CAPACITY BUILDING COMMISSION

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Department of Defence

Annual Capacity Building Plan (ACBP)

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List of Abbreviations

Abbreviations	Full Form
NPCSCB	National Programme for Civil Services Capacity Building
CBC	Capacity Building Commission
ACBP	Annual Capacity Building Plans
MoD	Ministry of Defence
DoD	Department of Defence
MDO	Ministries/Departments/Organisation
FGD	Focused Group Discussions
RACT	Role-Activity-Competency-Training
SO	Section Officer
ASO	Assistant Section Officer
OSD	Officers on Special Duty
ISTM	Institute of Secretariat Training and Management
GDP	Gross Domestic Product
IMF	International Monetary Fund
PMHRC	Prime Minister's Public Human Resource Council
SPV	Special Purpose Vehicle
FRAC	Framework of Roles, Activities, and Competencies
JS	Joint Secretaries
MoU	Memorandum of Understanding
RTI	Right to Information
GeM	Government e-Marketplace
IFI	International Financial Institutions
PMO	Prime Minister Office
FDI	Foreign Direct Investment
APMS	Audit Para Monitoring System
APAR	Annual Performance Assessment Report
ACR	Annual Confidential Report
CPGRAMS	Centralised Public Grievance Redress and Monitoring System

Abbreviations	Full Form
ACP	Assured Career Progression
DPC	Departmental Promotion Committees
GFR	General Financial Rules
DFPR	Delegation of Financial Powers Rules
DFPDS	Delegation of Financial Powers Defence Services
CPL	Continuous Professional Learning
CBU	Capacity Building Unit
OM	Office Memorandum
TNA	Training Needs Analysis
SoCs	Statement of Cases
SHQs	Service Head Quarters
IRCC	Inter-Regional Coordination Committee
ENC	Eastern Naval Command
ICG	Indian Coast Guard
HBA	House Building Advance
BRO	Border Road Organisation
CVC	Central Vigilance Committee
APCSS	Asia-Pacific Center for Security Studies
URDPFI	Urban and Regional Development Plans Formulation and Implementation
AFMS	Armed Forces Medical Services
DGDS	Director General of Dental services
MES	Military Engineer Service
OOMF	Output-outcome monitoring framework
DPENGRAMS	Defence Pension Grievances Redress And Monitoring System
RBMS	Results-based management system
SOP	Standard Operating Procedures

1. Executive Summary

A. Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB), in September 2020. The programme aims to create a professional, competent, well-trained, and future-ready civil service through guided capacity building and is based on the philosophy of creating an ecosystem thriving on "competency-driven training and human resource management" by transitioning from a 'rule-based' system to a 'role-based' system". Under this programme, 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 different Ministries, Departments, and Organisations of the Government of India (GoI) – with Department of Defence (DoD) under Ministry of Defence (MoD) being one of them.

B. As-is Assessment of the Department of Defence

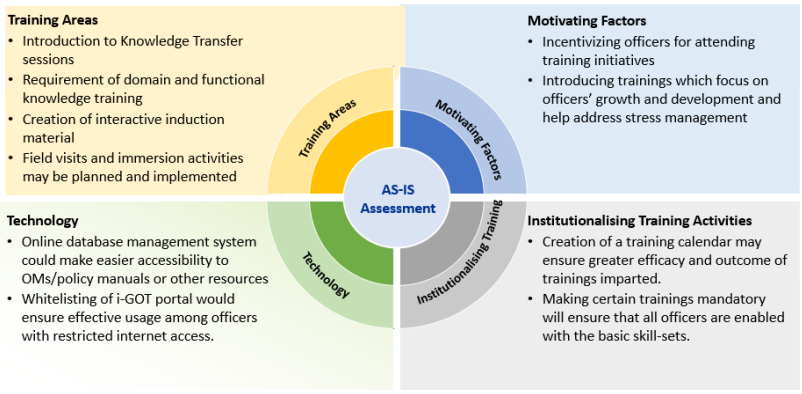
The Department of Defence is one of the five departments under the Ministry of Defence. It primarily deals with capital acquisition of defence equipment, defence-related policy matters, defence cooperation with foreign countries, and coordination of all defence-related activities.

There are several wings under the DoD and each wing is headed by a Joint Secretary. The wings have a designated set of responsibilities divided under various Divisions headed by DS/Directors, Branches headed by Under Secretaries and sections. Each section has Section Officers (SO) who with the help of Assistant Section Officers (ASO) perform day-to-day tasks and activities of the section. The Director, Under Secretary, Deputy Secretary and Officers on Special Duty (OSDs) are responsible for coordinating with multiple sections and reviewing the files forwarded from each section. The MoD also consists of a Finance Division and a Directorate of Public Relations.

Training and Capacity Building

The Department of Personnel and Training (DOPT) sponsors several training programmes on a variety of subjects for different categories of Central and State Government employees.[1] The Department of Defence's (DoD's) website also has a training tab under the 'Employee Corner' which lists different kinds of training organised by various institutions. Usually, officers are nominated to attend these trainings. Some officers also have access to different cadre-based training which are scheduled on a periodic basis. The Section officers and Assistant Section Officers receive training facilitated by the Institute of Secretariat Training and Management (ISTM) before being deployed into different Ministries.

In addition to having a structured training and capacity-building system in place, the DoD may augment its training initiatives by addressing a few points as have been highlighted in the figure.



[1] https://dopt.gov.in/about-us/functions/roles-responsibilities-0

C. Macro picture of Capacity Need Analysis (CNA) exercise

The Capacity Needs Analysis exercise has been undertaken to identify and assess the knowledge and skills required by all officers under DoD. It involved evaluating the required competencies within the department which if addressed, would result in higher effectiveness and performance of personnel under the Department of Defence. In this context, three key dimensions of knowledge are being considered: domain, functional, and behavioural competencies. The CNA analysis for DoD was conducted at a department level, hierarchical role level and individual level for personnel working under different wings of DoD.

In terms of domain knowledge, a course on **Effective Policy Formulation and Implementation** for DoD officials has emerged as one of the top courses required by all officers across the Department. Officers have also expressed their need for courses on dealing with **legal matters, especially the handling of court cases** ((including M/o Law & Justice instructions on the hiring of Govt. counsels, processing of their bills), managing LIMBS – Legal Information Management and Briefing System Software, preparation of para wise replies and working on CAT- Central Administrative Tribunals (Acts, Rules & Orders). In terms of functional competencies, DoD officers have suggested training courses on the **Right to Information Act of 2005** and a training module on **Office Procedures** along with courses on **Noting and Drafting** and **Parliamentary Procedures**. In terms of behavioural competencies, DoD officers have highlighted **Risk Management** and **Change Orientation** as the top two behavioural competencies required at a Department level.

An analysis of the data collected from the Department of Defence (DoD) has revealed a discernible trend when examined at the Department, role, and individual levels. The findings indicate that proficiency in **Effective Policy Formulation and Implementation**, as well as **Knowledge of the Ministry, departments, and associated organizations (MDO),** are pivotal competencies across all hierarchical levels. Furthermore, due to DoD's involvement in acquisitions, competencies such as familiarity with the **Defence Acquisition Procedure**, **Contract Management**, and **Defence Procurement Manual** have emerged as top priorities required at various role levels. Moreover, given DoD's administrative role for the **Army, Navy, and Air Force**, a comprehensive understanding of their **respective policies and acts** has surfaced as a key requirement.

In terms of functional skills, expertise in utilizing **MS Office tools** and a sound understanding of the **Right to Information Act, 2005** have emerged as essential proficiencies for the Department. Thus, it is recommended to develop targeted and concise training modules to address these specific skill areas. Given DoD's extensive administrative functions, competencies related to **Noting and drafting**, and proficiency in **Parliamentary Procedures** have also emerged as significant requirements, particularly for middle and junior management roles. Additionally, behavioural competencies such as **Change Orientation**, **Emotional Intelligence**, and **Effective Communication** have been identified as critical factors for success within the Department. It is imperative to prioritize these competencies in training and development initiatives.

At higher levels (e.g., Joint Secretary, Director, etc.), there is a requirement for officers to be competent with **different policies** under the Ministry of Defence (MoD) that may impact the overall delivery of critical projects at the implementation stage. Competency needs at the SO / ASO levels are largely **administrative**, involving considerable desk work. It thus requires them to be proficient with the MS Office suite and other noting and drafting skills. Also, based on a specific role and job description, the intensity of training would vary from basic to advanced, depending on the criticality of a particular competency area in effectively discharging duties under a role/designation.

D. Annual Capacity Building plan

The Annual Capacity Building Plan (ACBP) is a strategic document that outlines key strategic areas that require intervention within the Ministry, Department, Organisation (MDO) and provides a macro picture of year-wise capacity-building initiatives that would cater to those areas. The ACBP is incremental, identifying focus areas (in which the competency of the MDO – its officials, resources etc. needs to be built) that demand attention. After the identification of the focus areas, each of these areas was mapped to different training institutes which would then deliver training modules on them. This training plan was developed into a full-fledged annual training calendar plan. The plan followed a structured process of preparation as it involved working in tandem with all divisions within the MDO.

Figure 1: The process of Annual Capacity Building Plan (ACBP)

The ACBP preparation for the Department of Defence (DoD) began in December 2022 with a kick-off meeting held under the Chairpersonship of the Special Secretary of the Department of Defence on 21st December 2022. This meeting was subsequently followed by other follow-up meetings/ Focused Group Discussions (FGDs) with various other officers/staff of the Department.

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 Department. The same aimed to capture data points that would enable building up a baseline for training and capacity-building interventions at an institutional level. Roles and responsibilities of various wings of the Department along with the existing capacity-building interventions at a departmental level were studied. FGDs were carried out through in-person meetings and consultative workshops, spanning various levels of hierarchy within the organization. The workshops conducted were targeted to gauge the nature of demand on specific areas of competency and training needs that were directly fed into a detailed matrix outlining the major roles and activities being performed across functions.

As a part of the next steps, for every unique role under the Department of Defence (DoD), the competency needs will be grouped under one of the three buckets as discussed below:

- **Domain**: Knowledge and expertise related to the sector, division, and respective focus areas in terms of the Department of Defence
- **Functional**: Cross-cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological know-how and other such broad areas of expertise
- **Behavioural**: About the learning and implementation of soft skills and cultivating certain attitudes

Based on the understanding of the nature of roles and activities at each level, specific areas of competencies were mapped to each role. These competencies were evaluated through primary interaction with these individuals and consultation with higher officials to identify competency gaps. Based on these competency gaps, basic and advanced levels of training interventions were identified and marked out across the **Role-Activity-Competency-Training** (RACT) matrix. At an organizational level, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimization, personnel management, partnerships, and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc.

E. Quick Wins

Quick wins are immediate interventions that a department may undertake in a short period to create a larger impact. The interventions can be broadly categorized under Training and Non-training interventions. Training interventions are those interventions that can enhance the competencies and skillset of officials through regular training e.g., readily available training on iGOT while non-training interventions are those that can either create an impact through immersions/field visits or by improving the system and processes of the department. As a part of the quick wins exercise for Department of Defence, a pilot for the medical wing was conducted where training requirements across the wing were analysed and training calendars were prepared at all levels. Following this, an introductory call was set up with all training institutes of the Department and they were guided through the process of creating and uploading their training material on the i-GoT platform. As a result, 34 courses have already been uploaded on i-GoT. After the completion of the CNA exercise, multiple calls and coordinated efforts were taken with the training institutes to develop the remaining domain and functional training on iGoT. The institutes are due to prepare another 60 courses and upload them on i-GoT by December 2023. The institutes are still in the process of developing these courses, a list of which can be found in the Appendix section. Along with this, the formulation of the 'Know Your Ministry' module was worked upon in coordination with the CnK team. In terms of non-training interventions, certain interventions have been suggested in the report later which could be taken up by the department.

F. Conclusion

The Department of Defence is responsible for ensuring India's defence preparedness in terms of operations and policies. It is responsible for defence acquisition and serves as the administrative wing for the tri-services, the Border Road Organisation (BRO) and all defence estate-related matters. It is also responsible for maintaining defence cooperation with foreign countries. Given the complexity of the work, the vastness of the department and the extensive roles and responsibilities of the Department of Defence, an integrated and focused approach to training has been outlined in the training calendar. The calendar has been divided into four quarters and across each hierarchical level with specifications based on each wing/division. The process undertaken by CBC to prepare ACBP is a step in the right direction which will help increase the interest levels among officers to undergo training and eventually lead the training activities to be institutionalized. The introduction of i-GOT, an online learning platform, may also be a real game changer considering that the training would eventually shift from rule-based to role-based training and could be undertaken in a self-paced way.

However, the restricted access to the internet for many officers of the Department of Defence due to stringent security measures may remain a major concern for accessing the i-GOT platform. This needs to be well thought through and an alternate mechanism for accessing i-GOT needs to be devised to ensure continuity of training for all the officers of the department.

The final ACBP developed for the Department of Defence offers a macro picture of the year's capacity-building initiatives that would cater for augmenting the existing process. The Department has directed that the implementation of the ACBP will take place through a Capacity Building Unit (CBU) headed by the nominated Joint Secretary (of the Department). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

2. 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 7 per cent in CY23. 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 a 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 has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future-ready civil service that can deliver to larger social and economic mandates.

However, the prevailing civil services capacity-building landscape was marred by various challenges. The capacity programmes were largely cadre, service and Department driven leading to a silo-based approach disallowing consistent peer-to-peer learning across multiple services, thereby limiting the collaborative learning environment. There is a non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapse between them. The capacity-building landscape also lacked a data-driven, robust monitoring and evaluation framework to achieve improved outcomes, milestones, and 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 aims at a comprehensive reform of civil services capacity-building mechanism at individual, organizational and institutional levels for efficient public service delivery, capacity building and continuous learning for India's most vital civil servants. The program believes in the philosophy that a suitable government workforce requires a dynamic, competency-driven capacity-building approach, aligned to the demands of the rapidly changing world. Envisioned as one of the largest capacity-building initiatives for government organizations globally, the programme envisages training ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.

NPCSCB proposes to leverage technology to offer world-class learning to all civil service officials across different hierarchies and geographies. For a larger impact, the intervention aims to cover and address the capacity-building requirements of all the employees of government Ministries/Departments/Organizations. Mission Karmayogi aims to embark on a learning transformation programme that will address the capacity-building requirements of civil services through a comprehensive online platform – i-GOT Karmayogi. i-GOT Karmayogi aims to offer online, face-to-face and blending learning options while managing and maintaining an extensive record of civil servants. i-GOT is an online learning platform that has been developed under Mission Karmayogi to specifically cater to the capacity-building needs of the nation's administrators. 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 have already been made available on the i-GOT platform. Along with the i-GOT platform, Mission Karmayogi aspires to enable all officials to pursue anytime-anyplace-any-device learning at their convenience. The officials will have access to round-the-clock guidance by being able to refer to job-specific learning resources and collaborating with officials who have completed the training previously. This feature aims at enabling the officials to take charge of their professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.

The institutional arrangement for implementation and monitoring of the programme comprises the apex body, **Prime Minister's Public Human Resource Council** (PMHRC), Cabinet Secretariat Coordination Unit and **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 oversee the capacity-building plans, the Capacity Building Commission (CBC) will be playing a critical role with respect to facilitating the preparation of annual capacity-building plans.

Figure 2: Institutional arrangement of Mission Karmayogi

Under this highly aspirational initiative, CBC aims to facilitate the creation of **Annual Capacity Building Plans** (ACBPs) for all ministries, departments, and organizations of the Government of India to enhance competency and efficacy at all levels – individual, organizational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity-building initiative and hence oversees the planning and implementation of the Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable:

- A 21st-century civil service machinery that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service which is aligned with 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, enabling a transition from 'Rule-based' to 'Role-based' management framework
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content 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.

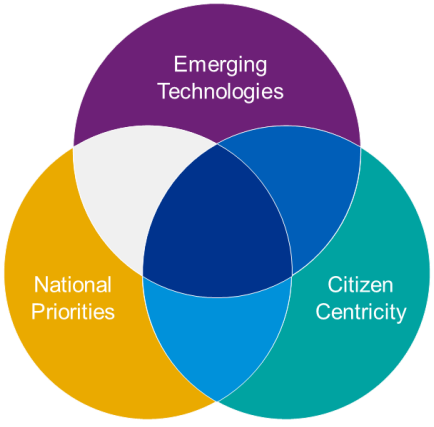


Figure 3: Three lenses of CBC interventions

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 three lenses. The same has 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 a USD 5 Trillion economy for India, Ease of Living etc. The vision, mission, goals, and objectives of the Department (DoD in this case) are studied to assess how these contribute to national priorities in coming times. Gaps, if found, 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 the MDO is operating. The ACBP will also gauge the capacity the MDO currently has and the need to have other 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 set of civil service officers who promote citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen-centric initiatives (if applicable) 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 an MDO, will be targeted by ACBP, and addressed using capacity-building interventions at the individual and organisational levels.

3. Approach and Methodology

This section describes the approach taken by the study to understand steps taken for the preparation of the Capacity Needs Analysis (CNA) report for the Department of Defence.

In the initial stage, the charter of duties/allocation of work document was collected from the Department to understand the work performed by each wing in the Department. Subsequently, discussions (including Focus Group Discussions) were conducted with Directors, Deputy Secretaries, OSDs, Under Secretaries, Section Officers, and Assistant Section Officers of various wings. The overall approach undertaken for the preparation of this study report is explained below.

The key steps as illustrated above are explained in detail in the table below:

Steps	Details	Phase
Step 1: Meeting with officials of the Department	• A kick-off meeting was conducted under the chairpersonship of the Special Secretary (Department of Defence – DoD). • An introduction to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP) was provided. • Details for the formats/tools to be followed for data collection were shared along with the identification of a nodal officer from the Department. • The current agenda which would focus on capacity building at – individual, organisational, and institutional levels was shared along with the critical facets encompassing the same.	As-Is Assessment
Step 2: Understanding the role and function of the Department	Following the meeting, the team conducted a thorough secondary review of the following areas: • Departments' mandate, roles, activities, policies, any recent developments/trends from Department's website, annual reports, portals etc. • The current organisational structure, important stakeholders of the Department including its various attached offices, boards and committees, and statutory and autonomous bodies under the Department. • Department's key programmes, priorities, future-plan, and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. • Sectoral training institutes falling under the Department engaged in training of civil servants.	As-Is Assessment
Step 3: Identification and mapping of officials/staff	• Mapping of officials/staff working at different hierarchical levels of the Department/wings i.e., Additional Secretary, Joint Secretary, Deputy Secretary, Director/DS, Under Secretary, Deputy Director, Section Officer, Assistant Section Officer etc. to select for Focus Group Discussions.	As-Is Assessment

Steps	Details	Phase
Step 4: Consultation with head/Joint Secretaries and other officials	• Focus Group Discussions were conducted with the Additional Secretary, Joint Secretaries and other staff/officials of the Department working at different hierarchical levels.	As-Is Assessment
Step 5: Comprehend roles and responsibilities of different wings/ positions of the Department	FGDs were done to understand: • The roles and responsibilities undertaken by each wing of the Department. • Understanding the Training needs and competencies required to deliver the various roles in the department • The current state of training/ capacity development/ challenges within the Department/wings. FGD workshops conducted with the officials also involved understanding the existing capacity-building initiatives being taken at the Department. • Any structured induction training to explain the department/ wing, employee's role and responsibilities, and expectations from them. • Types of training conducted, if any. • Frequency of the training. • Effectiveness of the training provided. Any encouragement/incentive structure provided by the Department for participating in capacity-building initiatives.	As-Is Assessment
Step 6: Identification of current capacity building practices and Capacity Needs Assessment (CNA)	Discussions with Joint Secretaries and Directors, and FGDs with Under Secretaries, Section Officers, and Assistant Section Officers were undertaken to understand the following aspects - • The competencies required to execute the key functions of the division/role • The competency gaps as per the experience of the head of the division or other Department officials • Current organizational practices and institutional mechanisms to address competency deficits and ongoing capacity building and training initiatives	Capacity Needs Analysis
Step 7: Identification of training providers and preparation of training plan to finalize ACBP	• The competency requirements of the officials identified as part of the CNA exercise were mapped to relevant training providers. The Department will collaborate with these training providers for the development and delivery of training courses to its officials. • An annual training plan for the delivery of such courses is prepared. Steps for identifying a particular institute, training course, mode of delivery, and duration are listed below: • Relevant courses from a variety of institutes and platforms based on their competency were identified. These include-	Preparation of ACBP

Steps	Details	Phase
	○ iGOT Karmayogi platform ○ Institutes associated with respective MDOs ○ Other government training institutes ○ Central and State Public Sector Undertakings ○ Indian universities (CBC is developing policies on onboarding & pricing) ○ Private sector organizations within and outside India (Udemy, Coursera, etc.) ○ Foreign universities (CBC is developing policies on onboarding & pricing • Once the pertinent courses were identified, assessment of their applicability to officials along with their potential usefulness was deliberated. • Further meetings were held with Department officials to determine whether officials prefer online, classroom, or a combination of both for course delivery. • Following mutual discussions with the Department CBU/institution, the frequency and duration of courses at specific role level was identified. Going ahead, a designated spokesperson will be appointed as a point of contact between CBU and the relevant institute.	

Table 1: Understanding Key Steps undertaken for Preparation of the Capacity Needs Analysis Report

4. Annual Training Plan

Operational Plan

This section presents a tentative annual training plan to address the competency requirements identified in the CNA exercise (Findings of the CNA exercise are explained in detail in the CNA report). It proposes the training interventions that the Department may undertake to address the different domain, functional and behavioural competency requirements identified in the CNA exercise. For each of the competencies required, a training intervention outlining the training provider(s)/institute (s), mode of delivery, training duration, target group, and quarter of training etc. is suggested. The approach is followed for all the domain, functional and behavioural competencies identified.

The Annual Capacity building calendar is a training calendar that will be available across each quarter for roles and divisions. All the competencies that are identified, have been mapped with different institutes by following a preference level as given below:

1. I-GoT Karmayogi platform
2. Institutes associated with respective MDOs
3. Other government training institutes
4. Central and State Public Sector Undertakings
5. Indian Universities (developing policies on onboarding & pricing)
6. Private sector organizations within and outside India (Udemy, Coursera, etc.)
7. Foreign universities (developing policies on onboarding & pricing

After the preparation of the courses by the designated training institutions, they will be uploaded on i-GoT for the delivery of the training to specific officers. A designated spokesperson will be appointed as a point of contact between CBU and the relevant institute. Following discussions with /department CBU/institution, the frequency and duration of courses will be identified at specific role levels and the calendar will be developed. After this calendar is finalized by the department, it will be renewed next year following the same process as before.

A. Training Plan

The Department of Defence recognizes the fact that Annual Capacity Building Plans are intended to be dynamic in nature. The current plan seeks to provide the right mix of domain, functional and behavioral courses and seeks to inculcate the practice of online learning for the target audience. As the pace of online learning is not expected to be the same for all individuals, the current Annual Capacity Building Plan (ACBP) has been created with the intent to encourage achievement and completion.

For those who may see to move at a faster pace there is a recommended additional list of courses placed in the second section of the ACBP plan. Certain additional courses are also being created both by the training institutions of the Department of Defence and by other participating organisations. A list of such courses expected to be made ready have also been placed in the "Upcoming Courses" section of this plan to keep an eye on the goal post. We hope that our Karmayogis enjoy this journey of capacity building.

The plan has been strategized into three specific sections. The first section, "Mandatory ACBP" which would be the implementable ACBP in the first two to three quarters of the upcoming year consists of a mix of mandatory courses of domain, functional and behavioral. These courses are comprehensive however they have been restricted to an extent so that officers get acclimatized to the idea of taking online courses on their own time.

The next section of the ACBP consists of a set of "Recommended Courses" for officers to go through administrative training modules like DAKSHTA, PRARAMBH and CSS Level courses are grouped modules for officers at different levels. Each of them consists of several training modules which ISTM/DoPT has grouped for a comprehensive training experience for an officer at that level. An officer may choose to omit courses from these grouped modules which might not be applicable to them. Alongside a few other recommended courses have been suggested like MS Office, Courses related to Public Policy, Financial management, Cybersecurity etc.

The last section of the ACBP, "Upcoming Courses" consists of courses which are yet to be prepared and uploaded on iGoT. This list provides direction to the Central Training Institutes (CTIs) for creating this content. It is expected that some of these courses will be available in the later quarters.

DoD Mandatory ACBP	DoD Recommended ACBP	DoD Upcoming Courses

Section 1: DoD Mandatory ACBP

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Domain	Defence Acquisition Procedure 2020 including Financial Management for Acquisition	Basics on Capital Procurement in Defence	54 min	National Academy Of Defence Financial Management Institute (NADFM)	All	Q2	All wings + Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Domain	Defence Procurement Manual	Basics of Revenue Procurement in Defence	3h 11min	National Academy Of Defence Financial Management Institute (NADFM)	All	Q2	All wings + Defence Finance
Domain	Defence Procurement Manual	Advanced Course on Revenue Procurement in Defence	4h 42min	National Academy Of Defence Financial Management Institute (NADFM)	All	Q2-Q3	Acquisitions + Defence Finance
Domain	Knowledge of financial and commercial aspects of procurement	International Commercial Terms (INCOTERMS)	27 min	National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US/DS	Q4	All wings + Defence Finance
Functional	Basic knowledge on Emerging Technologies for futuristic work	Introduction to Emerging Technologies	2h 20mins	Wadhwani Institute of Technology and Policy	All	Q1	All wings + Defence Finance
Domain	A module on acts and policies of cantonment board	Cantonments Act - 2006 - An overview	4 hours 23 mins	National Institute of Defence Estates Management (NIDEM)	ASO/SO/US	Q3-Q4	Land + Defence Finance (Works)
Functional	Environment awareness	Orientation Module on Mission LiFE	23 mins	i-GoT and Ministry of Environment, Forest, and Climate Change	All	Q1	All wings + Defence Finance
Functional	Knowledge of supply chain management	PM Gatishakti	2h 9mins	i-GoT and Department for Promotion of Industry and Internal Trade	All	Q1	All wings + Defence Finance
Behavioural	Conduct	Prevention of Sexual Harassment of Women at Workplace	52 mins	i-GoT and Institute of Secretariat	All	Q1	All wings + Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
				Training and Management (ISTM)			
Functional	Data-driven decision making	Data Driven Decision Making For Government	2h 30mins	i-GoT and Wadhwani Institute of Technology and Policy	US	Q1-Q2	All wings + Defence Finance
Domain	Financial management in Defence	Delegation of Financial Powers to Defence Services 2021	14 mins	i-GoT and Defence Headquarters Training Institute (DHTI)	ASO/SO/US/DS	Q2	All wings + Defence Finance
Functional	Procurement Processes in GeM	Payment process for Buyers (Government e-marketplace)	2h 7min	i-GoT and GEM	ASO/SO/US/DS	Q2-Q3	All wings + Defence Finance
Functional	GeM Usage	Government E Marketplace	1h 9min	i-GoT and GEM	ASO/SO/US/DS	Q2	All wings + Defence Finance
Functional	Gem Payments	Invoicing and payment Process	17min	i-GoT and GEM	ASO/SO/US/DS	Q2	All wings + Defence Finance
Domain	Knowledge and process for acquisition of Land for Defence Purposes	Acquisition of Land for Defence Purposes	2h 23min	i-GoT and National Institute of Defence Estates Management (NIDEM)	ASO/SO/US/DS	Q2-Q3	All wings + Defence Finance
Functional	Knowledge of Vigilance related activities	Vigilance: Natural Justice, Vigilance Clearance, विभाग में शिकायतें, Vigilance Angle	32 min	i-GoT and Defence Headquarters Training Institute (DHTI)	ASO/SO/US/DS	Q2	All wings + Defence Finance
Functional	Defence budget rules	Budgeting in Defence	52 min	i-GoT and National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US/DS	Q2	All wings + Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Functional	Financial management in Defence	General Financial Rules	52 mins	National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US/DS	Q2	All wings + Defence Finance
Functional	Audit management	Risk Based Internal Audit	43m	iGoT and National Institute of Communication Finance	ASO/SO/US/DS	Q2	Defence Finance
Functional	Audit management	Internal Audit in Defence	1h 11min	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US/DS	Q2	Defence Finance
Functional	Financial handling	Accrual Accounting	47m	iGoT and National Institute of Communication Finance	ASO/SO/US/DS	Q2	Defence Finance
Functional	Financial handling	GST Applicability on Government Related Activities	39m	iGoT and National Institute of Communication Finance	ASO/SO/US/DS	Q2	Acquisitions + Defence Finance
Functional	Financial handling	A Course on TDS Under GST Act	54m	iGoT and National Institute of Communication Finance	ASO/SO/US/DS	Q2	Acquisitions + Defence Finance
Functional	Financial handling	Understanding the Format of Financial Statements	1h 13m	iGoT and National Institute of Communication Finance	ASO/SO/US	Q2	Defence Finance
Functional	Financial handling	Bank Guarantees and their Encashment	33min	iGoT and National Institute of Communication Finance	ASO/SO/US	Q2	Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Behavioural	Gender awareness	Gender Equality and Development – Overview	1h 58min	i-GoT and World Bank	All	Q2	All wings + Defence Finance
Functional	Knowledge of emerging technologies	Introduction to Leveraging AI and Chat GPT	25 min	i-GoT and Invest India	DS/Dir/JS	Q2	All wings + Defence Finance
Functional	Knowledge of preventive vigilance	Training on Preventive Vigilance Administration	1h 33m	Preventive Vigilance: Ministry Of Steel	ASO/SO/US	Q2	Vigilance
Functional	Financial handling	Understanding Financial Position of an organization	43 mins	iGoT	ASO/SO/US	Q2	Defence Finance
Functional	Financial handling	Forensic Analysis	50 mins	National Stock Exchange Academy	ASO/SO/US/DS	Q3	All wings + Defence Finance
Functional	Procurement activities	Procurement of Works	1h 9m	iGoT and Department of Expenditure	ASO/SO/US	Q3	Defence Finance
Functional	Procurement activities	Public Procurement of Goods	1h 7m	iGoT and Department of Expenditure	ASO/SO/US	Q3	Defence Finance
Functional	Procurement activities	Procurement Services (Consultancy / Non-Consultancy)	2h 8m	iGoT and Department of Expenditure	ASO/SO/US	Q3	Defence Finance
Functional	Procurement activities	Public Procurement Framework of GOI	1h 55m	iGoT and Department of Expenditure	ASO/SO/US	Q3	Defence Finance
Functional	Financial handling	Financial Effects of Penalties	22 min	iGoT and Institute of Secretariat Training and Management	ASO/SO/US	Q3	Defence Finance
Functional	Welfare activities	Understanding of Labour Law	46m	iGoT and National Institute of Communication Finance	ASO/SO/US	Q3	Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Functional	Financial handling	Payment Function and Booking of Expenditure	1h 22min	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US	Q4	All wings + Defence Finance
Behavioural	Self-awareness	Increasing your Emotional Quotient	1h 7mins	i-Got and Art of Living	All	Q1	All wings + Defence Finance
Behavioural	Relationship management	Managing Personal Relationships	41min	i-GoT and Art of Living	All	Q2	All wings + Defence Finance

Section 2: DoD Recommended ACBP

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Functional	Administrative functioning	DAKSHTA	16h 54min	i-GoT and Institute of Secretariat Training and Management (ISTM)	ASO/SO	Q1-Q4	All wings + Defence Finance
Functional	Administrative functioning	CSS Level B: Assistant Section Officer	46h 26m	i-GoT and Department of Personnel and Training DoPT	ASO/SO	Q1-Q4	All wings + Defence Finance
Functional	Administrative functioning	CSS Level E: Under Secretary	42h 49mins	i-GoT and Department of Personnel and Training DoPT	US	Q1-Q4	All wings + Defence Finance
Functional	Administrative functioning	CSS Level F: Deputy Secretary	35h 38mins	i-GoT and Department of Personnel and Training DoPT	DS/Dir	Q1-Q4	All wings + Defence Finance
Functional	Administrative functioning	Karmayogi Prarambh Module for newly appointed DS/Directors	14h	i-GoT and Institute of Secretariat Training & Management (ISTM)	DS/Dir	Q1-Q4	All wings + Defence Finance
Functional	Policy formulation, implementation and analysis	Evidence in Public Policy	4h 48mins	i-GoT and Indian School of Business	All	Q1-Q2	All wings + Defence Finance
Functional	Policy formulation, implementation and analysis	Insights from Data for Policy	5 hours	i-GoT and Indian School of Business	All	Q1-Q3	All wings + Defence Finance
Behavioural	Communication skills	Effective Communication	5h 34mins	i-GoT and IIM Bangalore	All	Q1-Q4	All wings + Defence Finance
Behavioural	Self-management	Complete Journey to Stress Management	6h 8mins	i-Got and Art of Living	All	Q1-Q3	All wings + Defence Finance
Functional	Project management	Fundamentals of Program and Project Management	17h 15m	i-GoT and Quality Council of India	DS/Dir	Q1-Q4	All wings + Defence Finance
Functional	Change management and politics	People politics and Change	1h 30mins	i-GoT and World Bank	JS	Q1	All wings + Defence Finance

Competency Category	Competency Addressed	Name of Course / Training / Module/Intervention	Duration (Hours/Days)	Training Institute/ Partner Organization	Target Group of Participants/ Designation	Timeline	Wings
Functional	Parliamentary procedures	Parliament at Work	5h 41mins	i-GoT and Institute of Secretariat Training and Management	ASO/SO/US/DS	Q2-Q4	Parliament
Functional	Financial management in Defence	Delegation of Financial Powers (DFPR)	2 hrs	National Academy Of Defence Financial Management Institute (NADFM)	ASO/SO/US/DS	Q2	All wings + Defence Finance
Functional	MS Office - Excel, Word, PPT	Programme on IT Skills (as required)	21h 25m	i-GoT and Microsoft	ASO/SO/US/DS	Q1-Q4	All wings + Defence Finance
Functional	Self-motivation	Self-Leadership	1h 26min	i-GoT and Art of Living	All	Q2	All wings + Defence Finance
Functional	Knowledge of cyber security	Cyber Security Basics	2h 22min	i-GoT and Microsoft	DS/Dir/JS	Q2	All wings + Defence Finance
Functional	Knowledge of cyber security	Digital safety essentials	1h 15min	i-GoT and Microsoft	DS/Dir/JS	Q2	All wings + Defence Finance
Functional	Knowledge of climate change	Economics of Climate-Resilient Development	1h 21min	i-GoT and World Bank	DS/Dir/JS	Q2	All wings + Defence Finance
Functional	Administrative functioning	Karmayogi Prarambh Module for newly appointed JS	17h	i-GoT and Institute of Secretariat Training & Management (ISTM)	JS	Q1-Q4	All wings + Defence Finance

Section 3: DoD Upcoming ACBP

Courses to be prepared by National Academy of Defence Financial Management (NADFM)

No.	Course Name	Course Coverage	Course Duration
	Domain Competencies		
1.	Defence Acquisition Procedure 2020 including Financial Management for Acquisition	(i) A course titled "Basics on capital Procurement in Defence" having duration of 54 Mins. has been prepared & uploaded by the Academy is available on "iGoT' portal. (ii) Following are the course contents: - overview of DAP 2020; categories of capital acquisition; different process of capital acquisition in Defence viz. 'Buy', 'Buy and Make', 'Innovation'; AoN, RFP & TEC process.	N.A
		However, an advanced course on Capital Procurement/ Acquisition in Defence may be developed by the Academy. However, for covering the aspects related to financial management, necessary support for creation of course content from MoD is required, since the case files are processed at Service headquarters & MoD level,	1.5 to 2 Hrs.
2.	Procurement Manual in Defence (Revenue Procurement of Defence, DPM 2009)	(i) A course titled "Basics on Revenue Procurement in Defence" having duration of more than 3 Hrs. has been prepared & uploaded by the Academy is available on "iGoT' portal. (ii) Following are the course contents: - fundamental principles of procurement; e-publishing and e-procurement; content of bids and key provisions; procurement of services, methods of evaluation under consultancy services; Govt. e-Marketplace (GeM); procurement of works in Defence; AoN in procurement; Tendering process in Defence procurement; EAS in Defence procurement; Post contract management in Defence procurement.	N.A.
		(i) A course titled "Advanced course on revenue procurement in Defence" having duration of approx. 5 Hrs. has been prepared & uploaded by the Academy is available on "iGoT' portal. (ii) Following are the course contents: - introduction to DPM 2009; procurement objective & policies; sourcing & quality; tendering; approval process & conclusion of contract; different aspects of contract; procurements from foreign countries; evaluation of quotation & price reasonability; banking instruments.	N.A.
3.	Knowledge on taxes, customs and duties related with Defence procurements	A course titled "International Commercial Terms (INCOTERMS) having duration of 27 Mins has been prepared & uploaded by the Academy is available on "iGoT' portal.	N.A.

No.	Course Name	Course Coverage	Course Duration
		However, a separate course duly covering the different taxes viz. IT, GST, Customs etc. applicable to Defence procurements along with their accounting mechanism will be prepared by this Academy.	1 Hr.
4.	Policies and Processes relating to Indian Coast Guard including ceremonial awards, revenue procurement and audit matters	(i) Support from Coast Guard Headquarters is requested for content on these aspects. (ii) However, topics related to revenue procurement and audit will be prepared by the Academy.	1.5 to 2 Hrs.
5.	Rules regulations concerning budgetary process in defence	(i) A course titled "Budgeting in Defence" having duration of 52 Mins has been prepared & uploaded by the Academy is available on "iGoT' portal. (ii) Following are the course contents: - budget formulation; budget execution; analysis of Defence expenditure.	N.A.
6.	A course to understand revenue procurement which covers guidelines/ rules on IFA (Air Force) Manual.	(i) Basic as well as Advanced course on revenue procurement are already available on iGoT portal as elaborated above. The guiding principles are common to all service organizations viz. Army, Navy & AF. (ii) A course on IFA duly covering the roles and responsibilities of IFA will be prepared by the Academy.	1 Hr.
7.	A course to understand revenue procurement which covers guidelines/ rules on IAP-1501.	(i) Basic as well as Advanced course on revenue procurement are already available on iGoT portal as elaborated above. The guiding principles are common to all service organizations viz. Army, Navy & AF. (ii) IAP-1501 deals with the provisioning of equipment in IAF and are closely associated with the functioning of IAF Units/Formations. As such, Air Headquarter will be the most appropriate authority to prepare the course content related to IAP-1501.	N.A.
8.	Functioning of PCDA & IFA system in IAF & other defence services.	(i) A course on the Organization, Structure & Functions of Defence Accounts Department will be prepared where in the functioning of PCDA/CDA will be covered. (ii) A course on IFA system will be prepared, as elaborated against sl. No. 6 above.	1 Hr.
	Functional Competencies		
9.	Handling of Audit Paras	(i) Audit Para is being handled by the Service Headquarters & MoD.	N.A.

No.	Course Name	Course Coverage	Course Duration
		(ii) This Academy will be able to create the subject course, based on the availability of course contents from MoD/Service Headquarters.	
10.	General Financial Rules (GFR)	(i) One course titled "GFR-2017" having duration of 1 hr. 43 Mins, hosted by the Academy on iGoT portal has moved to "Inactive Stage" from "Live Stage" owing to technical glitch. (ii) However, the Academy is in process to create/upload the course afresh.	1.5 to 2 Hr.
11.	Delegation of Financial Powers (DFPR)	The Academy will be able to create the subject course. Following will be the course contents: - Basic concepts on DFPR 1978; brief history on delegation of financial powers in Defence; overview on DFPDS 2021.	1 to 1.5 Hr.
12.	Auditing of Cost Estimates	Academy will endeavor to create the subject course with the assistance expert agency.	1 to 1.5 Hr.
13.	DIPAM guidelines, DPE guidelines and general understanding of Money market terms	Academy will endeavor to create the subject course with the assistance expert agency.	1 to 1.5 Hr.
14.	Module on Financial Management	(i) A course titled "Orientation Course in Defence Finance for Higher Management" having duration of 1 Hr. 45 Mins., hosted by the Academy is available on iGoT portal. The subject topic has amply been covered in the above noted course.	N.A.

Courses to be prepared by Defence Headquarters Training Institute (DHTI)

No.	Course Name	Course Coverage	Course Duration
	Domain Competencies		
1.	Knowledge of organisational structure / basic operations of Armed Forces	• Organisational structure of Armed Forces viz. Army, Navy and Air Force • Basic operations of Armed Forces	60 min
2.	General Orientation of working of SHQs	• Organisational structure of Service HQs • Functioning and Role of Service HQs	60 min
3.	Manual for procurement of Goods and Consultancy Services (MoF)	• Modes of procurement and bidding system • Preparation of bid documents, publication, receipt and opening of bids • Forms of securities, payment terms, and price variation • Evaluation of bids and award of contract	90 min

No.	Course Name	Course Coverage	Course Duration
		• Rate contract and other procurement with special feature	
4.	Policies relating to Army/Navy/Air Force/Medical Nursing Staff (MNS)/Director General of Dental Services (DGDS)	• Policies related to MNS • Policies related to DGDS	60 min
5.	Knowledge of organisational structure/basic operations of Armed Forces Medical Services (AFMS)	• Organisational structure of Armed Forces Medical Services (AFMS) • Basic operations of Armed Forces Medical Services (AFMS)	30 min
6.	Invalidment appeals on medical grounds under the medical board	• Processing of Invalidment appeals on medical grounds under the medical board	30 min
7.	Regularisation of losses	• Procedure for regularisation of Govt. losses	30 mins
8.	Peace and war establishment rules of AFMS officers	• Peace establishment rules for AFMS officers • War establishment rules for AFMS officers	60 mins
9.	Work allocation under DGAFMS and communication procedures between AFMS hospitals and DGAFMS officers	• Work allocation under DGAFMS • Communication procedure between AFMS hospitals and DGAFMS office	30 mins
10.	Handling of classified files (top secret, secret, etc.) physically and online, and documents	• Types of classified documents • Procedure of handling classified documents (offline) • Procedure of handling classified documents (online)	40 mins
11.	Module on policies relating to entitlement, allotment, retention, addition, and altercation of Defence Pool Accommodation for various cadres	• Policies on entitlement, allotment, retention of Defence Pool Accommodation • Policies on addition and altercation of Defence Pool Accommodation	60 min
12.	Training on policy of MoD Accommodation Rules, 1991	• MoD Accommodation Rules 1991	30 min
13.	Policies regarding hiring/de-hiring of	• Policies on hiring/de-hiring of buildings for Defence purpose	30 min

No.	Course Name	Course Coverage	Course Duration
	buildings for Defence purpose		
	Functional Competencies		
14.	Preparation of Statement of Cases (SOCs)	• Salient points for preparation of Statement of Cases (SOC) • Format of SOC	30 min
15.	Contract Management and Contract Laws / Indian Contract Act / Arbitration	• Contract Management • Contract Law • Indian Contract Law • Arbitration	60 min
16.	Framing of Contracts	• General principles of contract • Framing of contract • Operation of option clause	60 min
17.	A course covering the process of handling compassionate appointment, reservation, recruitment rules, deputation, and disciplinary proceedings	• Compassionate appointments • Reservation in service • Recruitment rules • Policy on deputation • Disciplinary proceedings	120 min
18.	Promotion Rules	• Policy on promotion • Conducting DPC	60 min
19.	The Government of India (Allocation of Business and Transaction of Business Rules, 1961)	• GOI (Allocation of Business) Rules, 1961 • GOI (Transaction of Business) Rules, 1961	60 min
20.	Training on RFP preparation and other bid documents	• Preparation of RFP • Issue of RFP • Preparation of bid documents	60 min

Courses to be prepared by National Institute of Defence Estates Management (NIDEM)

No.	Course Name	Course Coverage	Course Duration
	Domain Competencies		
1.	Rules/instructions on Policy matters of defence land	All policies related to transfer lease, old grant /trees/ infrastructures of defence land.	90 mins
2.	Policy on SMART City program of MoHUA, GoI	Details of the policies and its applicability on Smart Cantt.	40 mins

No.	Course Name	Course Coverage	Course Duration
3.	Land survey - emerging technologies (Drone, Satellite imagery, etc.)	Latest technology on Survey of Land	40 mins
4.	Land Administration with respect to Land protection, State wise rules/process for mutation, disposal, Land records management and implementation technologies	PPE Act/ Policies of mutation of lease/Old grants on defence land	40 mins
5.	Best practices in Defence Land Management (India and Abroad) with respect to land protection, removal of encroachments, optimisation, and monetisation	Best practices (Case Studies)	30 mins
6.	Policies relating to Land acquisition, hiring of land/removable property	All policies relating to the Land Acquisition, Hiring of Land/Building	30 mins
7.	A module on acts and policies of cantonment board	Important aspects of Cantt Act, CBAR, CBER	120 mins
	Functional Competencies		
8.	Training on Legal Matters, Handling Court Cases	Procedures of litigation	40 mins
9.	Drafting of Charge Sheets (Vigilance)	Important aspects and Case Studies	30 mins
10.	Handling of Complaints including PIDPI Complaints	Important aspects and Case Studies	20 mins
11.	A course on research of old records/online research	This would cover the ways to trace out old records/Archives etc.	30 mins
12.	Solid waste management - best practices	Case Studies of Smart Cantonments	25 mins

No.	Course Name	Course Coverage	Course Duration
13.	Sustainable urban development, Green building	Use & Advantages & Case Study	15-20 min
14.	Renewable energy	Use & Advantages & Case Study	15-20 min
15.	Water supply and Liquid Management - best practices	Use & Advantages & Case Study	15-20 min

Note – The course details such as – course name, coverage, duration etc. have been listed as shared by the respective training institutes

5. Non-training Initiatives

A. Individual Capacity Building Interventions

A.1 Immersion Programme

The Department of Defence (DoD) based on the recommendation by the Capacity Building Commission (CBC), proposes to establish an 'Immersion Programme' to allow officers of the Department to visit different MDOs/ancillary organisations of the Department of Defence to learn about their hierarchy, roles, functions and gather more knowledge on the implementation of different policies and schemes at the ground level. These immersion visits could also facilitate sharing of best practices. The duration of this immersive programme is expected to be for one week every six months and will remain subject to revision depending on inputs received.

The key objectives of the 'Immersion Programme' are:

- To provide exposure to the organisation structures, and functions of DoD's ancillary organisations and to develop connections for facilitating greater efficiency in daily work.
- To understand the on-ground issues or challenges faced by field officers and to use that learning for better policy-related decisions.
- To enable officers to better understand and appreciate the impact and implications of government policies on the areas where policies might be needed.
- To create a network between intersecting MDOs to share and learn from each other and not work in silos.
- To enable exposure to world-class facilities, learn and share best practices and allow for an exchange of ideas/processes/practices between MDOs in similar areas of work.

a. Learning opportunities:

The immersion programme will provide officers with the opportunity to understand on-ground issues related to their area of expertise/ priority areas and key challenges in operating a world-class facility. Through this programme, the participating officers will understand certain aspects like:

- The different ways **MDOs operate** and deal with changing business, technology, and operating environment
- To familiarize oneself with the **entire value chain** of the different processes and the work of **ancillary organisations** of DoD who manages parts of these operations
- Learn about the different ways the implementation of any scheme might face challenges and create bottlenecks in the system

b. Planning for the Immersion visit:

Along with planning for logistical and operational details, immersion visits also need to plan towards creating a particular learning experience for selected officers.

- Each immersion visit needs to be connected to certain learning outcomes as applicable to the officers selected for the immersion exercise
- These learning outcomes need to be communicated with officers before the visit

- The officers may be asked to make a list of questions that they'd be able to address during the immersion visit to drive their learning
- Feedback may be collected at the end of every immersion visit for the planning committee to learn and implement viable suggestions

c. Expected output:

On completion of the programme, the officer(s) may be required to debrief and share knowledge gained in the Immersion Programme in debriefing session with peers, junior and senior officers as deemed desirable by Department.

Officers who complete the programme will be required to make a short presentation covering the following aspects:

- Areas of their current work and impact on it post the immersion visit
- Key learnings from the visit.
- Application of the knowledge gained during the immersion programme to tasks in the Department in the future.

Suggested Immersion Exercises

A certain number of immersion exercises have been discussed with the department. This is a list of immersion programmes DoD officers may explore based on the work allocated to them:

i. DoD Acquisition Wing suggested visiting Army/ Navy/Air Force establishments to understand the organization structure and their requirement for different items and equipment, their functioning and on-ground challenges.
ii. DoD Acquisition Wing visits the Factory/manufacturing units of the equipment to be procured to better understand the complexities of the items/equipment and the constraints in developing/ manufacturing them.
iii. Common suggestions across wings have been for visiting related Departments/Units of MoD to understand the functioning and for better administrative support to them.
iv. DoD Works suggested visits to MES Stations to learn about the field operations being performed by the MES.
v. DoD Planning suggested a periodic visit to MP-IDSA (Institute for Defence Studies and Analysis) to learn better about the working and management of the Institution.
vi. Common suggestions across wings have been for periodic meets between individual groups (Joint Secretary/Directors/Undersecretaries/SO/ASO) to share knowledge, strategies, and best practice for work
vii. Common suggestions across wings have been for peer learning opportunities between different wings of the Department of Defence

A.2 Preparation of an Induction Module for New Joiners

Interactions with various officers of DoD suggested that officers might benefit a lot if they are introduced to a short module on the functioning of associated formations/organisations that they work with as well as to a compendium on different policies and acts when they join the department. This might help them quickly adapt to their daily work:

a. **Know Your Ministry:** To ease bottlenecks and increase efficiency, a customized module called "Know Your Ministry/Department/Division" have been conceptualized. This will help officers understand the entire ministry, department and associated organisations and the part that they play in facilitating the national priorities of the ministry.
The process for developing this module has already begun. The department is currently working on developing an induction module through a third party empanelled by CBC to understand the roles, responsibilities and duties of a particular division and its interlinkage with other divisions. The Department's linkage with other MDOs in similar sectors will also be covered in this module. This module will be useful for any new official recruited in the department and the case of transfers.

b. **A compendium of major policies/OMs required for officers in DoD based on their wings:** Each Ministry/Department needs to access certain policies/OMs for their day-to-day functioning in the department. The development of a compendium of all these policies divided across wings may help a new joiner in getting familiarised with a basic set of domain knowledge in their early days. Later these policies/OMs could also be translated into digital modules which may be a part of officers' regular training program.

B. Organizational Capacity Building Interventions

Organisational Capacity Building initiatives refer to the process of building 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.

B.1 Technology and Data

This dimension deals with the technology solutions employed by the department to improve its functioning.

a. **Database management:** A data management system could be set up across wings to document a list of handling common cases as well as handling specific cases which officers encounter while processing different files. These could be updated monthly and may serve as a knowledge management system for officers to later look up precedence to specific cases handled by the department in the past. For setting up these processes a dedicated data management unit may be set up to handle data collection, analysis, and privacy as per industry-recognized quality standards which may enable the following:
   - Data entry only at the primary unit of activity as opposed to at different levels of administrative command
   - Develop a protocol to assess the quality of data collected
   - Procure or commission software that enables encryption of sensitive data

a. **Monitoring and Evaluation Dashboard:** A monitoring and evaluation dashboard within the department for managing different initiatives, schemes or programs could be set up. This would help the department track progress and access challenges in the implementation of these schemes across the country. It could also help the department track the performance of different states and share best practices. For setting this up the following needs to be developed:
   - Outcomes-based (results-based) monitoring and evaluation indicators for all programmes across the department
   - Output-Outcome Monitoring Framework (OOMF) & Results-Based Management System (RBMS)

b. **Learning Management System:** Learning Management systems are being set up for regular updation

of required competencies across the Ministry:

- **iGOT platform** under Mission Karmayogi is the **Learning Management System (LMS)** for all Government MDOs. DoD may use the platform as their LMS after navigating i-GOT on Defence Intranet.
- Different **training content – modules, knowledge briefs etc.** about DoD may be uploaded periodically on iGOT. Such content may emphasise covering aspects such as – the latest trends, R&D, investments, sector growth prospects, new technologies etc. of the defence industry. DoD officials (across different hierarchies) may consume these knowledge briefs over the LMS.

B.2 System and Processes

This dimension includes all the established systems and processes of the department to carry out its day-to-day functions. These include setting up Standard operating procedures (SOPs) and Knowledge Management systems in place.

a. **Knowledge generation and management:** Regular transfers of officers from one department to another could lead to a loss of knowledge that the officer had cultivated in the department. This can be managed through the following:
   - **Knowledge dissemination**: Monthly/quarterly newsletter for disseminating the latest information about the department or experience of handling specific cases along with the latest trends in the sector could be set up.
   - **Knowledge transfer**: Quarterly knowledge transfer sessions where officials can share their work experiences. These sessions could also be set up when one officer is transitioning out of their role and another officer joins in.

B.3 Personnel Management

This includes all the functions associated with managing human resources of the department such as performance appraisals, training and development, performance management, etc.

a. **Training Support (Learning and Development)**
   - A Capacity Building Unit (CBU) for leading the L&D function within the department
   - Hiring/appointing/bringing onboard subject matter experts

C. Quick Wins

Quick impact initiatives are those that can be implemented within a short span of time and operationalized soon, without requiring an enormous budget and planning. Basis the CNA exercise conducted with the Department officials; the following Quick Impact Initiatives were identified for the officials.

C.1 Under Training interventions:

- Implementing courses on General Financial Rules (GFR), Delegation of Financial Powers to Defence Services (DFPDS), and training on portals like (GeM, E-Samiksha, etc.) MS Office Suite training modules, etc. Online self-paced courses are already available on i-GOT and could easily be undertaken

- Implementing courses on functional aspects like noting and drafting, communication skills and interpersonal skills
- Implementing courses on behavioural competency areas like Stress Management, Motivation Building, Team Building, Leadership Skills, Emotional Intelligence and Conflict Management
- **Learning hour** – One hour a week may be fixed for learning in the Department with staff/officials facilitating the exchange of knowledge or undertaking some learning courses.
- A Phygital **DAKSHTA** course is being launched for Directors. It is currently under preparation by CBC. DoD may ensure the participation of its Director-level officials in the intervention.
- **Know Your Ministry / Know Your Department** – Induction training programmes may be provided to new joiners (even if transferred within the same Ministry/ Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each Division / Section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes can include – 'Know You Ministry' / 'Know Your Department' module.

C.2 Under Non- Training interventions

a. **Developing Induction module**: This induction module will cover how each division of DoD operates and its connection to other MDOs. This is currently being developed as part of the 'Know Your Ministry/Department/Division' module.

b. **Conducting Immersion programmes**: Immersion programmes allow officers to engage with various MDOs and private industries to understand how the defence value chain operates with changing business, technology, and operating environment. As a part of the quick win, one immersion exercise based on these identified options may be implemented by the department in the upcoming days.

Intervention 1
Visiting Army/ Navy/Air Force establishments by the DoD Acquisition Wing/other wings as required
Suggested Activities • Tour the different facilities of the Army/Navy/Airforce to learn about the different aspects of the military • Learn about the existing equipment and vehicles used by the Army/Navy/Airforce • Meet with military personnel to learn about experiences and ask questions about the military **Learning Objectives** • To understand the site's operations and capabilities • To develop an understanding of challenges faced by the military services and discuss technologies/solutions that could help them • To improve communication, collaboration and build better relationships between the Department of Defence and the military services • To identify opportunities for improvement in the acquisition process and develop new policies or procedures accordingly

Intervention 2
Visiting Factory/manufacturing units by the DoD Acquisition Wing/other wings if required
Suggested Activities • Meet with factory/manufacturing unit officials to discuss their capabilities and production process. This will help you to better understand their strengths and weaknesses. • Tour the factory/manufacturing unit. This will give you a first-hand look at their operations. • Conduct demonstrations of the products or services that you are interested in. This will help to show the factory/manufacturing unit what you have to offer. • Discuss potential partnerships. This is a great opportunity to explore ways to work together in the future. **Learning Objectives** • To develop an understanding of the factory/manufacturing units capabilities, production process and operations • To understand the challenges faced by factory/manufacturing unit's based on designs and requirements given to them • To develop improved relationships with factory/manufacturing unit officials

Intervention 3
Best Practices Meet
This meet can be held at all levels: Joint Secretary/Directors/Undersecretaries/SO/ASO to share knowledge and strategies.
Goals of the Meeting The goals of a best practices meet for the Department of Defence ministry officials are to: • Share knowledge and best practices • Identify areas for improvement • Develop strategies for improvement • Build internal relationships between officials A best practice meet for Department of Defence officials can be a valuable tool for improving the effectiveness of the department. By sharing knowledge and best practices, officials can identify areas of improvement and develop strategies for improvement. This can lead to increased efficiency and effectiveness, reduced time, improved morale, and increased readiness.

Intervention 4
Workshop between Acquisitions Wing of DoD, Department of Defence Production and DRDO
• The goal of the workshop would be to provide a forum for all departments working in the Defence Technology design, development, manufacturing, and acquisition process to share their knowledge and expertise. This would help to foster collaboration and innovation, and it would also help to ensure that India is at the forefront of scientific and technological development. • The workshop could cover a wide range of topics, including, Defence technology, Artificial intelligence, Robotics, Nanotechnology, Biotechnology, Energy research etc. along with sharing of operational and management best practices. • In terms of formats, there could be a series of lectures and presentations, Panel discussions, Networking events, Open-floor discussions with QNA sessions

6. Conclusion

In conclusion, the Capacity Needs Analysis of the Department of Defence (DoD) has provided valuable insights into the knowledge and skills required by officers to enhance their existing capacities. The analysis focused on three key dimensions: domain knowledge, functional skills, and behavioural skills, which were conducted at the department, hierarchical role, and individual levels. 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, communication, time management etc.

The Department of Defence is responsible for ensuring India's defence preparedness in terms of operations and policies. It is responsible for defence acquisition and serves as the administrative wing for the tri-services, the Border Road Organisation (BRO) and all defence estate-related matters. It is also responsible for maintaining defence cooperation with foreign countries. Given the complexity of the work, the vastness of the department and the extensive roles and responsibilities of the Department of Defence, an integrated and focused approach to training has been outlined in the training calendar.

A thorough capacity needs analysis across all hierarchical roles and wings of the Department of Defence has been conducted and validated further to ensure that all training required by officers is mapped. To fulfil the training needs, a list of institutions equipped to provide training in the identified competency areas was compiled, including government training institutes such as Central Training Institutes (CTIs), Regional Training Institutes (RTIs), Zonal Training Institutes (ZTIs), and other renowned educational institutes across the country. With the development of the i-GoT portal, online courses have been mandated to be prioritized. In-person training sessions may also be considered based on specific requirements. The calendar was prepared and divided into four quarters and across each hierarchical level with specifications based on each wing/division. The first quarter consists of functional and behavioural courses which are currently already on i-GoT. The second, third and fourth quarter consists of a mix of domain, functional and behavioural courses some of which are already available and some under development.

Considering the comprehensive analysis of competency needs at the department and individual role levels, it is also recommended to consider non-training interventions as part of the Annual Capacity Building Plan (ACBP) for DoD. These interventions may address both individual and organizational levels, focusing on areas such as stakeholder collaboration, long-term thinking, policy designing, and a strategic point-of-view for senior personnel. For Director/DD/US levels, the focus may be on swift policy implementation, cross-department and cross-ministry collaboration, and effective supervision of work allocated to SOs and ASOs. At the SO/ASO levels, administrative proficiency, particularly in the MS Office suite and noting and drafting skills, may be emphasized. To further enhance the effectiveness of the Capacity Needs Analysis immersion programmes may be implemented and evaluated for potential annualization. This iterative approach will ensure continuous improvement and alignment of the DoD personnel's competencies with the department's goals and objectives.

The implementation of the ACBP will be overseen by a Capacity Building Unit (CBU) under the guidance of the Capacity Building Committee (CBC), ensuring effective monitoring and evaluation throughout the implementation process.