above. As per the 'Allocation of Business Rules, 1961, the other subjects allocated to the Department are –

- Special schemes aimed at social, educational and economic empowerment of the groups mentioned at (i) to (iv) under entry 2 above, e.g., scholarships, hostels, residential schools, skill training, concession loans and subsidy for self-employment, etc.
- Monitoring of Scheduled caste sub plan.
- Rehabilitation of Manual Scavengers in alternative occupations.
- Programs of care and support to senior citizens.
- Prohibition.
- Rehabilitation of victims of alcoholism and substance abuse, and their families.
- Beggary.
- International Conventions and Agreements on matters dealt within the Department.
- Awareness generation, research, evaluation and training in regard to subjects allocated to the Department.
- Charitable and Religious Endowments and promotion and development of Voluntary Effort pertaining to subjects allocated to the Department.
- The Protection of Civil Rights Act, 1955 (22 of 1955).
- The Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989 (33 of 1989), (in so far as it relates to the Scheduled Castes, excluding administration of criminal justice in regard to offences under the Act).
- National Commission for Backward Classes Act, 1993 (27 of 1993).
- The Maintenance and Welfare of Parents and Senior Citizens Act, 2007 (56 of 2007).
- National Commission for Scheduled Castes.
- National Commission for Safai Karmacharis.
- National Commission for Backward Classes.
- National Scheduled Castes Finance and Development Corporation.
- National Safai Karmacharis Finance and Development Corporation.
- National Backward Classes Finance and Development Corporation.
- National Institute of Social Defence.
- Dr. Ambedkar Foundation.
- Babu Jagjivan Ram National Foundation
- National Commission for Denotified and Semi-Nomadic Tribes

Thus, as can be seen from the Allocation of Business Rules, the Ministry also runs several Commissions, Foundations and Corporations listed below:

### **COMMISSIONS:**

- 1) National Commission for Scheduled Castes.
- 2) National Commission for Backward Classes
- 3) National Commission for Safai Karmacharis (NCSK)

- 4) National Commission for Denotified Nomadic and Semi Nomadic Tribes (NCDNT)
- 5) Development and Welfare Board for De-notified, Nomadic and Semi-Nomadic Communities (DWBDNCs)

A brief description of the commissions running under MoSJ&E is provided in the table below.

*Table 2: Commissions run by MoSJ&E*

Commissions	Description
National Commission for Scheduled Castes	An Indian constitutional body established with a view to provide safeguards against the exploitation of Scheduled Castes and Anglo-Indian communities to promote and protect their social, educational, economic and cultural interests. Article 338 of the Indian constitution deals with National Commission for Scheduled Castes. <sup>8</sup>
National Commission for Backward Classes	The present Commission (8th) has been accorded Constitutional Status and is constituted through “The Constitution (One Hundred and Second Amendment) Act, 2018” dated 11.8.2018, whereby Article 338B has been inserted, forming a Commission for the socially and educationally backward classes to be known as National Commission for Backward Classes. <sup>9</sup>
National Commission for Safai Karamcharis (NCSK)	<p>The National Commission for Safai Karamcharis is a non-statutory body constituted by the Ministry of Social Justice and Empowerment to safeguard the rights and interests of Safai Karamcharis in general and the manual scavengers in particular.<sup>10</sup> The mandate<sup>11</sup> of NCSK is as follows:</p> <ul style="list-style-type: none"> <li>• Recommend to the Central Government specific programs of action towards elimination of inequalities in status, facilities and opportunities for Safai Karamcharis.</li> <li>• Study and evaluate the implementation of the programs and schemes relating to the social and economic rehabilitation of Safai Karamcharis, and scavengers, in particular.</li> <li>• Investigate specific grievances and take suo-motu notice of matters relating to non-implementation of: - <ul style="list-style-type: none"> <li>○ programs or schemes in respect of any group of Safai Karamcharis</li> <li>○ decisions, guidelines or instructions, aimed at mitigating the hardships of Safai Karamcharis</li> <li>○ measures for the social and economic upliftment of Safai Karamcharis</li> <li>○ the provisions of any law in its application to Safai Karamcharis; and take up such matters with the concerned authorities or with the Central or State Governments</li> </ul> </li> <li>• To study and monitor the working conditions, including those relating to health, safety and wages of Safai Karamcharis working under various kinds of employers including Government, Municipalities and Panchayats, and to make recommendations in this regard.</li> <li>• Make reports to the Central or State Governments on any matter concerning Safai Karamcharis, taking into account any difficulties or disabilities being encountered by Safai Karamcharis.</li> </ul>

<sup>8</sup> About us, National Commission for Scheduled Castes – Government of India, accessed in April 2023.

<sup>9</sup> About us, National Commission for Backward Classes, accessed in April 2023.

<sup>10</sup> Citizen Charter, National Commission for Safai Karamcharis, Government of India, accessed in April 2023.

<sup>11</sup> About NCSK, National Commission For Safai Karamcharis, accessed in May 2023.

	<ul style="list-style-type: none"> <li>Any other matter which may be referred to it by the Central Government.</li> </ul> <p>NCSK also monitors the implementation of “The Prohibition of Employment as Manual Scavengers and Their Rehabilitation Act, 2013”.</p>
National Commission for Denotified, Nomadic and Semi-Nomadic Tribes (NCDNT)	The National Commission for Denotified, Nomadic and Semi-Nomadic Tribes (NCDNT) is a national commission set under the Ministry of Social Justice and Empowerment, Government of India, to study various developmental aspects of denotified and nomadic or semi-nomadic tribes in India. The commission was constituted by Gol in February 2014, to prepare a state-wise list of castes belonging to De-notified, Nomadic and Semi-Nomadic Tribes. <sup>12</sup>
Development and Welfare Board for De-notified, Nomadic and Semi-Nomadic Communities	The Board was constituted under Ministry of Social Justice & Empowerment on 21.02.2019 to complete the process of identification of the De-Notified, Nomadic and Semi-Nomadic Communities (DNCs). The Board is currently implementing the scheme - Scheme for Economic Empowerment of Denotified / Nomadic / Semi Nomadic (SEED) communities launched in 2022.

## FOUNDATIONS:

- 1) Dr. Ambedkar Foundation (DAF)
- 2) Babu Jagjivan Ram National Foundation (BJRNF)

A brief description about these foundations are provided below:

*Table 3: Foundations under Ministry of Social Justice and Empowerment*

Foundation Name	Description
Dr. Ambedkar Foundation (DAF)	DAF was set up in March 1992 on the recommendations of the Centenary Committee headed by the then Honorable Prime Minister of India. DAF was set up to implement the programs and activities for promoting Dr. Ambedkar’s ideology and message of social justice amongst the masses in India as well as abroad. It is a society set up under the aegis of MoSJ&E, registered under Registration of Societies Act, 1860. The foundation has the mandate to manage, administer and carry on the important and long-term schemes and programs identified during the Centenary Celebrations of Dr. B.R. Ambedkar. Some of the major activities, programs and projects managed by DAF include - Dr. Ambedkar National Award for Social Understanding and Upliftment of Weaker Sections, Dr. Ambedkar International Award for Social Change, Dr. Ambedkar Chairs in Universities/Institutions, Dr. Ambedkar National Relief to SC victims of Atrocities, Dr. Ambedkar National Merit Award Scheme for SC/ST students for Class 10th level etc. <sup>13</sup>
Babu Jagjivan Ram National Foundation (BJRNF)	BJRNF was established as an autonomous organisation under MoSJ&E by Gol in 2008. It is registered under The Societies Registration Act, 1860. The President of the Foundation is the Union Minister of Social Justice & Empowerment. The foundation has the aim to propagate the ideals of the late Babu Jagjivan Ram, Deputy Prime Minister, on social reform as well as his ideology, philosophy of life, mission and vision to create a casteless and classless society. BJRNF runs different development schemes to promote scheduled castes and weaker sections

<sup>12</sup> Status Of Commission for Denotified And Nomadic Tribes, Press Information Bureau, Government of India, accessed in April 2023.

<sup>13</sup> About us, Dr. Ambedkar Foundation, Ministry of Social Justice and Empowerment, accessed in April 2023.

	of the society, bringing an attitudinal change in the society to abolish untouchability, and caste-based prejudice. <sup>14</sup>
--	---

## **CORPORATIONS:**

- 1) National Scheduled Castes Finance and Development Corporation (NSFDC)
- 2) National Safai Karamcharis Finance and Development Corporation (NSKFDC)
- 3) National Backward Classes Finance and Development Corporation (NBCFDC)

The main objectives of each of these Corporations are described below.

*Table 4: Corporations functioning under Ministry of Social Justice and Empowerment*

Corporation	Description
National Scheduled Castes Finance and Development Corporation (NSFDC)	NSFDC was set up by Gol in the year 1989. It was incorporated as a fully owned Gol Company under Section 8 of the Companies Act, 2013 (Previously Section 25 of the Companies Act, 1956). It works on a mission to promote prosperity among Scheduled Castes by improving flow of financial assistance and through skill development & other innovative initiatives. <sup>15</sup>
National Safai Karamcharis Finance and Development Corporation (NSKFDC)	NSKFDC was incorporated in 1997 under Section 25 of the Companies Act as a 'Not for Profit' Organisation. It is a wholly owned Government undertaking under the aegis of MoSJ&E. The primary objective of NSKFDC is to eradicate the evil practice of manual scavenging and strengthen socio-economic development of Safai Karamcharis/Scavengers and their dependents by providing financial assistance in the form of various Loan Schemes and Training Programs for upgrading their skills. This is done through State Channelising Agencies (SCAs) nominated by State Governments / UTs , Regional Rural Banks (RRBs) and Nationalised Banks across the Country. <sup>16</sup>
National Backward Classes Finance and Development Corporation (NBCFDC)	NBCFDC is also a Gol undertaking under the aegis of MoSJ&E. It was incorporated in the year 1992 as a company not for profit under Section 25 of the Companies Act 1956 (now section 8 of Companies Act 2013). It has the objective to promote economic and developmental activities for the benefit of Other Backward Classes (OBCs) and to support poorer section of these classes in skill development and self-employment ventures. The corporation offers financial assistance to the beneficiaries through SCAs nominated by State Governments / UTs or banks (RRBs and Public Sector Banks – PSBs). It also offers micro-financing through self-help groups (SHGs). <sup>17</sup>

The Department also has an Institute; the National Institute of Social Defence (NISD) and has a Parliamentary, Standing and Consultative Committee. NISD<sup>18</sup> is a central advisory body for MoSJ&E and is a Centre of Excellence (CoE) on research and training in the field of social defence. NISD coordinates and liaises between the government and non-government organisations at state, national and international level. It also develops preventive, curative, and rehabilitative tools, programs and policies in the field of social defence and undertakes research, training, consultancy, documentation and publication in the field. Going ahead, the

<sup>14</sup> About BJRNF, Babu Jagjivan Ram National Foundation, accessed in April 2023.

<sup>15</sup> About NSFDC, National Scheduled Castes Finance and Development Corporation (NSFDC), accessed in April 2023.

<sup>16</sup> Corporate Profile, National Safai Karamcharis Finance & Development Corporation (NSKFDC), accessed in April 2023.

<sup>17</sup> Corporate Profile, National Backward Classes Finance & Development Corporation (NBCFDC), accessed in April 2023.

<sup>18</sup> About Us, National Institute of Social Defence, accessed in April 2023.

mandate of the institute is to provide inputs for the social defence programs of the Government of India through training, research, and documentation. Thus, the institute is on its way to become a state-of-the-art body of knowledge for training and advocacy in the field of social defence. This is also important given its linkage with the Parliamentary Committee.

The Department, through its various programs of educational, economic and social development, aims at the empowerment of the disadvantaged and marginalised sections of the society. These include the target group of – Scheduled Castes (SCs), Other Backward Classes (OBCs), aged persons, victims of alcohol and drug abuse etc. Different schemes / programs of the Department enable these marginalised sections to lead productive, safe and dignified lives – with all their basic needs being fulfilled, and where equal opportunities are ensured for their growth and progress. The Department runs primarily four kinds of schemes – NGOs scheme, Educational schemes, Schemes for Economic Development, Schemes for Social Empowerment.<sup>19</sup> The below provided table gives a snapshot of different schemes being run by DoSJ&E.



Figure 7: Major areas of scheme implementation of DoSJ&E

Table 5: Different schemes being run by the Department

NGOs SCHEME	EDUCATIONAL SCHEMES
<ul style="list-style-type: none"> <li>• Scheme of Grant in Aid to Voluntary Organisations working for Scheduled Castes</li> <li>• National Action Plan for Drug Demand Reduction</li> <li>• Atal Vayo Abhyuday Yojana (AVYAY)</li> <li>• Scheme of National Awards for Outstanding Services in the field of Prevention of Alcoholism and Substance (Drug) Abuse</li> <li>• Implementation Framework of National Action Plan for Drug Demand Reduction</li> </ul>	<ul style="list-style-type: none"> <li>• National Fellowship for OBC Students (NF-OBC)</li> <li>• Construction of Hostels for OBC Boys and Girls</li> <li>• Dr. Ambedkar Scheme of Interest Subsidy on Educational Loan for Overseas Studies for OBCs &amp; EBCs</li> <li>• Educational Loans provided by NBCFDC</li> <li>• Pre- Matric Scholarships Scheme for Scheduled Castes &amp; Others</li> <li>• Post-Matric Scholarship for SC students</li> <li>• Upgradation Of Merit Of SC Students</li> <li>• Central Sector Scholarship of Top Class Education for SC Students</li> <li>• National Overseas scholarship</li> <li>• National Fellowship for Scheduled Caste Students</li> <li>• Free Coaching Scheme for SC and OBC Students</li> <li>• Babu Jagjivan Ram Chhatrawas Yojana (BJRCY)</li> <li>• Pre-Matric Scholarship for OBC Students</li> <li>• Scholarships for Higher Education for Young Achievers Scheme (SHREYAS) (OBC &amp; Others) - 2021-22 to 2025-26.</li> <li>• Scheme for Residential Education for Students in High School in Targeted Area (SRESHTA) for SCs</li> </ul>

<sup>19</sup> Schemes, Department of Social Justice & Empowerment, Ministry of Social Justice & Empowerment, accessed in April 2023.

	<ul style="list-style-type: none"> <li>PM Young Achievers Scholarship Award Scheme For Vibrant India For OBCs and Others (PM - YASASVI)</li> <li>Scholarship for PM CARES Children</li> </ul>
SCHEMES FOR ECONOMIC DEVELOPMENT	SCHEMES FOR SOCIAL EMPOWERMENT
<ul style="list-style-type: none"> <li>Entrepreneurial Schemes of NBCFDC</li> <li>Credit Enhancement Guarantee Scheme for the Scheduled Castes (SCs)</li> <li>National Safai Karamcharis Finance and Development Corporation (NSKFDC)</li> <li>National Scheduled Castes Finance and Development Corporation (NSFDC)</li> <li>Scheme of Assistance to Scheduled Castes Development Corporations (SCDCs)</li> <li>Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS)</li> <li>Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi (PM-DAKSH) Yojana</li> <li>Venture Capital Fund (VCF) for STs, SCs and BCs</li> </ul>	<ul style="list-style-type: none"> <li>Schemes undertaken by NBCFDC for promoting Social Empowerment</li> <li>Centrally Sponsored Scheme for implementation of the Protection of Civil Rights Act, 1955 and the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989</li> <li>Pradhan Mantri Adarsh Gram Yojana (PMAGY)</li> <li>Support for Marginalised Individuals for Livelihood and Enterprise (SMILE)</li> <li>Pradhan Mantri Anusuchit Jaati Abhyuday Yojna (PM-AJAY)</li> <li>National Action for Mechanised Sanitation Ecosystem (NAMASTE)<sup>20</sup></li> <li>Atal Vayo Abhyuday Yojana (AVYAY)</li> </ul>

These schemes fulfil various objectives including <sup>21</sup> – Educational, economic and social empowerment of Scheduled Castes (SCs) and Other Backward Classes (OBCs); Support to senior citizens by way of their maintenance, welfare, security, health care, productive and independent living and Rehabilitation of victims of substance abuse through ‘whole person recovery’ approach.

## b. Vision, and Mission of the Ministry

As per the Citizen’s / Client’s Charter<sup>22</sup> of MoSJ&E, the vision and mission of the ministry is as follows:

- **Vision:** “To take steps so that members of the target groups of the Ministry, namely Scheduled Castes (SCs), Other Backward Classes (OBCs), Senior Citizens & Victims of Substance Abuse can lead productive, safe and dignified lives, with all their basic needs being fulfilled, and where equal opportunities are ensured for the growth and development for SCs, OBCs, and adequate support and opportunities are ensured for Senior citizens and victims of substance abuse.”
- **Mission:** The mission statement of the Ministry is as follows - “To build an inclusive society wherein members of the target groups can lead productive, safe, and dignified lives with adequate support for their growth and development. The Ministry aims to support and empower its target groups through programs of educational, economic, and social development, and rehabilitation wherever necessary.”

Apart from this, MoSJ&E (including Department of Social Justice and Empowerment) is also a part of ‘Sectoral Group of Secretaries (SGoS)’ which is framing the ‘Vision India @2047 Welfare’. As per the Amrit Kaal Vision 2047, SGoS (including MoSJ&E) will be focusing on four components of Welfare – Educational Empowerment,

<sup>20</sup> The scheme is being undertaken in collaboration with Ministry of Housing and Urban Affairs (MoHUA).

<sup>21</sup> Annual Report 2021-22, Department of Social Justice and Empowerment, Government of India, accessed in April 2023.

<sup>22</sup> Citizen’s/Client’s Charter (2016-17), Ministry of Social Justice and Empowerment, 2016

Health and Nutrition, Economic Empowerment and Socio-legal Empowerment.<sup>23</sup> The below provided figure<sup>24</sup> illustrates the Amrit Kaal Vision @2047 for India in terms of ‘welfare’ as a national priority.

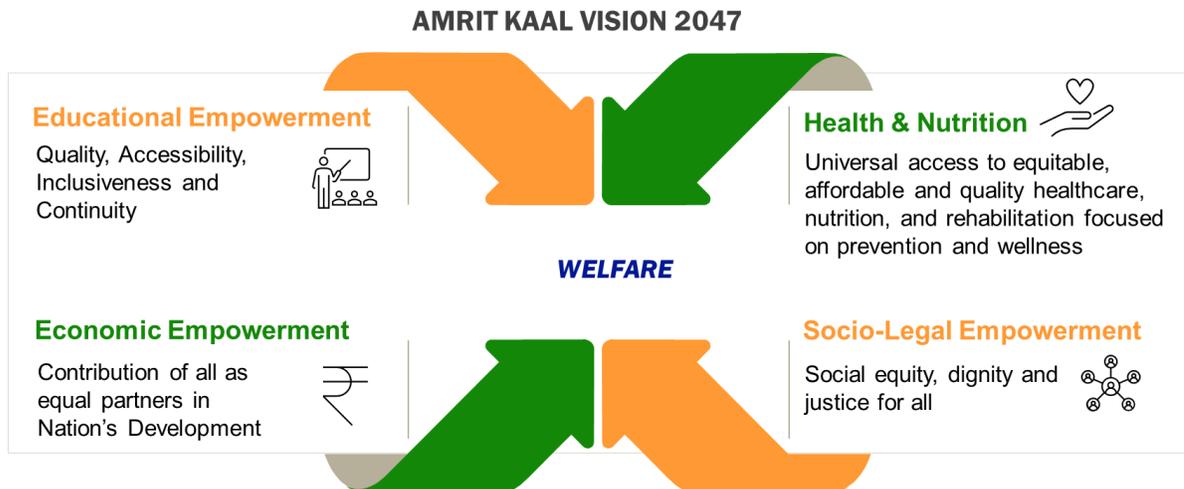


Figure 8: Amrit Kaal Vision 2047 India - Welfare

Through its various schemes and programs, MoSJ&E is working in line with Amrit Kaal Vision India @2047, primarily addressing national priorities of – ‘Educational Empowerment’, ‘Health and Nutrition’, ‘Economic Empowerment’ and ‘Socio-Legal Empowerment’.

### c. Organisation Structure of the Ministry

MoSJ&E is headed by a cabinet minister – Dr. Virendra Kumar (Union Minister of Social Justice & Empowerment) who is assisted by three Ministers-of-State namely - Shri A. Narayanaswamy, Km. Pratima Bhoumik and Shri Ramdas Athawale. The Ministry comprises of two Departments - Department of Social Justice and Empowerment (DoSJ&E) being one of them. DoSJ&E is then headed by a secretary who is in turn assisted by officials such as- Joint Secretaries, Additional Secretary, Senior Economic Advisor, Financial Advisor, Deputy Director General etc. These officials head different divisions of the Department. They are further supported by middle management officials such as- Director (s), Deputy Secretary (s) etc. Below given figure presents the organisation structure of MoSJ&E.

<sup>23</sup> This association with SGoS and role in delivering four components of welfare is an entry point for training of MoSJ&E officials on - Convergence with other ministries such as Finance, Education, Skill Development, etc.

<sup>24</sup> Source: Ministry of Social Justice and Empowerment, Government of India (Vision India @ 2047 Document)

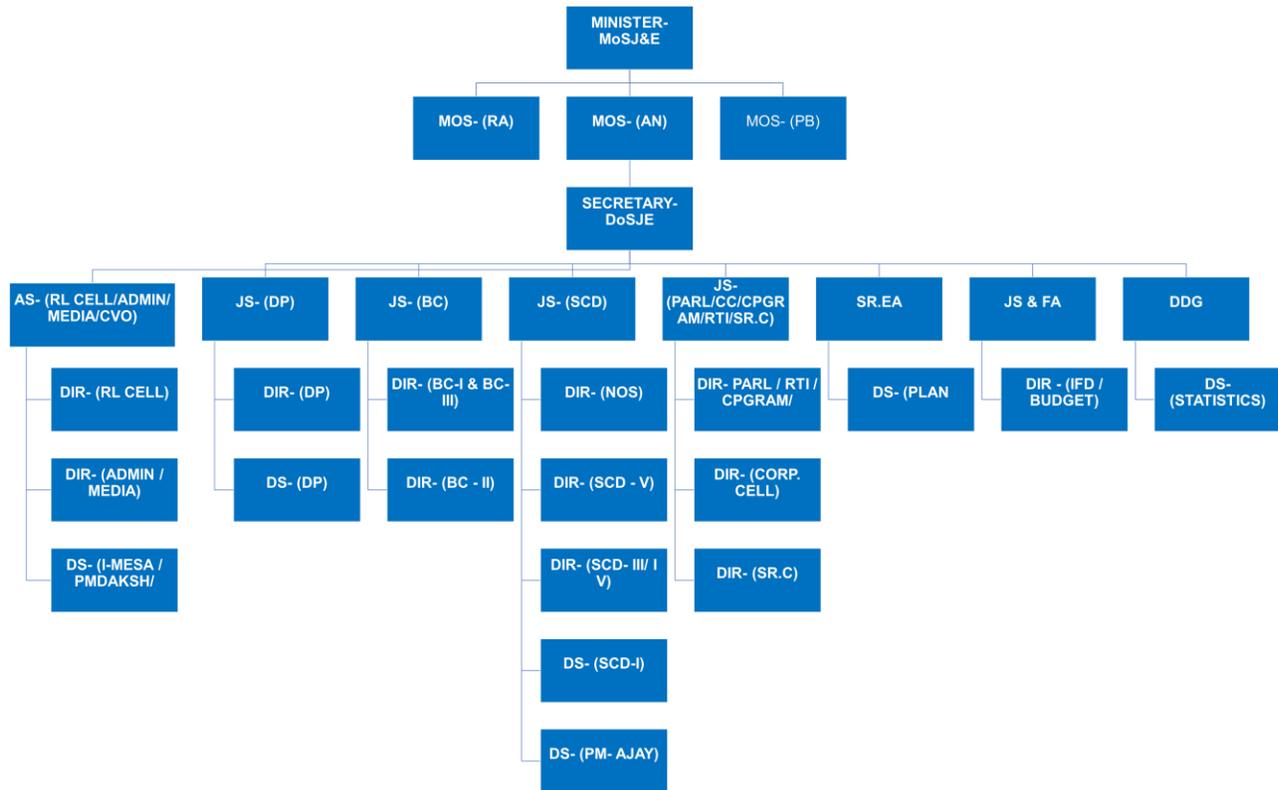


Figure 9: Organisation structure of Department of Social Justice and Empowerment

As can be inferred from the above figure, DoSJ&E has eight divisions namely–Social Defence (SD)<sup>25</sup>, Backward Classes (BC), Scheduled Caste Development (SCD) A&B, Administration and Parliament<sup>26</sup>, Statistics<sup>27</sup>, Plan<sup>28</sup>, Senior Citizen and Finance<sup>29</sup>. While each of these divisions – Social Defence, Backward Classes, Scheduled Caste Development, Administration and Parliament and Senior Citizen are headed by a Joint Secretary (Administration is headed by an Additional Secretary), the Plan division is headed by a Senior Economic Advisor (SR. EA), Statistics Division is headed by a Deputy Director General (DDG) and Finance Division is headed by a Joint Secretary who is also the Financial Advisor (FA). All the divisions mentioned above manages a specific portfolio of functions or responsibilities (which are explained later in the report).

## II. Initiatives of the Ministry in line with national priorities

As mentioned earlier, MoSJ&E has been working in line with the national priorities of 'Welfare' as finalised by SGoS for 'Amrit Kaal Vision 2047'. These national priorities primarily include four components of 'Welfare' –

<sup>25</sup> Drug Abuse Prevention (DP) lies under Social Defence (SD) Division

<sup>26</sup> JS-(PARL. / CC / CPGRAM / RTI / SR.C) indicates Administration and Parliament Division. The official also heads Senior Citizen Division (SR.C)

<sup>27</sup> Deputy Director General (DDG) heads the Statistics Division

<sup>28</sup> Senior Economic Advisor (Sr. EA) heads the Plan Division

IFD- Integrated Finance Division; PARL – Parliament, RTI – Right to Information, CPGRAM – Centralised Public Grievance Redress and Monitoring System; CVO – Chief Vigilance Officer; FA – Financial Advisor.

<sup>29</sup> Finance division is denoted by IFD – Integrated Finance Division

**‘Educational Empowerment’, ‘Health and Nutrition’, ‘Economic Empowerment’, ‘Socio-Legal Empowerment’.**

The Ministry addresses the above mentioned national priorities through its different schemes and programs . Below provided table lists down the key schemes / programs being implemented by MoSJ&E to address national priorities of ‘Welfare’.

	National Priority	Area / Thematic	Schemes / Programs
	Educational Empowerment	Scholarships	<ul style="list-style-type: none"> <li>✓ Scholarship schemes of MoSJ&amp;E               <ul style="list-style-type: none"> <li>○ Pre- Matric Scholarships Scheme for Scheduled Castes &amp; Others</li> <li>○ Pre-Matric Scholarship for OBC Students</li> <li>○ Scholarships for Higher Education for Young Achievers Scheme (SHREYAS) (OBC &amp;Others)</li> </ul> </li> </ul>
		School Infrastructure	<ul style="list-style-type: none"> <li>✓ Scheme for Residential Education for Students in High School in Targeted Area (SRESHTA) for SCs</li> </ul>
		Inclusive Education	<ul style="list-style-type: none"> <li>✓ Scholarship for Higher Education for Young Achievers Scheme (SHREYAS)</li> </ul>
	Health and Nutrition	Wellness	<ul style="list-style-type: none"> <li>✓ National Action Plan for Drug Demand Reduction</li> </ul>
	Economic Empowerment	Skilling and Entrepreneurship	<ul style="list-style-type: none"> <li>✓ Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi (PM – DAKSH) Yojana</li> <li>✓ Pradhan Mantri Anusuchit Jaati Abhyuday Yojana (PM – AJAY)</li> <li>✓ Venture Capital Fund for STs, SCs and BCs</li> <li>✓ Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS)</li> </ul>
		Employment and Employability	<ul style="list-style-type: none"> <li>✓ Support for Marginalised Individuals for Livelihood &amp; Enterprise –SMILE</li> <li>✓ Loans at concessional rates for promoting self-employment and entrepreneurship amongst SCs - National Scheduled Castes Finance and Development Corporation (NSFDC)</li> </ul>
	Socio – Legal Empowerment	Substance users	<ul style="list-style-type: none"> <li>✓ Nasha Mukh Bharat Abhiyaan</li> <li>✓ National Action Plan for Drug Demand Reduction</li> </ul>
		Marginalised population – Inclusivity	<ul style="list-style-type: none"> <li>✓ National Action for Mechanized Sanitation Ecosystem (NAMASTE) Status of Action Taken</li> <li>✓ Atal Vayo Abhyuday Yojana (AVYAY)</li> </ul>

While addressing the different national priorities, these schemes of MoSJ&E / DoSJ&E also address various **Sustainable Development Goals (SDGs)** – which in turn, are another national priority.

- Schemes related to 'Educational Empowerment' address **SDG 4 – 'Quality Education'**.
- Schemes related to 'Health and Nutrition' address **SDG 3- 'Good Health and Well-Being'**.
- Schemes related to 'Economic Empowerment' address **SDG 8 – 'Decent Work and Economic Growth'**, and **SDG 10- 'Reduced Inequalities'**.
- Schemes related to 'Socio – Legal Empowerment' address **SDG 3- 'Good Health and Well-Being'**, **SDG 8 – 'Decent Work Condition and Economic Growth'**, **SDG 10 – 'Reduced Inequalities'**.

At an overall level, through its programs and activities, MoSJ&E / DoSJ&E is also directly linked with '**SDG 16 – Peace, Justice and Strong Institutions**' and '**SDG 17 – Partnerships for the Goals**'. With respect to SDG -16, MoSJ&E, through its above schemes and programs is facilitating access to justice and building effective, accountable and inclusive institutions. For Goal – 17, MoSJ&E is strengthening the means of implementation for initiatives in the social defence sector. It is also revitalising partnerships with different state governments, organisations, state channelising agencies, NGOs etc. to work towards the sustainable development of target groups – populations affected by social defence issues.

The Ministry has also launched several initiatives aimed at the welfare of marginalised groups such as – safai karmcharis. These include initiatives and national priorities like - **Swachh Bharat Abhiyan**, which aims to improve sanitation and cleanliness in the country.<sup>30</sup> Thus, the Ministry's programs and schemes are very much aligned to the national priorities of India – "To achieve an inclusive society for all, where the marginalised & vulnerable groups can lead a life of dignity & achieve their full potential as citizens through social, educational, economic and cultural empowerment."<sup>31</sup>

### III. Initiatives of Ministry in line with citizen centricity

MoSJ&E has been working towards creating an inclusive and equitable society for all its citizens. Over the years, the Ministry has launched several schemes and initiatives aimed at empowering marginalised sections of society, including students from Scheduled Castes (SCs), Scheduled Tribes (STs), and Other Backward Classes (OBCs), elderly citizens, safai karmcharis, and transgender people. Some of the key citizen centric initiatives of MoSJ&E are discussed below.<sup>32</sup>

- **Implementation of several scholarship schemes for students from marginalised communities –**  
This includes schemes such as- *Pre-Matric Scholarships for SC and Others*, *Pre- Matric Scholarships for OBC Students*. Such schemes have been successful in providing financial assistance to students from economically weaker backgrounds, enabling them to pursue higher education and build better futures for themselves.  
Schemes such as - *Scholarship for Higher Education for Young Achievers Scheme (SHREYAS)* have varied citizen-centric components which cater to SC/OBC students desirous of pursuing higher education (in India and abroad) and/or obtaining employment in Group A/Group B services of centre or State Governments. SHREYAS has components such as - Free Coaching for SC & OBC students (FCS), Top Class Scholarship scheme for SCs (TCS), National Overseas Scholarship Scheme for SC students (NOS), National Fellowship for SC students (NFSC) etc. which facilitate educational empowerment of marginalised communities.
- **Welfare measures for elderly citizens –** MoSJ&E also runs the Centrally Sponsored Scheme (CSS) of *Atal Vayu Abhyuday Yojana (AVYAY)*. The initiative takes care of top four needs of the senior citizens viz

<sup>30</sup> Source: Updated Draft Consolidated Information for Booklet, Department of Social Justice & Empowerment

<sup>31</sup> Source: Ministry of Social Justice and Empowerment, Government of India (Vision India @ 2047 Document)

<sup>32</sup> Source: Updated Draft Consolidated Information for Booklet, Department of Social Justice & Empowerment

financial security, food, health care and human interaction/life of dignity. It also includes the facets of safety/protection and general wellbeing of the elderly citizens – beginning from awareness generation and sensitization of the society. An important component of AVYAY initiative is – *Integrated Programme for Senior Citizens (IPSrC)* – which provides Grant-in-Aid (GIA) up to 100% of project cost to implementing agencies for providing free of cost shelter, nutrition, medicare, entertainment facilities, etc. for senior citizens. The major citizen centric provisions available under IPSrC include – Senior Citizen’s Homes, Continuous Care Homes, Homes for senior citizens afflicted with Alzheimer’s disease/ Dementia, Mobile Medicare Units to offer medical care to the Senior Citizens living in rural, isolated, and backward areas, Physiotherapy Clinics for Senior Citizens etc.

- Welfare initiatives for Safai karmcharis** – MoSJ&E has also launched several initiatives to facilitate welfare of marginalised segments such as – Safai karmcharis. *Swachh Bharat Abhiyan*, which aims to improve sanitation and cleanliness in the country is one such initiative. Another important initiative is – *National Action for Mechanised Sanitation Ecosystem (NAMASTE)*. NAMASTE envisages citizen centric IEC campaigns to sensitise and make target groups (Safai Mitras, Operators / Contractors, Citizens) aware that sewer and septic tank cleaning is to be undertaken only through trained manpower of empanelled organisations with proper safety precautions, PPE Kits and adequate equipments and machines. Local authorities and Sewer and Septic Tank Workers (SSWs) hesitate to use mechanised cleaning technologies, safety devices, PPE kits etc. during their regular cleaning operations. NAMASTE aims to address this problem of hazardous cleaning and provide assistance to SSWs (which is an important citizen-centric initiative from MoSJ&E). The campaign would also spread awareness amongst them about the penal provisions of “The Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013” (MS Act, 2013), which aims at prohibiting hazardous cleaning of sewer and septic tanks and promote mechanization for safe cleaning of sewers and septic tanks. Apart from these, the Ministry has also launched several skill development programs to empower safai karmcharis and provide them with better employment opportunities. Initiatives such as - *Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS)* etc. have introduced various skill development training programs for manual scavengers and their dependents to support their socio-economic empowerment.
- Empowerment of Transgender people** - The Ministry has also been working towards the empowerment of transgender people. *SMILE - Support for Marginalised Individuals for Livelihood and Enterprise* is an important scheme of MoSJ&E which aims at ‘Comprehensive Rehabilitation for Welfare of Transgender Persons’. The scheme covers several citizen-centric initiatives promoting welfare of transgender people. These include - rehabilitation, provision of medical facilities, counselling, education, skill development, economic linkages etc with the support of State Governments / Union Territories / Local Urban Bodies, Voluntary organisations, Community Based Organisations (CBOs) etc.<sup>33</sup>

Thus, many programs/initiatives of MoSJ&E are citizen-centric, protecting the rights of different marginalised sections of society and promoting their inclusion in different aspects of life.

#### IV. Initiatives of Ministry in line with emerging technologies

The Ministry has been taking regular efforts to adopt emerging technologies which could support its workplace improvement. Some of such initiatives in terms of adopting new technologies have facilitated more

<sup>33</sup> Support for Marginalised Individuals for Livelihood & Enterprise (SMILE) – National Portal for Transgender Persons, Department of Social Justice and Empowerment, accessed in April 2023.

transparency, accountability, efficiency, and timely delivery of the assistance without any delays. Below are provided some major technological interventions at the Ministry level.

#### Technical interventions implemented by Ministry under Pre-Matric Scholarship Scheme for SC students<sup>34</sup>

- Complete onboarding of State Scholarship Portals to Central NSP-PMS (National Scholarship Portal – Pre Matric Scheme) Portal for sharing the complete beneficiary data through suitable APIs.
- W.e.f. 2022-23, all payment of Central/State share to be released only through Aadhaar-seeded Bank accounts to create a robust system with high volume processing capability meant for Direct Benefit Transfer (DBT), minimize payment failures and increase efficiency of payments.
- State Scholarship Portals have been integrated with UIDAI to ensure authenticity of the applications and eliminate duplicity.
- State Scholarship Portals have been integrated with National Payments Corporation of India (NPCI) to ensure that all payments go through Aadhaar Based Payment System (APB – Aadhaar Payment Bridge) only.
- State Scholarship Portals have been integrated with Public Financial Management System (PFMS) so as to monitor and assess the State share released by the States/UTs under the schemes
- State Scholarship portal integrated with the - All India Survey on Higher Education (AISHE) / Unified District Information System for Education (UDISE) for verifying institutions/schools to eliminate ghost institutions.
- For ensuring little or no manual intervention while performing verification of eligibility criterion of the applications, many States have integrated the State databases with the State scholarship Portals to fetch/verify the caste, income, educational certificates etc.

#### NAMASTE Portal

A dedicated portal is being prepared for implementation of *National Action for Mechanised Sanitation Ecosystem (NAMASTE)* scheme. On this portal, information which needs to be shared with implementing agencies and stakeholders would be available. In addition, the implementing agencies would be prompted to upload the data and progress reports online so that the real time MIS reports could be prepared for tracking the progress of implementation. These implementing agencies are Private Sanitation Service Organisations (PSSOs) providing services of cleaning of sewers and septic tanks which are empaneled with the local government agency, Urban Local Bodies (ULBs), or parastatal agencies.

A comprehensive and robust IT enabled NAMASTE MIS would be established for implementation, tracking of targets and achievements etc.

Apart from these, Ministry also maintains different portals for its schemes. These help in ensuring both transparency as well as efficiency in Ministry's operations.

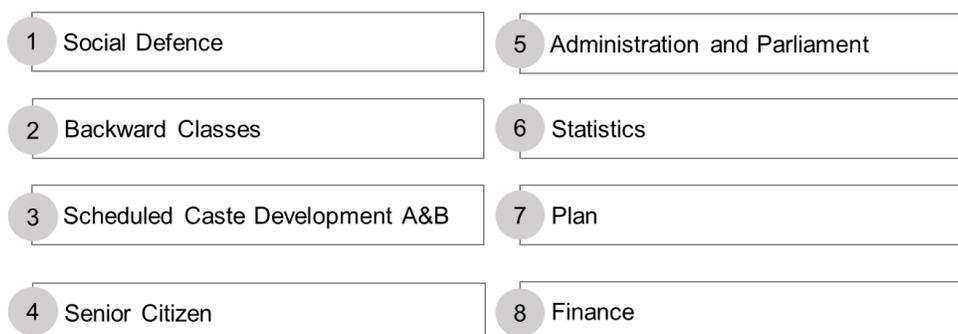
#### V. Roles and Responsibilities of divisions under the Department / Ministry

This section describes the various areas of focus and functions of different divisions of the Department – Department of Social Justice and Empowerment (DoSJ&E). Following have been predominantly finalised basis the consultations with Joint Secretaries/Division heads of respective divisions and other officials of the Department. It is also supported with secondary research about Department divisions, allocation of work

<sup>34</sup> Source: Updated Draft Consolidated Information for Booklet, Department of Social Justice & Empowerment

among different wings/Joint Secretaries of the Department, etc. basis the documents received from the Department.

As mentioned earlier, DoSJ&E has eight divisions - Social Defence (SD), Backward Classes (BC), Scheduled Caste Development (SCD) A&B, Administration and Parliament, Statistics, Plan, Senior Citizen and Finance. The below provided figure illustrates the major divisions of DoSJ&E.



*Figure 10: Divisions of Department of Social Justice and Empowerment*

These divisions are responsible for the execution and coordination of the following principal tasks:

- **Supporting Target Groups-** through educational, economic & social development, and rehabilitation programs.
- **Educational Schemes-** Scholarships for Scheduled Caste students, financial aid & concessional loans.
- **Employment-** Skill training & handholding for employment, cash assistance & self-employment subsidies for target groups.
- **Senior Citizens-** Assistance with financial security, food, healthcare, and human interaction.
- **Rehabilitation-** Drug demand reduction, abuse prevention, treatment, and public awareness.
- **Policy Building-** for Transgender Persons and Beggars/Destitute.

The below given table describes the key areas of focus and major functions of each of the eight divisions of DoSJ&E.

*Table 6: Roles and Responsibilities of different divisions of the Department – DoSJ&E*

Division	Area of Focus	Functions
Social Defence (SD)	<ul style="list-style-type: none"> <li>✓ Victims of Alcoholism and Substance Abuse: Monitoring and coordination of all aspects of drug abuse prevention.</li> <li>✓ Transgender Persons: Discussions on welfare activities for Transgender Persons.</li> </ul>	<ol style="list-style-type: none"> <li>1) Drafting policies and laws</li> <li>2) Drug problem assessment, preventive action, rehabilitation of addicts, dissemination of information and public awareness</li> <li>3) Maintain and run the National tollfree drug-deaddiction helpline</li> <li>4) Coordinate meetings for matters relating to Transgender Persons</li> </ol>

<p>Backward Classes (BC)</p>	<ul style="list-style-type: none"> <li>✓ Implementing the schemes for the welfare of backward classes</li> <li>✓ Working of National Backward Class Commission</li> </ul>	<ol style="list-style-type: none"> <li>1) Implementing schemes relating to scholarships, free coaching, educational loans, entrepreneurial schemes of NBCFDC, schemes undertaken by NBCFDC for social empowerment</li> <li>2) The Commission tender's advice to the Ministry in respect of castes, sub-castes, synonyms, and communities for inclusion in/deletion from the central list of Other Backward Classes.</li> </ol>
<p>Scheduled Caste Development (SCD) A&amp;B</p>	<ul style="list-style-type: none"> <li>✓ Educational empowerment</li> <li>✓ Social empowerment</li> <li>✓ Economic empowerment</li> <li>✓ Welfare schemes and organisations for the scheduled caste</li> </ul>	<ol style="list-style-type: none"> <li>1) Providing various scholarships to the students belonging to the Scheduled Castes (SCs) to ensure that education is not denied due to the financial conditions of their families. These Scholarships are provided at both pre-matric and post-matric levels and for higher education in India and abroad.</li> <li>2) Responsible for the implementation of the following Acts: <ul style="list-style-type: none"> <li>• The Protection of Civil Rights Act, 1955</li> <li>• Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989</li> <li>• Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Rules, 1995</li> <li>• The 'Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013' (MS Act, 2013)</li> </ul> </li> <li>3) Providing welfare through the following schemes/projects/locations: <ol style="list-style-type: none"> <li>a) Pradhan Mantri Adarsh Gram Yojana (PMAGY)</li> <li>b) Babu Jagjivan Ram Chhatrawas Yojana</li> <li>c) Upgradation of Merit of SC Students</li> <li>d) Dr. Ambedkar Foundation</li> <li>e) Dr. Ambedkar International Centre</li> <li>f) Dr. Ambedkar National Memorial</li> <li>g) Babu Jagjivan Ram National Foundation</li> </ol> </li> <li>4) Provide finance through the following schemes: <ol style="list-style-type: none"> <li>a) National Scheduled Castes Finance and Development Corporation (NSFDC)</li> <li>b) National Safai Karamcharis Finance and Development Corporation (NSKFDC)</li> <li>c) Special Central Assistance (SCA) to Scheduled Castes Sub-Plan (SCSP)</li> <li>d) Scheme of Assistance to Scheduled Castes Development Corporations (SCDCs)</li> <li>e) Venture Capital Fund for Scheduled Castes</li> </ol> </li> </ol>

		f) Credit Enhancement Guarantee Scheme for Scheduled Castes
Administration and Parliament	<ul style="list-style-type: none"> <li>✓ Establishment</li> <li>✓ Cash sections</li> <li>✓ General administration</li> <li>✓ Vigilance</li> <li>✓ Coordination</li> <li>✓ Media</li> </ul>	<ol style="list-style-type: none"> <li>1) Managing internal workings of the Office and Ministry</li> <li>2) Manage and maintain cash and inventory</li> </ol>
Statistics	<ul style="list-style-type: none"> <li>✓ Research and Evaluation Studies</li> <li>✓ Grant to Individual Scholar for Research</li> <li>✓ Organizing Workshops and Seminars</li> <li>✓ Grants for Publications</li> </ul>	<ol style="list-style-type: none"> <li>1) Sponsoring research &amp; evaluation studies to Universities, Research Institutions, Voluntary Organisations and Professional Associations working in the field of social welfare and similar organisations/agencies including institutions set-up and fully funded by Central/State Governments/Public Sector Undertakings</li> <li>2) Grants given to scholars for undertaking research study belonging to a discipline falling within the scope of social sciences pertaining to Scheduled Castes, Other Backward Classes (OBCs), Senior Citizens, De-notified Tribes, Nomadic and Semi-Nomadic Tribes, Victims of Substance Abuse, Transgender persons, and Beggary</li> <li>3) Making grants for workshop/seminar available to universities, research institutions, voluntary organisations, Professional Associations working in the field of social welfare and similar organisations/agencies</li> <li>4) Publication grants for institutions or individuals who have carried out research projects in the field of social welfare, social policy and social development pertaining to Scheduled Castes, Other Backward Classes (OBCs), Senior Citizens, De-notified Tribes, Nomadic and Semi-Nomadic Tribes, Victims of Substance Abuse, Transgender persons, and Beggary (whether financed by the Ministry or not).</li> </ol>
Plan Division	<ul style="list-style-type: none"> <li>✓ Monitoring and implementation</li> <li>✓ International cooperation</li> <li>✓ Liasoning with other Government organisations</li> </ul>	<ol style="list-style-type: none"> <li>1) Implementation of schemes for Rehabilitation of Manual Scavengers/ NAMASTE Scheme.</li> <li>2) Monitoring of sustainable development goals relating to social justice ministry</li> <li>3) Coordinating with United Nations bodies relating to social sector</li> </ol>

	<ul style="list-style-type: none"> <li>✓ Administrative responsibilities</li> <li>✓ Monitoring and supervision</li> <li>✓ Beggars/Destitute: Relief for the disabled and unemployable.</li> </ul>	<ol style="list-style-type: none"> <li>4) Providing inputs for report of Government organisations pertaining to social sector such as Economic Survey of India/Budget etc.</li> <li>5) Administrative work of National Commission for Safai Karamcharis (NCSK) and National Safai Karamcharis Finance &amp; Development Corporation (NSKFDC)</li> <li>6) Monitoring of PM Gati-Shakti NMP Portal-reg.</li> <li>7) Monitoring of Azadi Ka Amrit Mahotsav - AKAM .2</li> <li>8) Examining of EFC / SFC / CCEA / Cabinet Note / PIB / DIB</li> <li>9) Implementing Beggary Scheme</li> </ol>
Senior Citizen	<ul style="list-style-type: none"> <li>✓ Welfare of senior citizen: All other matters relating to Senior Citizens</li> <li>✓ Pradhan Mantri Dakshata aur Kushalata Sampann Hitgrahi Yojna (PM-DAKSH)</li> <li>✓ Credit Enhancement Guarantee Scheme for SC</li> <li>✓ Venture Capital Funds etc</li> </ul>	<ol style="list-style-type: none"> <li>1) Developing and implementing acts, policies, and programs for senior citizens</li> <li>2) Ensuring financial and food security, health care and services for senior citizens</li> <li>3) Integrated program for senior citizen; maintenance of senior citizens homes</li> <li>4) Implementing the State Action Plan for Senior Citizens</li> <li>5) Providing physical aids and living devices for senior citizens below poverty line</li> <li>6) Enabling senior citizens for re-employment in dignity</li> <li>7) Forming action groups aimed at social reconstruction</li> <li>8) Identifying and encouraging innovative start-ups for products, process, and services for the welfare of elderly persons</li> <li>9) Channelizing Corporate Social Responsibility (CSR) funds for the welfare of elderly</li> <li>10) Formulating legislations on schemes for protection, care, and rehabilitation for destitutes</li> <li>11) Implementing PM-DAKSH scheme</li> </ol>
Finance	<ul style="list-style-type: none"> <li>✓ Financial proposals</li> <li>✓ Budget preparation</li> <li>✓ Standing Committee of Parliament on Finance/PAC</li> <li>✓ Detailed Demand for Grants</li> <li>✓ Outcome Budget</li> </ul>	<ol style="list-style-type: none"> <li>1) Concurrence to financial proposals of the Department and their attached and subordinate offices.</li> <li>2) Evaluation of technical bid, tender, procurement of goods and services.</li> <li>3) Contract Management, Evaluation of RFP, Renewal of MOA etc.</li> <li>4) Monitoring and reviewing the progress of expenditure against sanctioned grant on a monthly</li> </ol>

		<p>and quarterly basis; ensuring compliance of instructions issued by the Department of Expenditure on economy / rationalisation of expenditure.</p> <ol style="list-style-type: none"> <li>5) Reviewing progress of schemes included in the Outcome Budget.</li> <li>6) Standing Committee of Parliament on Finance/PAC and Audit Paras.</li> <li>7) Preparation of Budget and related work in respect of Grant No 92 – DoSJ&amp;E</li> <li>8) Coordination, compilation, printing and laying in Parliament, the Detailed Demand for Grants (DDG) and the Outcome Budget of the Ministry of Finance.</li> </ol>
--	--	--

## VI. Existing capacity building interventions

This section highlights the state of current capacity building measures being taken at the ministry level. Discussions were held with the officials to understand the existing capacity building interventions active in the Ministry. The below provided figure summarizes the existing capacity building interventions at Ministry level.

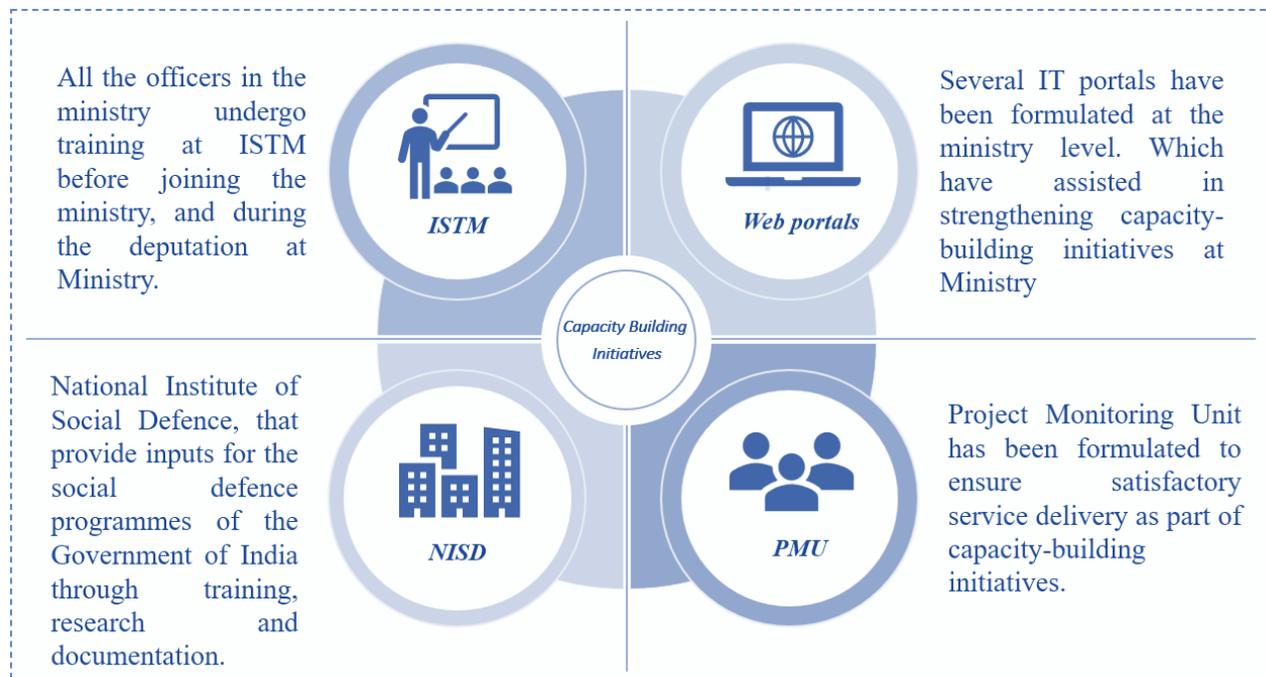


Figure 11: Existing capacity building interventions at MoSJ&E

Each of these interventions are elaborated below:

- **Trainings through ISTM** – Institute of Secretariat Training and Management (ISTM) plays an important role in delivering trainings to the officials of MoSJ&E. All the officers in the Ministry undergo training at ISTM before joining the Ministry and during the deputation at the Ministry. Trainings from ISTM are offered to the officials in both – online and offline mode. The online trainings are delivered through the iGOT Karmayogi platform of Department of Personnel & Training (DoPT). The details of trainings conducted at ISTM and on iGOT are provided below.

*Table 7: Training conducted at ISTM and on I-GoT*

Kind of Training	Training Courses	Duration	Selection Process	Training Calendar
Deepening of Aptitude, Knowledge, Skill, Handiness & Ability (DAKSHTA) training program formulated by CBC, DoPT to enhance working capabilities of the officers	Online modules followed by 5 days of offline training	13 hours of 11 online modules and 5 days of offline training	All Section Officers / Assistant Section Officers (SOs/ASOs) of Central Secretariat Service (CSS) in the Department who had completed 03 years of service as on prescribed date.	2022-23

- **Web portals** – Several IT Portals have been formulated at the Ministry level which have assisted in improving the capacity of the Ministry to work more efficiently. These include – State Scholarship Portals, NAMASTE Portal, PM-DAKSH Portal etc. The portal provide details of various schemes which can be accessed by officials and act as an important knowledge dissemination channel both internally and externally for beneficiaries.
- **National Institute of Social Defence (NISD)** – NISD is an important training institute under the Department of Social Justice & Empowerment. It is the nodal training and research institute in the field of Social Defence, focussing on capacity building in the areas of drug abuse prevention, welfare of citizens, transgender welfare and beggary prevention amongst others. NISD delivers training in both offline and online mode through TAPAS (Training for Augmenting Productivity and Services) portal.

TAPAS is an online learning management system developed by NISD. It is a user-friendly platform offering training courses through video lectures, supplementary learning material, discussion forum and self-assessment. Courses currently being offered on TAPAS portal are shared below<sup>35</sup>.

*Table 8: Courses being delivered on TAPAS Portal - NISD*

S. No.	Area	Modules
1	Courses on Transgender issues	8
2	Courses on Social Defence issues	12
3	Courses on Elderly Care	20
4	Courses on Substance (Drug) Abuse Prevention	12

<sup>35</sup> Source: Ministry of Social Justice & Empowerment

TAPAS (Training for Augmenting Productivity and Services) Portal, Department of Social Justice and Empowerment, accessed in April 2023.

- **Project Monitoring Unit (PMU)** – A Project Monitoring Unit (PMU) has been constituted in the Department to ensure satisfactory service-delivery as part of the capacity building initiatives. Functions of PMU and their role in supporting Ministry’s capacity-building initiatives are shared below:
  - Monitor implementation of the plans/programs and assess performance of the institutions being funded by the Ministry, and for this purpose, undertake field visits to States/districts for at least 15 days each month.
  - As State Coordinator, coordinate with the State Governments concerned for developing State-specific plans in all the programs being implemented by the Ministry of Social Justice & Empowerment.
  - Ensure that the assigned activities are fully accomplished, meet expected technical and management quality standards and are delivered on schedule.
  - Ensure that the project is implemented in accordance with the partnership agreement and in line with the Standard Operating Protocol of the MoSJ&E, Govt of India and MoSJ&E guidelines.
  - Foster and maintain effective and professional relationships with and between all project staff partners and stakeholders both at the Centre and the states.
  - Organise and facilitate meetings between key stakeholders and regular coordination meetings in accordance with the governance structure of the project.

PMU is pivotal in capacity building of state level functionaries as well as central level officials by means of various monitoring reports, SoPs and guidelines being implemented.

Thus, the above section describes the existing capacity building initiatives at the Ministry level. The gaps in the same have been identified as part of the Capacity Needs Assessment (CNA) exercise being detailed out in the subsequent sections.

## 4. Capacity Needs Assessment (CNA) - Findings

As part of the Capacity Needs Assessment exercise (CNA), this section discusses the various competencies which are required with respect to the type of work responsibilities existing within the Department. This chapter also presents the importance of these competencies and assesses the level of capacity building required to acquire those competencies. The findings are predominantly based on the interactions undertaken with the Joint Secretaries/Division Heads of the respective divisions of the Ministry of Social Justice and Empowerment and is as per the self-assessment shared by them.

The competencies required are assessed and further bucketed into three major groups (as described in section 2- Approach and Methodology). These groups are –

- **Domain (D)** – Specific expertise related to the social justice/ welfare sector and the respective focus area.
- **Functional (F)** – Competencies that are transferrable to many different work settings such as – report writing, data analysis, project management etc.
- **Behavioural (B)** – Behaviours, attitudes or personality traits that complement hard skills such as – interpersonal skills, time management etc.

The exercise also assesses the level of capacity building/training required to acquire the identified competencies. The assessment was basically done across two levels – Basic (Ba) and Advanced (Ad). Each of these two levels are described below:

- **Basic (Ba)** – This training equips officials with the minimum competencies and proficiency levels within each competency, required to effectively perform their roles and fulfil their mandate in the Ministry.
- **Advanced (Ad)** – This training equips officials with the competencies that enable them to continually adapt and optimise their performance for all roles.

The assessment also proposes the types of capacity building / training interventions required to build a specific competency identified from Competency Need Assessment exercise. As such the training interventions have been categorised into four types, definitions of whom are presented below.

- **Induction training** – This type of training is undertaken when the official is newly appointed to the MDO. The training is aimed at orienting the official towards the working of the MDO and the roles they are expected to undertake as part of the MDO.
- **Refresher training** – This type of training is undertaken by officials previously trained on the required competencies. The training is aimed at either updating the competencies of the officials due to changes in the definition or the operating environment or giving officials the space to relearn the competencies once acquired.
- **Regular training** – This type of training focuses on equipping officials with the competencies required for them to effectively perform their current roles and day-to-day activities.
- **Progressive training** – This type of training anticipates the long-term needs of the MDO, basis the changing work environment and mandate, and equips officials with the competencies that will prepare them for future MDO operations.

The above definitions are in line with the definitions recommended by CBC in its Approach Paper for developing an Annual Capacity Building Plan (ACBP). The subsequent sections describe the findings of the CNA at both individual and organisational level.

## I. CNA (Individual Part I) – At role level

The below table describes the major competencies required against each role/ position in the Department. The competencies – attitudes, skills, knowledge highlighted below need to be built against their respective positions / job roles such that the officials are able to efficiently handle the current and future requirements of their role.

Table 9: CNA (Individual Part I) – At role level

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY	
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified	
				Area	Type B/D/F
1.	Additional Secretary (AS)	Policy making and implementation	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D
			Administration	Financial management systems: Public Financial Management System (PFMS), General Financial Rules – GFR etc.	Department rules / procedures
		Procedures for vigilance and inquiry			F
		Time management		Personal and professional effectiveness	B
		Stress management		B	
2.	Senior Economic Advisor (Sr. EA)	Advisory for policy making facilitating sustainable development	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D
			Issues of sustainable development with a special focus on social sector.	SDG monitoring	D
			Issues on trade and banking	Economic knowledge	D
		Administration	Human Resource Management	Team management	F
			Skill management		B
			Knowledge of different leadership styles and awareness about one's own leadership style	Leadership	B
			Time management		B
3.	Joint Secretary (JS)	Policy making and implementation	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY		
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified		
				Area	Type B/D/F	
			Knowledge on advanced strategic techniques affecting Nation's competitiveness, Global and transnational approaches and alliances	Strategic policy making / implementation	F	
			Advanced tools and techniques of governance to develop novel solutions to emergent policy challenges.		F	
			Advocacy		F	
			Networking (inc. CSR networking), Public Interaction etc.		B	
			Use of social media for dissemination – Social media marketing		F	
			Project management		F	
			Higher level technological and innovative skills including coding, superior data analytics and foresight techniques	Evidence-based policy making	F	
			System Structures and Design of IT Systems:	F		
			Administration	Financial management systems: PFMS, GFR etc.	Departmental procedures and portals	F
				Procedures for vigilance and inquiry		F
		Training on GEM procurement procedure, Evaluation of Technical bid, RFP, etc.		F		
		Accounting and Financial Management: Release of Funds		F		
		Human Resource Management		Team management	F	
		Role Transition: Role of Seniors, Peers, and Person handling the post previously			B	
		Change Management			B	
		Knowledge of different leadership styles and awareness about one's own leadership style			Leadership	B
		Problem-solving, consensus, diplomacy and bridge building	B			
		Inter-personal skills	B			
Collaborative skills (National and Global perspective)	B					
Stress Management	B					
Time management	B					
4.	Directors / Deputy Secretaries of various divisions	Implementation of projects, policies and schemes	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D	

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY	
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified	
				Area	Type B/D/F
			Knowledge on the provision of Acts, Rules and Guidelines of various schemes – Protection of Civil Rights Act 1995, Prevention of Atrocities Act 1989, Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013 (MS Act, 2013), SHREYAS, PM-AJAY, SMILE, MNBA etc.	Sectoral Knowledge	D
			Coordinating with different private players, NGOs, maintaining robust documentation of external partnerships		F
			Coordination with external Departments / Ministries (Ministry of Skill Development & Employment – MSDE, Ministry of Housing and Urban Affairs -MoHUA, Ministry of Rural Development- MoRD, Department of Education – DoE etc.) ; Knowledge on Central Welfare Schemes implemented by the State Governments, different departments, ministries etc., access to reports generated by MoRD, MoHUA, NITI Aayog etc.	Stakeholder management and collaboration; sectoral understanding	D
			Project management		F
			Advocacy		F
			Networking (inc. CSR networking), Public Interaction etc.		B
			Use of social media for dissemination – Social media marketing	Support in policy implementation	F
			Data Analysis, Management and Statistical and econometric tools – MS Office, IBM SPSS, STRATA etc.		F
			System Structures and Design of IT Systems		F
		Administration	Financial management systems: PFMS, GFR etc.		F
			Procedures for vigilance and inquiry	Departmental procedures and portals	F
			Training on GEM procurement procedure, Evaluation of Technical bid, RFP, etc.		F
			Accounting and Financial Management: Release of Funds		F
			Human Resource Management		F
			Role Transition: Role of Seniors, Peers, and Person handling the post previously	Team management	B
			Change Management		B
			Knowledge of different leadership styles and awareness about one's own leadership style		B
			Aligning the team towards departmental goals and outcomes	Leadership	B
			Inter-personal skills		B

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY		
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified		
				Area	Type B/D/F	
5.	Under Secretary (US)		Stress Management	Personal and professional effectiveness	B	
			Time management		B	
			Assertiveness		B	
		Implementation of projects, policies and schemes	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D	
			Knowledge on the provision of Acts, Rules and Guidelines of various schemes – Protection of Civil Rights Act 1995, Prevention of Atrocities Act 1989, Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013 (MS Act, 2013), SHREYAS, PM-AJAY, SMILE, MNBA etc.	Sectoral Knowledge	D	
			Coordinating with different private players, NGOs, maintaining robust documentation of external partnerships	Stakeholder management and collaboration; sectoral understanding	F	
			Coordination with external Departments / Ministries (Ministry of Skill Development & Employment – MSDE, Ministry of Housing and Urban Affairs -MoHUA, Ministry of Rural Development- MoRD, Department of Education – DoE etc.); Knowledge on Central Welfare Schemes implemented by the State Governments, different departments, ministries etc., access to reports generated by MoRD, MoHUA, NITI Aayog etc.		D	
			Project management	Support in policy implementation	F	
			Advocacy		F	
			Public Interaction		B	
			Use of social media for dissemination – Social media marketing		F	
			Data Analysis and management		F	
			System Structures and Design of IT Systems		F	
			Administration	Financial management systems: PFMS, GFR etc.	Knowledge about Department procedures and portals	F
				Training on GEM procurement procedure, Evaluation of Technical bid, RFP, etc.		F
Accounting and Financial Management: Release of Funds	F					
Handling/Disposal of court cases	F					

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY		
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified		
				Area	Type B/D/F	
6.	Section Officers (SO)		Making of Cabinet note, Standing Finance Committee (SFC) notes, Expenditure Finance Committee (EFC) notes, Cabinet Committee of Economic Affairs (CCEA) notes, policy drafts, handling public grievances/RTIs, other official documentation etc.	Parliament / Office procedures	F	
			Parliamentary matters (assurances, questions, special mention, preparation of star questions)		F	
			Human resource management	Teamwork	F	
			Interpersonal skills		B	
			Stress Management	Personal & Professional efficacy	B	
			Time management		B	
			Communication skills		B	
			Assertiveness		B	
		Support in policy / scheme implementation	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D	
			Knowledge on the provision of Acts, Rules and Guidelines of various schemes – Protection of Civil Rights Act 1995, Prevention of Atrocities Act 1989, Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013 (MS Act, 2013), SHREYAS, PM-AJAY, SMILE, MNBA etc.	Basic sector knowledge	D	
			Coordinating with different internal / external stakeholders – NGOs, private players, inter-departmental representatives	Basic knowledge of inter-ministerial / inter-departmental linkages and support in coordination with relevant stakeholders	F	
			Basic knowledge about external Departments / Ministries (Ministry of Skill Development & Employment – MSDE, Ministry of Housing and Urban Affairs -MoHUA, Ministry of Rural Development- MoRD, Department of Education – DoE etc.); Knowledge on Central Welfare Schemes implemented by the State Governments, different departments, ministries etc., access to reports generated by MoRD, MoHUA, NITI Aayog etc.		D	
			Administration	PFMS, Budget and GFR, Fundamental Rules	Departmental procedures and portals	F
				GEM procurement procedure – use of GeM portals		F
Administrative: Financial Rules, Auditing Rules	F					
RTI, Public Grievance Management	F					

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY	
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified	
				Area	Type B/D/F
			Accounting and Financial Management: Release of Funds		F
			Handling/Disposal of court cases		F
			Microsoft Office, E-Office, Tracing and Finding Files through catchwords	Documentation / data support – Office procedures	F
			Basics of Data Analysis and Data Management		F
			Preparation of Cabinet note, Standing Finance Committee (SFC) notes, Expenditure Finance Committee (EFC) notes, Cabinet Committee of Economic Affairs (CCEA) notes, policy drafts, handling public grievances/RTIs, other official documentation etc.		F
			Parliamentary matters (assurances, questions, special mention)		F
			Presentation – PPT skills		F
			Human resource management		Teamwork
			Interpersonal skills	B	
			Stress Management	Personal & professional efficacy	B
			Time management		B
			Communication skills		B
7.	Assistant Section Officers (ASO)	Support in policy / scheme implementation	Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.	Departmental / Ministerial knowledge	D
			Basic knowledge about external Departments / Ministries (Ministry of Skill Development & Employment – MSDE, Ministry of Housing and Urban Affairs -MoHUA, Ministry of Rural Development- MoRD, Department of Education – DoE etc.); Knowledge on Central Welfare Schemes implemented by the State Governments, different departments, ministries etc.	Basic sectoral understanding	D
		Administration	PFMS, Budget and GFR, Fundamental Rules	Departmental procedures and portals	F
			GEM procurement procedure – use of GeM portals		F
			Administrative: Financial Rules, Auditing Rules		F
			RTI, Public Grievance Management		F
		Accounting and Financial Management: Release of Funds	F		

CAPACITY NEEDS AT THE INDIVIDUAL LEVEL				COMPETENCY		
No	Designation	Function	Attitudes, Skills, Knowledge Required	Gaps Identified		
				Area	Type B/D/F	
			Handling/Disposal of court cases		F	
			Microsoft Office, E-Office, Tracing and Finding Files through catchwords	Documentation / data support – Office procedures	F	
			Basics of Data Analysis and Data Management		F	
			Preparation of Cabinet note, Standing Finance Committee (SFC) notes, Expenditure Finance Committee (EFC) notes, Cabinet Committee of Economic Affairs (CCEA) notes, policy drafts, handling public grievances/RTIs, other official documentation etc.		F	
			Parliamentary matters (assurances, questions, special mention)		F	
			Presentation – PPT skills		F	
			Human resource management		Teamwork	B
			Interpersonal skills			B
			Time management	Personal and professional effectiveness	B	
			Stress management		B	
			Communication skills		B	

## II. CNA (Individual Part II) – At division level

This section describes the major competencies required for different roles / positions within each of the eight divisions of DoSJ&E - Social Defence (SD), Backward Classes (BC), Scheduled Caste Development (SCD) A&B, Administration and Parliament, Statistics, Plan, Senior Citizen, and Finance. It further assesses the level and type of training interventions required for building up the needed competencies.

Table 10: CNA (Individual Part II) – At division level

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
1	Social Defence (SD)	Regular	D	<ul style="list-style-type: none"> <li>Awareness about substance-use problems in the country and NMBA (Nasha Mukh Bharat)</li> </ul>	-	-	Ad	Ad	-	-	-	-

*	Divisions	Training Type	Type	Area	Competency Gaps								
					ASO	SO	US	DS	Dir	EA	DDG	JS	
				Abhiyaan) Mission									
		Regular	D	<ul style="list-style-type: none"> <li>Sensitization about welfare of transgender</li> </ul>	Ba	Ba	Ad	Ad	-	-	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Functioning of Grant-in-Aid (GIA) institutions - Roles and responsibilities, minimum standards, quality service delivery</li> </ul>	-	-	Ad	Ad	-	-	-	-	-
		Progressive	F	<ul style="list-style-type: none"> <li>Knowledge about working with latest technology tools like MS Office, G-Suite, focusing on Excel and Google Spreadsheets</li> </ul>	Ba	Ba	Ad	Ad	-	-	-	-	-
		Progressive	F	<ul style="list-style-type: none"> <li>Developing, strengthening and maintenance of databases for institutional memory and process documentation, utilising data management and representation tools, analytical tools and</li> </ul>	Ba	Ba	Ad	Ad	-	-	-	-	-

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
				implementing dashboards								
		Progressive	F	<ul style="list-style-type: none"> <li>Advanced strategic techniques in building and maintaining global and transnational alliances which will directly affect the departments competitiveness</li> </ul>	-	-	-	-	-	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Learning the implementation of advanced tools and techniques of governance to help boost development of novel solutions to emergent policy challenges</li> </ul>	-	-	-	-	-	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Technological and innovative skills, including coding, data analysis and presentation, forecasting and advanced functions of Office applications.</li> </ul>	-	-	-	-	-	-	-	Ad
2	Backward Classes (BC)	Regular	D	<ul style="list-style-type: none"> <li>Understanding and implementing constitutional</li> </ul>	-	-	Ad	Ad	Ad	-	-	-

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
				provisions for Other Backward Classes (OBCs) and others in their socio-economic status								
		Progressive	D	<ul style="list-style-type: none"> <li>Analyzing data and constructing various survey reports (NSSO survey, report for DNTs)</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Understanding and implanting the Output Outcome Implementation Framework</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Regular	D	<ul style="list-style-type: none"> <li>Development of SNAs for efficient transactions</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Handling of court cases</li> </ul>	Ba	Ba	Ad	-	-	-	-	-
3	Scheduled Caste Development (SCD) – A & B	Regular	D	<ul style="list-style-type: none"> <li>Knowledge about constitutional provisions for target groups, different scheme guidelines, including relevant schemes of other Ministries &amp; States - The Protection of Civil Rights</li> </ul>	-	-	Ad	Ad	Ad	-	-	-

*	Divisions	Training Type	Type	Competency Gaps									
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS	
				Act, 1955; Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989; Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Rules, 1995 etc.									
		Regular	D	<ul style="list-style-type: none"> <li>Understanding the need to utilizing U-DISE/AISHE data of Ministry of Education, and the various available reports of Ministry of Rural Development, Ministry of Housing and Urban Affairs, NITI Aayog and Comptroller and Auditor General (CAG) for policy level decision making. Having knowledge about methods of evaluation of</li> </ul>	-	-	Ad	Ad	Ad	-	-	-	-

*	Divisions	Training Type	Competency Gaps									
		Type	Area	ASO	SO	US	DS	Dir	EA	DDG	JS	
			reports and comparing similar schemes of other Departments									
		Regular	D	<ul style="list-style-type: none"> <li>Understanding the basics, methods, need and analysis of results of auditing. Implementation of monitoring techniques, including social audit</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Progressive	F	<ul style="list-style-type: none"> <li>Utilization of software for building and management of databases, for analysing survey results</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Building domain specific processes for management of grievances, RTI documents. Using reporting tools like e-Samiksha</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Understanding and implanting the Output Outcome Implementation Framework</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad

*	Divisions	Training Type	Type	Area	Competency Gaps							
					ASO	SO	US	DS	Dir	EA	DDG	JS
		Regular	F	<ul style="list-style-type: none"> <li>Basics of software design, to implement/use software which are scheme specific. Basics of data management and analysis to help decision making processes at an operational and implementational level</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Progressive	F	<ul style="list-style-type: none"> <li>System Structures and Design of IT Systems: Coordination with Plan Division and clearly enlisting of requirements in IT System</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Preparation of media plan for strategic and scheduled dissemination of information</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Regular	F	<ul style="list-style-type: none"> <li>Methods to implement institutional memory</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>CSR networking</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
4	Administration and Parliament	Regular	D	<ul style="list-style-type: none"> <li>Improving procedures for vigilance and inquiry</li> </ul>	-	-	-	Ad	Ad	-	-	Ad

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
		Regular	D	<ul style="list-style-type: none"> <li>Knowledge about General Financial Rules, budgeting, Public Financial Management System (PFMS), understanding and implementation of delegation of financial powers for efficient transfer of funds to relevant stakeholders</li> </ul>	-	-	-	Ad	Ad	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Preparation of media plan for strategic and scheduled dissemination of information using social media and other applications, building effective and communications techniques</li> </ul>	-	-	-	Ad	Ad	-	-	Ad
5	Plan	Regular	D	<ul style="list-style-type: none"> <li>Issues of sustainable development with a special focus on social sector.</li> </ul>	-	-	-	-	-	Ad	-	-
		Progressive	D	<ul style="list-style-type: none"> <li>Issues of trading and banking</li> </ul>	-	-	-	-	-	Ad	-	-

*	Divisions	Training Type	Type	Area	Competency Gaps							
					ASO	SO	US	DS	Dir	EA	DDG	JS
		Progressive	F	<ul style="list-style-type: none"> <li>Training and implementing software tools, advanced training on Microsoft excel</li> </ul>	-	-	Ad	Ad	-	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Analysis of data, preparation of targets and indicators of the schemes</li> </ul>	Ba	-	Ad	Ad	-	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Monitoring the targets and indicators to understand output and outcome of scheme (inc. monitoring tools)</li> </ul>	-	-	Ad	Ad	-	-	-	-
		Progressive	F	<ul style="list-style-type: none"> <li>Methods of IEC communication – Use of social media (Social media marketing)</li> </ul>	-	-	Ad	Ad	-	-	-	-
		Progressive	D	<ul style="list-style-type: none"> <li>Sensitization about comprehensive rehabilitation of persons engaged in the act of begging</li> </ul>	-	-	Ad	Ad	-	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Handling/Disposal of court cases</li> </ul>	Ba	-	Ad	-	-	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Financial management</li> </ul>	-	-	-	Ad	-	-	Ad	-
<b>6</b>	<b>Statistics</b>	Regular	D	<ul style="list-style-type: none"> <li>Financial management</li> </ul>	-	-	-	Ad	-	-	Ad	-

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
				systems – PFMS, GFR								
		Regular	D	<ul style="list-style-type: none"> <li>Procedures for vigilance and inquiry</li> </ul>	-	-	-	Ad	-	-	Ad	-
7	Senior Citizen	Regular	D	<ul style="list-style-type: none"> <li>Knowledge of various Acts, policies and schemes related to Senior Citizens</li> </ul>	Ba	Ba	Ad	-	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Knowledge about issues pertinent to aged persons – pension, social security (converged with the work of Ministry of Labour &amp; Employment (MoLE))</li> </ul>	Ba	Ba	Ad	-	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Understanding Technical and Domain specific aspects to address the public grievances and RTI</li> </ul>	Ba	Ba	Ad	-	Ad	-	-	-
		Regular	D	<ul style="list-style-type: none"> <li>Increasing subjectivity in processing of inspection reports submitted by PMU</li> </ul>	-	-	Ad	-	Ad	-	-	-
		Progressive	D	<ul style="list-style-type: none"> <li>Data management, with focus in retrieval and analysis of large</li> </ul>	Ba	Ba	Ad	-	Ad	-	-	-

*	Divisions	Training Type	Type	Area	Competency Gaps								
					ASO	SO	US	DS	Dir	EA	DDG	JS	
				datasets. Utilization of E-Anudaan: data management system, development of a portal for online execution of activities for arranging camps									
		Regular	D	<ul style="list-style-type: none"> <li>Knowledge about Acts such as- Maintenance and Welfare of Parents and Senior Citizens Act 2007</li> </ul>	Ba	Ba	Ad	Ad	-	-	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Creating defined channels for efficient and effective coordination with other States, stakeholders and Artificial Limbs Manufacturing Corporation of India (ALIMCO)</li> </ul>	-	-	Ad	-	Ad	-	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Handling/Disposal of court cases</li> </ul>	Ba	Ba	Ad	-	-	-	-	-	-
<b>8</b>	<b>Finance</b>	Regular	F	<ul style="list-style-type: none"> <li>Training on GEM procurement procedure, Evaluation of</li> </ul>	Ba	Ba	Ad	-	Ad	-	-	-	Ad

*	Divisions	Training Type	Type	Competency Gaps									
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS	
				Technical bid, RFP etc.									
Common to all Divisions	Induction	D	<ul style="list-style-type: none"> <li>Knowledge about ministry, including details on major departments, structure, regulating authorities, ancillary organisations, associated agencies, their roles, key activities, schemes, objectives of different departments, reporting channels across the ministry etc.</li> </ul>	Ba	Ba	Ad	Ad	Ad	Ad	Ad	Ad	Ad	
	Refresher	F	<ul style="list-style-type: none"> <li>Orientation on General Purpose Technologies (GPTs)</li> </ul>	Ba	Ba	Ad	Ad	Ad	Ad	Ad	Ad	Ad	
	Regular	F	<ul style="list-style-type: none"> <li>Making of Cabinet note, Standing Finance Committee (SFC) notes, Expenditure Finance Committee (EFC) notes, Cabinet Committee of Economic</li> </ul>	Ba	Ba	Ad	-	-	-	-	-	-	

*	Divisions	Training Type	Competency Gaps									
		Type	Area	ASO	SO	US	DS	Dir	EA	DDG	JS	
			Affair (CCEA) notes, policy drafts, accounting procedures, handling public grievances/R TIs, other official documentation etc.									
		Regular	F	<ul style="list-style-type: none"> <li>Parliamentary matters (assurances, questions, special mention)</li> </ul>	Ba	Ba	Ad	-	-	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Procedures of vigilance and enquiry</li> </ul>	-	-	Ad	Ad	Ad	-	Ad	Ad
		Regular	F	<ul style="list-style-type: none"> <li>GeM procurement procedure- GeM portal</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	Ad
		Refresher	F	<ul style="list-style-type: none"> <li>Project management</li> </ul>		Ba	Ad	Ad	Ad	-	-	Ad
		Refresher	F	<ul style="list-style-type: none"> <li>Accounting and Financial Management – Release of funds</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Utilization of software for building and management of databases, for analysing large data sets.</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	-

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
		Progressive	F	<ul style="list-style-type: none"> <li>Technical: Microsoft Office, E-Office, Tracing and Finding Files through catchwords</li> </ul>	Ba	Ba	Ad	-	-	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Policy formulation and continuation, scheme formulation, continuation, editing.</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Regular	F	<ul style="list-style-type: none"> <li>Stakeholder management – coordinating with different private players, NGOs, maintaining robust documentation of external partnerships</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Stakeholder management – coordination with external Department / Ministries (MSDE, MoHUA, DoE, Department of Rural Development etc.) - Knowledge on Central Welfare Schemes implemented by the State</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	-	-

*	Divisions	Training Type	Competency Gaps									
		Type	Area	ASO	SO	US	DS	Dir	EA	DDG	JS	
			Governments, different departments, ministries etc., access to reports generated by MoRD, MoHUA, NITI Aayog etc.									
		Regular	F	<ul style="list-style-type: none"> <li>Stakeholder management - Scheduling and holding regular interactions with the requisite stakeholders for removing any implementing bottlenecks</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Regular	F	<ul style="list-style-type: none"> <li>Knowledge about General Financial Rules (GFR), PFMS, understanding and implementation of delegation of financial powers for efficient transfer of funds to relevant stakeholders</li> </ul>	Ba	Ba	Ad	Ad	Ad	-	Ad	Ad
		Regular	F	<ul style="list-style-type: none"> <li>Understanding techniques of need-assessment exercises, methods of project</li> </ul>	-	-	Ad	Ad	Ad	-	-	-

*	Divisions	Training Type		Competency Gaps								
			Type	Area	ASO	SO	US	DS	Dir	EA	DDG	JS
				planning, evaluation & monitoring								
		Regular	F	<ul style="list-style-type: none"> <li>Understanding methods and manners of implementing change within both internal and external processes; change management as an organisation</li> </ul>	-	-	-	Ad	Ad	-	-	Ad
		Regular	F	<ul style="list-style-type: none"> <li>Advocacy</li> </ul>	-	-	Ad	Ad	Ad	Ad	-	Ad
		Regular	B	<ul style="list-style-type: none"> <li>Networking, Public interaction</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Progressive	F	<ul style="list-style-type: none"> <li>Use of social media for dissemination</li> </ul>	-	-	Ad	Ad	Ad	-	-	Ad
		Regular	F	<ul style="list-style-type: none"> <li>Strategic channels of timely communication and coordination with districts and state administration, project monitoring units, integrated finance divisions</li> </ul>	-	-	Ad	Ad	Ad	-	-	-
		Refresher	F	<ul style="list-style-type: none"> <li>Human resource management (inc. skills management)</li> </ul>	Ba	Ba	Ad	Ad	Ad	Ad	-	Ad
		Regular	B	<ul style="list-style-type: none"> <li>Leadership skills</li> </ul>	-	-	-	Ad	Ad	Ad	Ad	Ad

*	Divisions	Training Type	Type	Competency Gaps								
				Area	ASO	SO	US	DS	Dir	EA	DDG	JS
		Regular	B	• Time management	Ba	Ba	Ad	Ad	Ad	Ad	Ad	Ad
		Regular	B	• Stress management	Ba	Ba	Ad	Ad	Ad	-	Ad	Ad
		Regular	B	• Assertiveness	-	-	Ad	Ad	Ad	-	-	-
		Regular	B	• Interpersonal skills such as problem solving, arrival at consensus, diplomacy and bridge building	-	Ba	Ad	Ad	Ad	-	-	Ad
		Regular	B	• Collaborative skills	-	-	-	-	-	-	-	Ad
		Regular	B	• Communication skills (facilitating collective actions in a National and Global perspective)	Ba	Ba	Ad	-	-	-	-	-
		Regular	B	• Team building	-	-	-	Ad	Ad	Ad	Ad	Ad
		Regular	B	• Citizen centricity - Social consciousness, Integration of people as equal partners	Ad	Ad	Ad	Ad	Ad	Ad	Ad	Ad

### III. CNA – at Organisational Level

Capacity Needs Assessment at organisational level was done to identify components/items which can build the capacity of collective and shared aspects of the organisation such as – existing processes, digital and physical infrastructure, and technological capabilities that enable the organisation to achieve its goals. Capacity at organisational level was assessed on following collective aspects of the Ministry:

- a) **Technology and Data:** This dimension deals with the technology solutions employed by the MDO to improve its functioning. Examples include E-office, Digital tools, ERP etc.
- b) **System and Processes:** This dimension includes all the established systems and processes of the MDO to carry out its day- to-day function. Examples include Monitoring mechanisms of schemes, Reporting dashboards, Standard operating procedures (SOPs) and Knowledge Management system.
- c) **Personnel Management:** This includes all the functions associated with managing human resources of the MDO such as performance appraisals, training and development, performance management, etc.
- d) **Resources and Assets:** This includes the resources and assets of the MDO such as hard and soft infrastructure that the MDO uses for its day-to-day functioning. For example: the physical premises, budgets etc.

Basis the exercise undertaken; the major capacity building interventions required at organisational level in MoSJ&E are :

### Technology and Data

- **Data Synchronisation:** Data synchronization is the ongoing process of synchronizing data between two or more devices and updating changes automatically between them to maintain consistency within systems. This enables the following benefits:
  - **Data silos are removed:** Employees can access the data they need in the instances they work in; they can avoid the tedious process of requesting access to it-or worse, being unaware that the data even exists.
  - **Extensive data entry can be prevented:** The process of inputting data manually can lead to human errors that impact data quality, whether that means employees input incorrect information or forget to input it at all. In response, employees are forced to perform a substantial amount of rework, which takes them away from other process-critical tasks.
  - **Several data operations can be performed:** These include creating records, updating them, and deleting any.
  - **Data can be synced in near real time:** While syncing data in batches might suffice for certain situations, near real-time synchronization is often invaluable for executing processes successfully.
- **Developing Feedback Systems:** to gather information about performance, skills, and teamwork that employees of a company exchange with each other. The idea is that managers and peers provide positive and negative feedback to curb bad habits and promote best practice, to create a harmonious working environment. Employee feedback systems are the methods used for capturing feedback data, analysing it, and using the results to drive improvements.

### Systems and Processes

- **Multi-Media Usage for Constructive Engagement with Stakeholders:** Social media is a dynamic environment where organisations' stakeholders are active. An organisation can facilitate the way they

interact with stakeholders directly. It can develop appropriate strategies in order to develop better social media engagement by tailoring the right messages for the right stakeholders to impart at the right time in the right social media platform to convert the individual to become engaged in the organisation's social media.

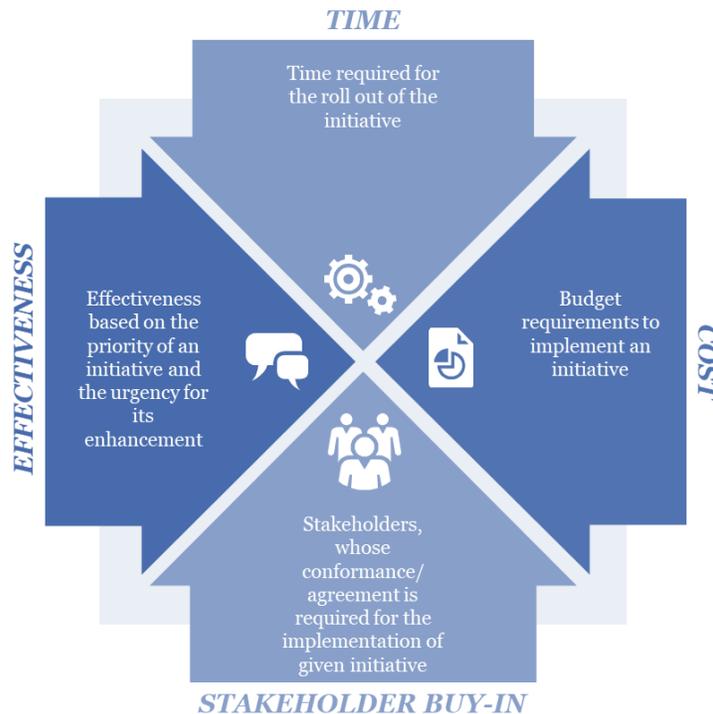
- **Creating Research and Data Repository:** is a large database infrastructure — several databases — that collect, manage, and store data sets for data analysis, sharing and reporting. This benefits the organisation by allowing:
  - Isolation allows for easier and faster data reporting or analysis because the data is clustered together.
  - Database administrators have easier time tracking problems because data repositories are compartmentalized
  - Data is preserved and archived
- **Commissioning Innovative Research Projects and Studies:** Innovation should be treated as a way of organisational life; managers/organisational leaders must help develop new skills and tools for staff applications to support design, foresight, and systems thinking; foresight processes should be an integral part of strategy; new process/operational models must be created and supported at the unit level.

## 5. Annual Capacity Building Plan (ACBP)

The previous section identified the competencies which are required to strengthen the effective functioning of the Ministry. This section covers the elements of Capacity Building Plan and talks about the interventions (both training and non-training interventions), which can be considered for strengthening the competencies at each division of the Ministry.

### I. Capacity Building Initiatives

Based on the ease of implementation (cost and time requirements), stakeholder buy-in, etc., the initiatives have been categorised into quick-impact initiatives and long-term capacity building plans.



*Figure 12: Key considerations for identification of initiatives in short-medium term*

Quick impact initiatives are those that can be implemented within a short span of time and operationalised soon, without requiring enormous budget and planning. Other capacity enhancement initiatives can be undertaken in the medium term, i.e., over a period of 1-3 years.

It is to be noted that the long-term capacity building deep dives into the various competencies required at each division and are continuous and iterative initiatives. It requires to be updated and modified time and again and requires customisation at a division specific level. The benefit of such capacity building planning is that it would build expertise in the divisions and better align them with the organisational goals/objectives.

To further substantiate the capability requirement, an in-depth capacity needs assessment is required. However, based on the preliminary assessment, Government may undertake certain quick-impact initiatives and long-term capacity building plans.

	Common	Specific
<b>Domain Specific Knowledge</b>	<ul style="list-style-type: none"> <li>Department Specific Subject Expertise</li> <li><b>Institutional Memory</b></li> <li>Evidence Based Research</li> <li>GFR and Delegation Financial Powers</li> </ul>	<ul style="list-style-type: none"> <li><b>Understanding Acts:</b> PCR Act 1995, PoA Act 1989, MS Act 2013</li> <li><b>Understanding Schemes:</b> SHREYAS, PM-AJAY, SMILE,</li> </ul>
<b>Functional Skills</b>	<ul style="list-style-type: none"> <li>Creating <b>Coordination Channels</b> with Ministry, States and Stakeholders</li> <li>Understanding of <b>Societal Dynamics</b> / NGOs</li> <li>Cabinet Noting, RTI, Efficiency in Office Procedures</li> </ul>	<ul style="list-style-type: none"> <li><b>Data Analysis:</b> Management and Statistical Tools, Microsoft Office, IBM SPSS</li> <li><b>Utilization of Technology:</b> U-DISE, AISHE Data, OOMF, E- SamikSha, E-Anudaan Management</li> <li><b>Field Immersion</b> for Officers</li> </ul>
<b>Behavioral Information</b>	<ul style="list-style-type: none"> <li>Soft Skills Development</li> <li>Stress &amp; Time Management</li> <li>Effective Communication Techniques</li> </ul>	<ul style="list-style-type: none"> <li><b>Social Consciousness</b>, Empathy Building</li> <li>Integration of People as <b>Equal Partners</b></li> </ul>

Figure 13: Identified tasks and priorities across all the three competency types

## a. Quick Impact Initiatives

### Domain Specific Competencies Development:

- **An immersion program** (or a field immersion program) that exposes the officials to various social defence issues of the nation and offer a broad overview of the associated policy making strategies. A tentative note further detailing the immersion intervention is attached in Annexure -I.

### Field Immersion of Officials of MoSJ&E

- ✓ *Field immersion provides an insight into the organizational life of ground level officers, and enables managerial officers to directly observe the effects of policies on affected citizens*
- ✓ *Appropriate mechanism needs to be developed for the selection of suitable employees for these sessions across various competency categories*

### Functional Competencies Development:

- **Formal process for a handover exercise** to enable the new officers in understanding the working/expectations of the department. The same could be undertaken by ensuring an overlap of existing officer and new officer for the concerned position for a defined period to enable a smooth transition.

### Behavioural Competencies Development:

- Training on **ethics and work values**

## b. Capacity Enhancement Initiatives

### Domain Specific Competencies Development

- **Induction training programs** to provide new joiners (even if transferred within the same Ministry to a different section) with a broad overview of the work undertaken by Ministry, Department, each Division / Section, and particular responsibilities to be undertaken. Thus, these programs can include – ‘**Know You Ministry**’ / ‘**Know Your Department**’ module.
- **Department specific subject expertise** to enable practical and on-ground understanding of technical matters/ latest developments in the concerned focus areas
- **Institutional memory:** the information held in employees' personal recollections and experiences that provides an understanding of the history and culture of an organisation

### Functional Competencies Development:

- **Policy/scheme** designing and development – Policy formulation
- **Creating coordination channels** with Ministries, States, stakeholders, and non-governmental organisations
- **Social dynamics**, the study of the behaviour of groups that results from the interactions of individual group members to improve the interactions between stakeholders and to create a better understanding of different perspectives
- **Data analysis:** Introducing and training in management and analysis tools for data manipulation and decision making
- **Utilization of technology:** effectively utilizing the pre-existing government infrastructure for efficient data management and information gathering

### Behavioural Competencies Development:

- Soft skills development, inculcating **effective communications techniques**
- **Social consciousness** and empathy building
- Integration of people as **equal partners**.

## II. Training Plan

Based on a broad responsibility and competency mapping (as shown in table 9 and 10), supported by a preliminary systemic and institutional assessment through discussions with JSs/ head of the divisions at the Ministry of the Social Justice and Empowerment, a strategic vision and direction of the capacity building initiative specific for the Ministry has been developed as presented in the below table.

*Table 11: Capacity Building for MoSJ&E*

Activity	Details
Vision	<ul style="list-style-type: none"> <li>• Creating an enabling environment to enhance knowledge &amp; skills of employees such that it strengthens the Ministry's capabilities to effectively and efficiently attain its intended objectives.</li> </ul>

Citizen-centric goals	<ul style="list-style-type: none"> <li>• Develop and deliver programs that create and improve economic value to people engaged in the sector</li> <li>• Efficient handling of public grievances and RTI inquiries</li> <li>• Create an understanding of societal dynamics and social consciousness</li> </ul>
Technology centric goals	<ul style="list-style-type: none"> <li>• Enhance adoption of modern and emerging technologies to improve policy making, decision making, data processing, performance monitoring, financial management and auditing</li> <li>• Leverage the technology to enhance process efficiencies (for both internal and external interactions and data management needs of the Ministry)</li> </ul>
System requirements	<ul style="list-style-type: none"> <li>• Structured training calendar for Capacity Building Plan (CBP)</li> <li>• Tie-up with concerned universities for Behavioural, Domain, and Functional training programs</li> <li>• Resource planning – internal &amp; external, institutional, financial, time requirements of staff for CBP</li> <li>• Buy-in from the stakeholders involved</li> <li>• Staff incentives for meeting individual CBP targets</li> <li>• Outcome monitoring mechanism for trainings</li> <li>• Knowledge repository framework</li> </ul>
Identification of Training Partners	<ul style="list-style-type: none"> <li>• Mid-Career Training Program by DoPT</li> <li>• iGOT Platform</li> <li>• Global universities – to be identified based on a detailed assessment</li> </ul>
Immediate-term training targets	<ul style="list-style-type: none"> <li>• Identification of high priority competencies and suitable training programs</li> </ul>

In line with the above vision, a detailed training plan is developed for the competencies required by the Ministry officials. For the Capacity Enhancement Initiatives (as described earlier), the below table presents an Annual Training Plan which the Ministry can adopt. This Training Plan suggests the course name and specifications, target officials, proficiency level required, mode of delivery, duration, and proposed training dates for all the training interventions identified for the Ministry officials in the CNA exercise. The plan can help the Department understand the main training requirements and interventions for their officials (working at different positions in the Department) and can accordingly plan their annual training calendar.

Thus, the Training plan for MoSJ&E, prepared in lines with the competency requirements identified in CNA exercise – at individual level is presented below. Separate Training plans are prepared for each of the three individual competency categories – Domain, Functional and Behavioural. This is done to further assist the Ministry to demarcate and identify their training priorities across all the three competency categories.

*Table 12: Training Plan / Training Calendar – Domain Competencies*

Competency	Course	Training Providers	Mode	Target officials	Proficiency level	Duration	Proposed Training Dates
Knowledge about ministry, including details on major departments, structure, regulating authorities, associated agencies, their roles, key activities, schemes, objectives; reporting channels across the ministry etc.	Know Your Ministry (KYM)	MoSJ&E	Online (Interactive digital modules)	All	Ad – For all ; except SOs / ASOs (For them – Ba)	1-2 days (Total 2.5 hrs – 3 hrs)	Q1
Knowledge on major Central Welfare Schemes implemented by the State Governments, different departments, ministries etc. to have enhanced sectoral understanding	Custom-made course on the topic – Major State / Central welfare schemes implemented by different State Governments, Central Government, other Departments, Ministries etc.	National Institute of Social Defence (NISD)	Online	SO, ASO, US, DS, Dir	SOs / ASOs (For them – Ba); Others - Ad	1-2 days ( 1.5 - 2 hours approx..)	Q2
Awareness about substance-use problems in the country and NMBA (Nasha Mukh Bharat Abhiyaan) Mission	Other custom-made courses on prevalence of substance abuse problems in the country and progress made under NMBA.	National Institute of Social Defence (NISD)	Online	ASO, SO, US, DS, Dir	SOs / ASOs (For them – Ba); Others - Ad	1-2 days (2 hours approx..)	Q2
	Preventive Interventions for High-Risk Groups						
	Rehabilitation and Relapse Prevention – Issues & Modalities						
Sensitization about welfare of transgender-scheme – SMILE (Support for Marginalised Individuals for Livelihood and Enterprise)	Different existing and custom-made courses on Transgender issues, with special focus to SMILE scheme	National Institute of Social Defence (NISD)	Online	ASO, SO, US, DS	ASO / SO – Ba; Others - Ad	1 day (1-2 hours)	Q2

Sensitization about comprehensive rehabilitation of persons engaged in the act of begging	Custom-made courses on Beggary and associated comprehensive rehabilitation	National Institute of Social Defence (NISD)	Offline	US, DS, Dir	Ad – For all	1-2 days (2 hours approx..)	Q3
Knowledge about Acts such as- Maintenance and Welfare of Parents and Senior Citizens Act 2007	Custom -made courses on the topic ( rel. to Senior citizens)	National Institute of Social Defence (NISD)	Online	ASO, SO, US, Dir	ASO / SO – Ba; Others - Ad	1 day (1 – 2 hours)	Q3
Knowledge about issues related to senior citizens such as – pension, social security etc. (converging with the work of MoLE)	Custom-made course on the topic	NISD and Pandit Deendayal Upadhyay National Academy for Social Security (PDNASS)	Online	ASO, SO, US, Dir	ASO / SO – Ba; Others - Ad	1 day (1-2 hours)	Q3
Knowledge about constitutional provisions for target groups -SCs SCTs, OBCs etc., different scheme guidelines, including relevant schemes of other Ministries & States - The Protection of Civil Rights Act, 1955; Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989; Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Rules, 1995 etc.	Custom -made courses on the topic	National Institute of Social Defence (NISD)	Online	ASO, SO, US, DS, Dir	ASO / SO – Ba; Others - Ad	1-2 days (2- 2.5 hours)	Q1
Sustainable development in Social Sector.	Training Program on Sustainable Development Goals	ISTM	Online	Sr. EA	Ad	3 days	Q4
Output-Outcome monitoring system ; monitoring targets and indicators to understand output and outcome of scheme	Monitoring & Evaluation of Development Programs	IRMA, Gujarat	Offline	US, DS, Dir, JS, Sr. EA	Ad – For all	3 days	Q3
	Monitoring & Evaluation of Government Schemes	ISTM	Online				

*Table 13: Training Plan / Training Calendar– Functional Competencies*

Competency	Course	Training Providers	Mode	Target officials	Proficiency level	Duration	Proposed Training Dates
Financial management systems: PFMS, GFR, Budgeting, release of funds, Financial Rules, Auditing Rules	Budgeting and Financial Management	MCTP-LBSNAA	Offline	US, DS, Dir, JS, JS (FA) – Finance Division JS, Dir – All other divisions, Sr. EA	ASO / SO – Ba; Others – Ad	2 days (3-4 hrs)	Q2
	Orientation Training Program on PFMS	ISTM	Online	ASO, SO, US, DS, Dir, JS, DDG, AS – all divisions, Sr. EA			
	Course on GFR 2017	Defence Accounts Department	Online - iGOT				
	Custom MDPs on Budgeting, Accounting & Financial Management in Govt. Sector	Arun Jaitley National Institute of Financial Management (AJNIFM)	Online	US, DS, Dir, JS (FA) - Finance division only			
Policy formulation and continuation, scheme formulation, continuation, editing, & Addressing challenges	Formulation of Public Policies	ISTM	Online (iGOT – Prarambh course)	US, DS, Dir, JS, Sr. EA	Ad – For all	1 hour 15 mins	Q2
	Data based policymaking	MCTP-LBSNAA	Offline				
	Workshop on Public Policy Formulation	ISTM	Online				
	Public Policy for Good Governance	ISTM	Online				
Computer Application: Microsoft Tools	Microsoft courses (Excel, Powerpoint)	iGOT & Microsoft	Online - iGOT	ASO, SO, US	ASO / SO – Ba; US – Ad	6 hours approx..	Q1
	Fundamentals of Computer Systems	IGNOU	Online-SWAYAM				
Basics of Data Analysis and Data Management	Data Visualisation and Analysis using MS-Excel	IIT Kharagpur	Offline	ASO, SO, US, DS, Dir	ASO / SO -Ba; Others – Ad	5 days (for IIT Kharagpur course); 2 hours 30 mins for WITP course	Q3
	Data Driven Decision Making For Government	Wadhvani Institute of Technology and Policy (WITP)	Online (iGOT)				
	Microsoft EXCEL for Business: Basic and Advanced	IIM-Indore	Online				

Database Management	Relational Database Basics	IBM	Online	ASO, SO, US, DS, Dir	ASO / SO -Ba; Others – Ad	8-12 hours	Q3
Handling / disposal of court cases	Custom-made course on the topic	National Academy of Legal Studies and Research (NALSAR)	Online	ASO, SO, US	ASO / SO – Ba; US – Ad	1-2 hrs	Q4
Parliamentary Procedure & matters (assurances, Star questions, special mention)	Handling Parliamentary matters / Parliamentary Procedures	ISTM	Online (also on iGOT-DAKSHTA course)	ASO, SO, US	AS / SO – Ba; US – Ad	2 hours	Q1
Procedures for vigilance and inquiry	Administrative Vigilance – Role of IO / PO	ISTM	Online	US, DS, Dir, DDG, JS, Sr. EA, AS	Ad – For all	2-3 days	Q2
	Administrative Vigilance: Disciplinary Procedure 3	ISTM	Online / Offline				
	Administrative Law	University of Kashmir	Online-SWAYAM				
	Orientation Training Program on Preventive Vigilance	ISTM	Online				
	Record Management – Right to Information RM-RTI-15	ISTM	Online				
Training for preparation of cabinet notes	Preparation of Cabinet notes	ISTM	Online – iGOT (Prarambh course)	ASO, SO, US	ASO / SO – Ba; US – Ad	2-5 hours	Q1
	Noting and Drafting	ISTM	Online – iGOT (DAKSHTA course)				
	Effective cabinet notes	ISTM	Online				
	Workshop on Policy Formulation to Legislation	ISTM	Online				
GeM portal and procurement	Custom-made course on Government e-Marketplace (under development)	Government e-Marketplace	Online	ASO, SO, US, DS, Dir, JS, Sr. EA	ASO / SO – Ba; Others – Ad	2 days (2-3 hours approx..)	Q1

Preparation of Standing Finance Committee (SFC) notes, Expenditure Finance Committee (EFC) notes, Cabinet Committee of Economic Affairs (CCEA) notes	Workshop on Preparation of Expenditure Finance Committee (EFC) / Standing Finance Committee (SFC)	ISTM	Online / Offline	ASO, SO, US	ASO / SO – Ba; US – Ad	3 days	Q2
Project Management & Implementation	Project Management	IIM Lucknow	Offline	SO, US, DS, Dir, JS, Sr. EA <sup>36</sup>	SO- Ba; Others – Ad	5 days	Q2
	Program / Project Management	MCTP-LBSNAA	Offline				
	Strategic Management	IIM-Bangalore	Online – SWAYAM				
	Applying Project Management Skills to Enhance the Impact of Projects	IRMA, Gujarat	Offline				
Technical: Microsoft Office, E-Office, Tracing and Finding Files through catchwords	Custom-made course on E-office (under development with iGOT)	National Informatics Centre (NIC)	Online	ASO, SO, US	ASO / SO – Ba; US – Ad	1-2 days (2-3 hours approx.)	Q3
	Course in Information Technology/MS-Office	Savitribai Phule Pune University, Pune	Online-SWAYAM				
	Training program or Workshop on MS-Office Suite-(MS-OS-08)	ISTM	Online				
	E-office	ISTM	Online				
Office management, Office procedure	Office procedure	ISTM	Online – iGOT (DAKSHTA course)	ASO, SO, US	ASO / SO – Ba; US – Ad	2 hours 17 mins	Q1
	BCOE-144 Office Management and Secretarial Practices	IGNOU	Online-SWAYAM				
Right to Information Act – Public Grievance	Right to Information Act – Part I	ISTM	Online (iGOT – DAKSHTA course)	ASO, SO, US	ASO / SO – Ba; US – Ad	1 hrs 36 mins	Q1
	Right to Information Act – Part II						
System Structures and Design of IT Systems:	Information Technology Essentials	MIT Open Courseware	Online	US, DS, Dir, JS, Sr. EA	Ad – For all	25 hrs 30 min	Q1
Introduction to General Purpose Technologies (GPTs)	Introduction to Emerging Technologies	Wadhvani Institute of Technology and Policy (WITP)	Online (iGOT)	ASO, SO, US, DS, Dir, EA, DDG, JS,	ASO / SO – Ba; Others - Ad	2 hrs 30 mins	Q1

<sup>36</sup> For ASOs / SOs, select option(s) other than LBSNAA

				Sr. EA, AS			
Statistical and econometric software's. SPSS, STRATA, etc.	Custom-made courses on the topic – using statistical and econometrics software's such as – SPSS, STRATA etc.	National Statistical Systems Training Academy (NSSTA)	Offline	DS, Dir	Ad – For all	2-3 days	Q4
	Applied Statistics and Econometrics	IIT-Kanpur	Online – SWAYAM				
	Business Statistics	Maharani's Women's Commerce and Management College, Mysore-570020	Online – SWAYAM				
Global and transnational approaches and alliances.	Mastering Negotiation and Influence / Negotiation and Persuasion	Indian School of Business (Hyderabad) / IIM Lucknow	Offline	JS, Sr. EA	Ad	2 – 3 days	Q4
	Introduction to Public Administration	Kurukshetra University, Kurukshetra	Online-SWAYAM				
Technological and innovative skills including coding, superior data analytics and foresight techniques	Analytics for strategic choices	IIM – Bangalore	Offline	JS	Ad	4 – 5 days	Q4
	Data Analysis and Decision Making – I	IIT-Kanpur	Online-SWAYAM				
	Data Analytics with R programming	IIT Kharagpur	Offline				
	Data visualisation and Analysis using MS-Excel	IIT Kharagpur	Offline				
Human Resource management	Strategic Human Resource Management	IIM Lucknow	Offline	ASO, SO, US, DS, Dir, JS, Sr. EA	ASO / SO – Ba; Others – Ad	3 days	Q2
	Advances in Strategic Human Resource Management (HRM)	IIT-Bombay	Online-SWAYAM				
	Human Resource Management (MDP)	ISTM	Offline				
Change Management	Management of Organisation change	IIM – Calcutta	Offline	DS, Dir, JS, Sr. EA	Ad – For all	3-4 days	Q3
	Leadership and Change Management	IIM – Ahmedabad	Online / Offline				
Use of Social-Media for information dissemination	Custom -made course on Do's and Don'ts of Social media as a Government	Ministry of Electronics & Information Technology (MeitY)	Online	DS, Dir, JS, Sr. EA	Ad – For all	1-2 days (2-3 hours)	Q2

	Organisation / Representative						
	Custom -made courses on use of social media campaigns and strategies to achieve Department's goals	MICA	Online				
	Privacy and Security in Online Social Media	IIT-Hyderabad	Online-SWAYAM				
	Social media marketing	IIM Calcutta	Online / Offline				
Role Transition: Role of Seniors, Peers and Person handling the post previously	Mapping Competencies with Roles and Activities "WMCRA-35" (Workshop)	ISTM	Online	DS, Dir, JS	Ad – For all	1 day	Q4
Ethics and Values	Values, Ethics, & Governance	IIM Indore	Online	All	Ad - For all	1 day (2 hours)	Q3
	Ethics and Values in Public Governance	ISTM	Online / Offline				
Management of NGOs as partners <sup>37</sup>	Custom-made course on the topic – Managing Not-for-profit organisations	IRMA, Gujarat, Tata Institute of Social Sciences (TISS)	Online / Offline	US, DS, Dir	Ad – For all	1 day (2-3 hours)	Q4
	Custom-made courses on the topic – Legal aspects and Governance of Social Sector Organisations	SPJIMR	Online / Offline				
	Custom-made course on the topic – Civil Society Organisations and Governance	MDI Gurgaon	Online / Offline				
	International Best Practices in NGO/ NPO Management	National Institute of Rural Development and Panchayati Raj (NIRDPR)	Online				

<sup>37</sup> Many of the initiatives of the Ministry, especially the social defence initiatives are implemented through the NGOs. Thus, there is a need to have a separate training module on Managing the NGOs as partners.

*Table 14: Training Plan / Training Calendar– Behavioural competencies*

Competency	Course	Training Providers	Mode	Target officials	Proficiency level	Duration	Proposed Training Dates
Communication skills	Effective Communication	IIM Bangalore, iGOT	Online – iGOT (Prarambh Course)	ASO, SO, US <sup>38</sup>	SO – Ba; US – Ad	7 hours 19 mins	Q1
	The Arts of communication and Networking	MCTP-LBSNAA	Offline				
	Effective Business Communication	IIM-Bangalore	Online				
	Developing Soft Skills and Personality	IIT-Kanpur	Online				
	Presentation skills, Public Speaking, and Interpersonal Communication	IRMA, Gujarat	Online				
Networking Skills/Public Interaction	The Arts of communication and Networking	MCTP-LBSNAA	Offline	US, DS, Dir, JS, Sr. EA	Ad – For all	1-2 days (2 hours approx.)	Q4
	Custom-made courses on – Leadership Communication (Persuasion and Influence)	IIM Lucknow	Online				
	Developing Soft Skills and Personality	IIT-Kanpur	Online				
	Personality Development	Savitribai Phule Pune University	Online-SWAYAM				
Leadership skills and Team Building	Custom – made course on topic – High Impact Leadership / Leadership Development / Leadership and Team Building / Visionary Leadership	IIM Indore / IIM Lucknow / IIM Calcutta / ISB	Online	DS, Dir, EA, DDG, JS, Sr. EA	Ad – For all	1-2 days (2-3 hours)	Q2
	Administrative Leadership and Good Governance	IIM-Ahmedabad	Online				
	The Essence of Leadership: Explorations from Literature	IIM-Bangalore	Online				
	Emotional Intelligence and Leadership	MCTP-LBSNAA	Offline				
	Building effective teams and talent management	MCTP-LBSNAA	Offline				
	High-Impact Leadership	MCTP- Berkley Executive Education	Online				

<sup>38</sup> For ASOs / SOs, select option(s) other than LBSNAA

	Workshop on Team Building and Leadership	ISTM	Offline				
	Leadership in the age of Digital Disruption	Wharton Online	Online				
	Leadership and Management	Wharton Online	Online				
	Business Organisation and Management	IGNOU	Online-SWAYAM				
Stress management	Stress Management	iGOT, The Art of Living	Online	ASO, SO, US, DS, Dir, DDG, JS, Sr. EA	ASO / SO – Ba; Others – Ad	2 hrs 17 mins	Q1
	Government Executive Program	The Art of Living	Offline				
Interpersonal Skills	Custom-made courses on Interpersonal skills – Speaking effectively, Building presence, Establishing Trust, Building partnerships etc.)	Harappa (Learner-centered online learning platform – collaboration of CBC with the platform is under progress)	Online	SO, US, DS, Dir, JS, Sr. EA	SO – Ba; Others – Ad	1-2 days (2 hours approx..)	Q3
	CSSS Course to Develop Behaviour Competencies	ISTM, iGOT	Online (iGOT)				
	Inter Personal Effectiveness	ISTM	Online				
Time Management	Custom programs	IIMs / ISB / ISTM	Online	ASO, SO, US, DS, Dir, DDG, EA, JS, Sr. EA, AS	ASO / SO – Ba; Others – Ad	1-2 days (2 hours approx..)	Q4
People First	Custom- made courses on the topic	IIPA	Offline	All	Ad – For all	1-2 days	Q2
Social consciousness	Custom- made courses on the topic	IIPA	Offline	All	Ad – For all	1-2 days	Q2

*Note : Basis their feasibility and relevance for the target groups, the courses suggested in the above Training Plans have been categorised into two groups – ‘Recommended’ and ‘Optional’. The courses highlighted in ‘GREEN’ are ‘Recommended’ for the target officials. Whereas the ones highlighted in ‘ORANGE’ are ‘Optional’ for the target officials considered. ‘Recommended’ courses are the ones which are desirable to be taken up by the Department once the implementation of ACBP initiates. ‘Optional’ courses are the good-to-have trainings which can be undertaken basis the need of the officials / Department, in addition to the ‘Recommended’ courses.*

*The recommendation has been done basis the feasibility and relevance of the courses in terms of resources required – ‘time to be invested by the learners’, ‘finance required for content development and delivery’, ‘requirement of other resources such as – partnerships with leading academic institutes, central training institutes, state/government organisations, other private organisations/ institutes etc. for content curation and delivery. Quality of learning content (to be developed) was considered an important parameter for recommendation of courses.*

*Quarter of a Year is denoted by 'Q'. Q1 implies – Quarter 1, Q2 implies - 'Quarter 2', Q3 implies – 'Quarter 3' and Q4 implies – 'Quarter 4'.*

*Collaborations can be made with institutes suggested in the above training plans to develop custom-made courses suited to the requirements of the Ministry. Ministry, in association with CBC can initiate the collaboration process with different institutes.*

*Given the extensive training needs of the officials at various hierarchical levels and involvement of different stakeholders, a Quarter-wise training plan for the Department has been developed, rather than a month-wise training plan. This was done to offer flexibility to the Department to schedule the training interventions suited to their requirements and priorities.*

## 6. Conclusion

The report presents the Annual Capacity Building Plan (ACBP) for the officials of DoSJ&E. It takes into account the findings of Capacity Needs Assessment (CNA) carried out the Department level. The important competencies required by the officials from the perspective of capacity building have been categorised into three buckets – Domain, Functional and Behavioural. While the domain competencies relate to the sector-specific expertise needed by the officials, functional competencies are competencies that are applicable in any work setting such as – report writing, data analysis, project management etc. Behavioural competencies constitute attitude or personality traits that complement hard skills such as – interpersonal skills, soft skills, time management etc.

An analysis of competency requirements amongst officials indicate that varying domain, functional and behavioural competencies are required. In terms of domain competencies, knowledge about the sector is important for officials across all the divisions. Training needs to be delivered to the officials on sector-specific aspects such as – major state / central welfare schemes being implemented in the country for marginalised sections, different schemes being implemented by the Department for its target beneficiaries, challenges being experienced by marginalised sections in the country etc. A number of schemes are being implemented by DoSJ&E which aim to improve the welfare of the marginalised communities such as – scheduled castes, backward classes, transgenders, senior citizens, beggars, substance abuse victims etc. These include schemes such as – Nasha Mukh Bharat Abhiyaan (NMBA) Mission, Support for Marginalised Individuals for Livelihood and Enterprise (SMILE) scheme etc. Officials need to have in-depth understanding of such schemes and associated challenges. Trainings are required on various constitutional provisions relevant to target beneficiaries. These include Acts such as - Maintenance and Welfare of Parents and Senior Citizens Act 2007, The Protection of Civil Rights Act, 1955, Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989, Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Rules, 1995 etc. Updated knowledge about sustainable development in social sector is also a crucial requirement for officers. As the domain work involves implementation of various social sector schemes, an in-depth understanding about Output-Outcome monitoring system (involving monitoring targets and indicators to understand output and outcomes of various schemes) is also important.

Functional competencies required by the Department officials are primarily around – procurement process in GoI – GeM portal, data management and analysis, project management, financial management, vigilance procedures, parliamentary and office procedures, noting / drafting skills etc. Policy formulation skills and social media marketing are also required. While skills related to project management, formulation of public policies, social media marketing are mostly required at senior levels (eg. Joint Secretaries, Deputy Secretaries, Directors etc.), those related to noting / drafting, office procedures and data management are mainly needed at middle management /junior management levels (eg., Section Officers, Assistant Section Officers etc.). Thus, it can be inferred that at these levels the requirement of functional skills is mostly administrative in nature while in the senior positions, the requirement is more strategic (i.e., which can support officials to efficiently formulate and implement policies).

In terms of behavioural skills, the top attributes required by the officials are – team development, leadership, communication skills, inter personal skills etc. Apart from these, the CNA findings also report skills related to stress management and time management to be crucial for the officials. As the Ministry delivers many citizen-

centric services, attributes of ethics and values, empathy, social consciousness, integrating people as equal partners etc. are also important for all the officials across the hierarchy.

While the above competencies mainly constitute the individual (role / division-wise) requirements of the Department, there are few capacity building interventions which are identified to be critical at the organisational level. In terms of Technology and Data, Department can work to achieve Data Synchronisation. Employee feedback system can be developed to capture employee feedback, analyse it and use it to drive future improvements. In terms of Systems and Processes, Department can focus on strengthening its usage of multi-media for more constructive engagement with stakeholders. Relevant research and data repositories can be created to improve data efficiency, analysis and reporting. Innovative research projects and studies can be undertaken by the Department to further encourage a culture of foresight and systems thinking at the organisational level.

In terms of quick impact initiatives, Department in collaboration with CBC can undertake an Immersion Programme for its officials. This can enhance the capacity of the Department officials to understand on-ground challenges and solutions of the sector. The same was also identified as an important competency requirement in CNA. Department can also now initiate the work around creation of 'Know Your Ministry' / 'Know Your Department' training modules so that all the officials (including the new joiners) are well-apprised with the activities and progress of Ministry, Department, associated agencies etc.

For all the identified competency needs, the report also presents an annual training plan. For the competencies required, training interventions outlining the training provider (s) / institute (s), mode of delivery, training duration, target group, quarter of training etc. are suggested. Going ahead, the Department is expected to collaborate with these institutes to get the courses developed catering to various identified competency needs. CBC is supposed to guide the entire process of course development and training delivery.

Thus, the Department can follow the suggested Training Plan for its annual training interventions. It can discuss with its stakeholders to select and take up a combination or any of the courses suggested in the training plan to build the required competencies. Mission Karmayogi aims to catalyse effective service delivery of various MDOs by facilitating reforms in the existing capacity building apparatus of the MDO at both individual and organisational level. The ACBP presented herein is a key step towards achieving this goal for MoSJ&E. The plan can be considered as a guiding document providing an overview of how the Ministry can implement the identified capacity building interventions specific to its needs. The Ministry can further evolve this document over time in consideration to the latest requirements of the Ministry (existing at that point in time) and feedback from stakeholders.

## 7. Annexure I - Field Immersion Program

### **Context:**

Keeping in mind the larger vision of Mission Karmayogi and wide spectrum of social challenges and beneficiaries that the Department of Social Justice & Empowerment (DoSJ&E) caters to, it is recommended that a 'Field Immersion Program' may be operationalized for its officials.

The officials of DoSJ&E may undertake a Field Immersion Visit to enhance their understanding about pertinent issues related to marginalised communities such as – SCs, STs, OBCs, Transgenders, Beggars, Senior citizens etc. and associated policy-level best practices or solutions.

### **Objectives:**

The key objectives of the 'Field Immersion Program' include:

- To broaden officers' perspectives about on-ground issues.
- To enable officers' to better understand and appreciate the impact and implications of government's policies on the beneficiaries / target groups and areas where policies might be needed.
- To provide exposure to some of the best practices in terms of policy level solutions or interventions undertaken to address the issues of marginalised communities (as mentioned above).
- To develop better networking with field institutions and implementing agencies.
- Develop awareness about operational challenges at implementing agency level.

### **Partner organizations:**

The Department may partner with Corporations, Autonomous Institutes under ministry, and State Level Implementing agencies to implement the immersion visit. These can include - Grant in Aid institutions (GIAs) like Senior Citizen Homes, SHRESTHA, Addiction Treatment Facilities, District De-Addiction Centres, Integrated Rehabilitation Centres for Addicts (IRCA's), Out-Reach Drop In Centres (ODICs), State Channelising Agencies etc. basis the specific requirements. These can also include bodies or organisations such as Regional Resource and Training Centres (RRTC's) and National Institute of Social Defence (NISD) which are nodal agencies overseeing the implementation of different programs of DoSJ&E.

### **Learning opportunities:**

The below section presents the potential learning opportunities that DoSJ&E can plan for its officials from the immersion program. The same can be finalised post selection of host institution (s). A list of suggestive activities (learning opportunities) which DoSJ&E can consider for its officials are :

- Challenges faced by target beneficiaries in terms of their socio-economic development, poverty reduction, skill development etc.
- Field visit to project sites under schemes such as – PM AJAY, PM DAKSH and best performing institutes such as – Top class, IIT, free coaching, DAKSH NBCFDC etc.
- Field visit to or interaction with GIA institutions such as - Senior Citizens' Homes, Continuous Care Homes, Homes for senior citizens afflicted with Alzheimer's disease/ Dementia etc.
- Field visit to / Interaction with other GIA institutions such as IRCA's, District De-Addiction Centres, Addiction Treatment Facilities, ODICs etc.
- Challenges experienced by GIA institutions and their beneficiaries in terms of addressing their basic needs. These can include policy level challenges also.
- Interaction with various functionaries (service providers) of such GIA institutions.
- Interventions undertaken by GIA institutions to uplift the target beneficiaries.

- Interaction with bodies/institutions such as – Garima Greh etc. who further support the cause of target beneficiaries.
- Discussion with GIA institutions on various aspects of Transgender persons.
- Best practices or success models of GIAs in terms of addressing beneficiary problems.

Immersion program can be undertaken only for divisions directly involved in domain work i.e., divisions directly working with marginalised communities (target groups of MoSJ&E). However, Department can decide on planning necessary immersion activities in future for other divisions also such as – Administration and Parliament, Statistics, Plan, and Finance at any of the partnering organisations.

### **Selection of officers for the program:**

Service duration, domain expertise, and specific roles played by the officer may be considered for participation in the program with selected organisation (host institution). The program may target senior officials at - Under Secretary, Deputy Secretary, Deputy Director, and Director levels. This will include new joiners and officials moving from one division to other (internal transfers).

The officer(s) selected for the program may be required to disclose any material information that may lead to instances of conflict of interest, for example – if there are any specific financial interests held by the officer in the host institution or by any of his/ her close relations. The trainee officer must also undertake that during the training, the officer cannot engage in outside employment or undertaking of any other work assignments, including seeking or negotiating for employment opportunities with the host institution.

### **Duration:**

The immersion program may be planned for around 3 days. The schedule / itinerary for each day of the immersion program can be finalised post selection of the host institution (s) and location of field visits. Host institution (s) can share the detailed day-wise itinerary for the program.

DoSJ&E will collaborate with the potential host institutions to seek their interest, cooperation, and active participation for this immersion program. Before the commencement of the program, the broad expectations from the host institution (s) can be communicated as -

- Development of a schedule for the 3-day immersive training of DoSJ&E officers
- Appoint a Buddy for the Officer(s) selected for immersion
- Share presentation, content etc. to be used for visit, if required
- Provide detailed feedback on the experience and key learnings/observations

### **Expected Output:**

On completion of the program, the officer(s) will be required to debrief and share knowledge gained in the Immersion Program in a debriefing session with peers, junior and senior officers as deemed desirable by DoSJ&E.

A brief note or presentation or Focus Group Discussion (FGD) with the selected officials may be planned which can cover following aspects–

1. Key learnings from the visit
2. How will the official apply the learnings to his work in the Department

### **Feedback mechanism:**

A survey questionnaire can be developed to collect participant's feedback on the program's effectiveness, organisation, and content. The survey questionnaire can record the improvement in officer's knowledge or awareness about subject matter using a before – after approach (before and after the intervention i.e., immersion program). The survey tool can also have few open-ended questions to capture participant's feedback on aspects such as – best part of the immersion program and; suggestions on further improvement of the program.