



**CAPACITY
BUILDING
COMMISSION**

Annual Capacity Building Plan Process Manual



Shri Narendra Modi
Hon'ble Prime Minister

Phase 1: (Week 1-3)

Deliverable for Phase 1:

- Assessment of capacity needs at the individual and organizational levels

Step 0: Create a Capacity Building Unit within the M/D/O to lead and own the process of creation of ACBP

See Annexure 1: Sample CBU order (best practice to engage related government training institute as a member)

Step 1: Focused Group Discussions

Initiate division-wise interactions with AS/JS and/or Head of Divisions with key staff members of each division to identify goals of capacity building through three lenses:

- (i) National Priorities – How does the M/D/O contribute to these and what are critical capacity gaps that need to be addressed?
- (ii) Citizen Centricity – How can the M/D/O be more citizen centric / stakeholder centric and/or improve its public service delivery?
- (iii) Emerging Technologies – Which technology trends does the M/D/O need capacity building on to appreciate the challenges and opportunities new technologies offer?

Step 2: Create Capacity Needs Assessment (CNA) for the M/D/O and roll it out

See Annexure 2: Sample CNA survey questionnaire

Conduct one-on-one interviews with key officials for finalization of CNA survey questionnaire (content, logic, and flow)

Roll out CNA survey questionnaire (preferably online)

Follow up with respondents to ensure timely response to the CNA questionnaire

Step 3: Analysis and validation of the CNA findings

Analyze the CNA findings across designations and divisions

Validate findings by respective division heads

Phase 2: Week (3-6)

Deliverable for Phase 2:

- Prepare designation wise training calendar
- Roadmap for implementation of organization wide interventions

Step 4: Interventions to address capacity needs

Create a list of interventions (both training and non-training) to bridge capacity needs

Identify division head's priority training interventions

Engage M/D/O's training institute(s) wherever possible; identify relevant training partners as required

Prioritization of organizational interventions based on impact and feasibility

Step 5: Sign-off from Secretary / Head of Organization

Share findings of capacity needs analysis and proposed interventions to Secretary / Head of Organization

Lock in quick-win training and non-training interventions

Step 6: Monitoring & Evaluation

Track progress of training interventions by monitoring implementation of training calendar (iGOT data may be monitored for online trainings)

Track progress of non-training / organizational wide interventions as identified in the roadmap

Evaluate learning effectiveness through pre / post training assessments, feedback from superiors on performance, third party evaluation

Annexure 1: CBU Order

A-11019/02/2020-Ad.I
Government of India
Ministry of Finance
Department of Expenditure

North Block, New Delhi
Dated the 9 December, 2021

OFFICE MEMORANDUM

Sub: Creation of Capacity Building Unit in the Department of Expenditure -
reg.

The undersigned is directed to state that the competent authority has decided to create a Capacity Building Unit (CBU) in the Department of Expenditure as a nodal unit for all the necessary actions regarding Capacity Building for this Department.

2. The following officers have been nominated to be a part of the aforementioned Capacity Building Unit (CBU) in the Department of Expenditure:

1. JS (E.Coord.), D/o Expenditure.
2. Director (Admin.), D/o Expenditure.
3. Director (INGAF)
4. Director (AJNIFM) or a representative of Director(AJNIFM)
5. US (Ad.II), D/o Expenditure.



(K. J. Bhatt)

Under Secretary to the Government of India
Tel.: 23095722

To,

1. All the above mentioned Officers.
2. PSO to Finance Secretary & Secretary(Exp.)/ PPS to SS(Exp.)/ PSO to AS(Pers.)/ PPS to AS & FA/ PPS to AS(PFC.II)/ PPS to JS PF(S)/ PS to JS(E.Coord).
3. PPS to Director (Admin.)/ Steno to US (Ad.II).
4. Guard File - 2021.



Annexure 2: CNA Survey Questionnaire

Capacity Needs Analysis (Individual)

This form intends to (i) understand your current role and (ii) your learning & development needs. This will assist us in creation of a customized training calendar for you. Please note the exercise is self-declaratory and will not include any assessments.

1.Designation

Select your answer

2. Division

Select your answer

3.Brief description of your current role, how the role has changed in the recent past, and what changes in your current role are foreseeable

For example: My current role as a Program Manager at Capacity Building Commission involves people, process, and resource management of capacity building for 43 departments of Gol, strengthening strategic multilateral organization partnerships, and senior Gol stakeholder management.

In recent past, my role entailed designing of learning & development frameworks; authoring approach papers, and concept notes; conducting capacity needs assessments; identifying capacity gaps, and implementing non-training capacity building interventions.

In near future, my role is likely to include a lot more of monitoring & evaluation of capacity building interventions and creating institutional mechanisms for best practice capacity building

4.What domain competencies would enable you to effectively perform your role(s) within your specialized discipline or field. Domain competencies are generally applicable and relevant to the core work of your team.

For example: If you're an investment specialist focusing on the pharmaceutical sector, few key domain competencies would entail

- (i) Knowledge of pharmaceutical industry, market trends, and emerging technologies
- (ii) Ability to conduct analysis of investment landscape, identifying market gaps, growth areas
- (iii) Due diligence on potential pharmaceutical investment projects, assessing risks, financial viability
- (iv) Expertise in promoting healthcare public-private partnerships in alignment with government initiatives

5.What functional competencies would help you cater to the operational requirements of your role. These competencies are usually cross cutting across teams.

For example, for an Assistant Manager at Invest India, storytelling and research would be a functional competency. The ability to create effective PowerPoint decks is a complementary functional skill that enhances the effectiveness of the domain/sector content presented within the deck. These include:

- Digital Fluency
- Cabinet Note Writing
- Policy Monitoring and Impact Assessment
- Research and Analysis
- Feasibility & Risk Assessment
- CRM (Customer Relationship Management)
- Project Management
- Data Analysis
- Stakeholder Management
- Monitoring & Evaluation

Please refer to Karmayogi Competency Model created by Capacity Building Commission

6.Which behavioural competencies would allow you to perform at the next level in your role?

Behavioral competencies are a set of benchmarked behaviors displayed (or observed/ felt) by individuals that complement their domain expertise and functional skills, these include:

- Collaboration & De-siloization
- Conflict Management
- Lateral Thinking
- Influencing & Negotiation
- Personal Leadership & Self Awareness
- Client Centricity
- Executive Presence
- Presentation Skills

Please refer to Karmayogi Competency Model created by Capacity Building Commission

7.Any other comments that would aid your own and your peers' learning & development needs

1. Share challenges that limit learning culture or affect your personal effectiveness
2. Identify learning needs and/or propose learning interventions for your subordinates
3. Suggest books, conferences, TED talks, trainings that would benefit you and your team
4. Share constructive feedback w.r.t. your leadership and your peers that can improve team effectiveness

8. Have you completed any trainings on iGOT?

iGOT is Government of India's Learning Management System, carefully crafted and vetted content from best-in-class institutions, universities, private content providers and individual resources are made available as training modules here: <https://igotkarmayogi.gov.in>

9. Would you like completion of trainings to be linked with performance management?

Yes, No, Unsure

Capacity Needs Analysis (Organizational)

10. In which of the following areas do you feel there is scope for improvement to increase the effectiveness of the Department?

- A.) **Technology and Data** (E-office, digital tools reducing turnaround times, internet, PQSoft for parliamentary questions, ERP etc.)
- B.) **Systems and Processes** (Monitoring mechanisms of schemes, reporting dashboards, standard operating procedures (SOPs), Learning Management System, Knowledge Management system etc.)
- C.) **Resources and Assets** (Infrastructure, physical premises, budgets, libraries etc.)
- D.) **Partnerships and Relationships** (Collaboration with other ministries/departments, national/global organizations, citizen groups etc.)
- E.) **Personnel Management** (Performance appraisal, training and development, performance management, succession planning etc.)

11. In addition to trainings, what can be done at Organizational level to build your capability? (examples include Immersion Program/ Plant visits, Incentives, policy change to improve learning culture, creation of Induction videos)



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