ANNUAL CAPACITY BUILDING PLAN-
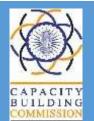
Bureau of Energy Efficiency

ACBP Report – May 2024
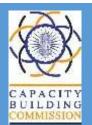
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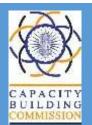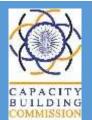
ABBREVIATIONS

Acronym	Full form
AgDSM	Agriculture Demand Side Management
AMAI	Alkali Manufacturers Association of India
APTEL	Appellate Tribunal for Electricity
ARAI	Automotive Research Association of India
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
BBMB	Bhakra Beas Management Board
BEE	Bureau of Energy Efficiency
BSNL	Bharat Sanchar Nigam Limited
BU	Billion units
CBC	Capacity Building Commission
CBP	Capacity Building Plan
CEA	Central Electricity Authority
CERC	Central Electricity Regulatory Commission
CIMFR	Central Institute of Mining and Fuel Research
CNA	Capacity Needs Assessment
CPCB	Central Pollution Control Board
CSE	Centre for Science and Environment
DC	Designated Consumer
DG	Director General
DoPT	Department of Personnel and Training
DPR	Detailed Project Report
DSM	Demand Side Management
EC	Energy Conservation
ECBC	Energy Conservation Building Code
EESL	Energy Efficiency Services Limited
ESCerts	Energy Savings Certificate
ET	Energy Transition
EV	Electric vehicles
FAI	Fertilizer Association of India
FEEP	Financing Energy Efficiency Programme
FI	Financial Institution

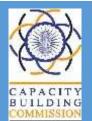| Acronym	Full form
GEF	Global Environment Facility
GIS	Geographical Information System
GW	Giga Watt
HRD	Human Resource Development
IEA	International Energy Agency
IIM	Indian Institute of Management
IIP	Indian Institute of Petroleum
IIPA	Indian Institute of Public Administration
IISWBM	Indian Institute of Social Welfare and Business Management
IIT	Indian Institute of Technology
IPDS	Integrated Power Development Scheme
IRP	Integrated Resource Planning
ISTM	Institute of Secretariat Training and Management
JNARDDC	Jawaharlal Nehru Aluminium Research Development and Design Centre
KJSIM	K.J. Somaiya Institute of Management Studies and Research
M&E	Monitoring and Evaluation
MANTRA	Man-Made Textiles Research Association
MITRA	Mega Integrated Textile Region and Apparel
MoP	Ministry of Power
MuDSM	Municipal Demand Side Management program
MW	Mega Watt
NAPCC	National Action Plan on Climate Change
NCCBM	National Council for Cement and Building Materials
NHPC	National Hydroelectric Power Corporation
NISE	National Institute of Solar Energy
NITRA	Northern India Textile Research Association
NIUA	National Institute for Urban Affairs
NMEEE	National Mission for Enhanced Energy Efficiency
NPCSCB	National Programme for Civil Services Capacity Building
NPTI	National Power Training Institute
NSB	NTPC School of Business
PAT	Perform Achieve and Trade Scheme
PFC	Power Finance Corporation

Acronym	Full form
PMHRC	Prime Minister's Public Human Resource Council
PSU	Public Sector Undertaking
PTC India Limited	Power Trading Corporation of India Limited
RDCIS	Research & Development Centre for Iron & Steel
RE	Renewable energy
S&L	Standards and Labelling
SAIL	Steel Authority of India Limited
SDA	State Designated Agency
SDG	Sustainable Development Goal
SEC	Specific Energy Consumption
SECF	State Energy Conservation Fund
SECI	Solar Energy Corporation of India
SITRA	South India Textile Research Association
SME	Small and Medium Enterprises
SPA	School of Planning and Architecture
SPJIMR	S.P. Jain Institute of Management and Research
TERI	The Energy and Resources Institute
UDD	Urban Development Department
ULB	Urban Local Bodies

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I. Executive Summary

Context

Mission Karmayogi is a comprehensive civil service capacity building program launched by the Government of India in September 2020. By focusing on competency-driven training and development, the program will equip civil servants with the skills and attributes they need to navigate the complexities of the future. The program 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. The Capacity Building Commission (CBC) has been set up to oversee the implementation of Mission Karmayogi. The CBC is responsible for developing and implementing Annual Capacity Building Plans (ACBPs) for all government ministries and departments. The ACBPs are designed to identify and address the specific training needs of civil servants at all levels. The program's commitment to digital advancement will also help to streamline operations and deliver world-class learning experiences. A special purpose vehicle has been established to manage the iGOT platform, a cutting-edge learning ecosystem designed to streamline operations and deliver world-class learning experiences.

Annual Capacity Building Plan (ACBP)

Bureau of Energy Efficiency (BEE) has developed an Annual Capacity Building Plan (ACBP) as part of Mission Karmayogi. The BEE's ACBP is a significant initiative that will help to transform the organization and its workforce. By focusing on competency-driven capacity building, the ACBP will equip BEE staff with the skills and attributes they need to meet the challenges and opportunities of the future. The ACBP is tailored to cater to the needs of the organization, aligning capacity-building efforts with the demands of the dynamic energy sector. The ACBP identifies key strategic and domain, functional and behavioral areas within BEE and outlines specific capacity building initiatives that need to be implemented to address the needs of each identified area.

Capacity Building Approach

The development of the ACBP began with an exercise to align the roles, and responsibilities of the various divisions with the overall vision of the organization. This was followed by meticulous data collection, using both individual and organizational questionnaires, to gain insights into the competency needs and proficiency levels of staff. The capacity building approach is comprehensive and is designed to equip its staff with the skills and knowledge they need to support the organization's vision of ensuring universal adoption of energy efficiency and reducing emission intensity across all sectors. The capacity building approach is guided by three key lenses:

- *National Priorities:* Ensuring that the organization's capacity building initiatives are aligned with the national priorities of energy efficiency plans, reducing emission intensity, strengthening energy labelling and standards

- *Emerging Technologies:* Commitment to leveraging emerging technologies to improve its energy efficiency initiatives to better serve citizens.

- *Citizen Centricity:* Placing citizens at the center of capacity building efforts, with a focus on engagement through awareness campaigns, training programs, consumer safety, and information dissemination.

Capacity Needs Assessment

The competency needs assessment identified specific needs in three categories for individual staff: domain, functional, and behavioral skills.

Domain Skills: Common domain skills identified across all Divisions are Major Acts, Laws, and Policies; energy fundamentals, energy planning, renewable energy, carbon markets, decarbonization, new technologies and international best practices, etc. In addition to these common domain skills, each wing has its own specific domain skills requirements.

- Energy efficiency in Building division identified skill enhancement in building energy management tools, design of energy efficient building, building energy code compliance, building energy simulation tools, etc.

- Demand Side Management (DSM) Division identified skill enhancement in DSM Program Design and Management, DSM Load research and review, energy efficiency in public buildings, municipal sector and facilities, application of ICTs in agriculture, etc.

- The transport division identified skill enhancement in Electric vehicle (EV) charging technology, biofuels in automobiles, green hydrogen, trends in transport systems and EV, Incentive Design for EV Charging Infrastructure etc.

- PAT (Perform, Achieve and Trade) division identified skill enhancement in heavy industry decarbonization and energy transition, global scenarios, trends and R&D in Carbon Market, regulatory competency related to RE policies, green industrial policies, etc.

- FEEP (Financing Energy Efficiency Programme) division identified skill enhancement in project finance fundamentals for infrastructure & energy, energy finance and economic analysis , sustainable finance, financing climate action, energy efficiency project grading and evaluation, green fiscal policy institutional mechanisms for green energy markets, carbon footprint, taxes, and emissions trading, etc.

- The SDA (State Designated Agency) division identified skill enhancement in energy efficiency project design and implementation, partnership development for energy efficiency, performance management and mainstreaming energy efficiency, statutory orders, rules, regulations and their enforcement, etc.

- Standards and Labelling (S&L) identified skill enhancement in trademark certificate procedure, drafting and reviewing appliance notifications, testing procedures for equipment, understanding Indian standards for energy and industry, etc.

- SME (Small and Medium enterprises) identified skill enhancement in cluster development methodologies, process orientation of different SME sectors/ products.

- International Cooperation Division identified skill enhancement in key climate agreements & role of governments & policymakers, multilateral environmental agreements, energy efficiency indicators, etc.

- The Finance and Accounts division identified skill enhancement in budget planning, financial management, strategic cost management, fund allocation & monitoring, etc.

- Administration and HR division identified skill enhancement in Human resource management, estate management, etc.

Functional Skills: The following were identified as key functional skills – noting, drafting, office procedures, advanced excel, MS word, energy and financial modelling; tendering and bid management; AI, ML, IoT applications in energy, cyber security, etc.

Behavioral Skills: The following were identified as key behavioral skills - effective communication and presentation skills, time management, inter-personal skills, office procedures, code of conduct for government employees, etc.

To strengthen the organizational and institutional capacity and promote efficiency, BEE needs to strengthen the following key capacity needs:

- *Technology and Data:* Need for integrated monitoring dashboard/database management tool for training database, record-keeping; standardized energy audit software; data analysis proficiency.

- *Systems and Processes:* Need for institutionalization of trainings, firm up policy for training, knowledge sharing sessions.

- *Resource and Asset Management:* Need to upgrade IT infrastructure, formulate a procurement division, and a systematic decision-making environment.

- *Partnerships and Relationships:* Need to encourage collaborative and shared learning, streamlining processes for coordination with external stakeholders, etc.

- *Personnel Management:* Need to recognize merit, implement clear performance standards, and encourage leadership to recognize and reward meritorious staff.

Training Plan

The training plan to strengthen the staff competencies across the three skill categories are as:

Training Course Identification: The courses have been carefully chosen through methods like gap analysis and stakeholder interviews, tailored to organizational needs, sustainability, industry relevance, and comprehensive coverage.

Training Interventions: To cater to varied learning preferences, varying options such as Digital Courses for quick, widespread knowledge; Phygital Courses combining online and physical elements, and Physical Courses for select topics have been suggested. Most of the courses are already available through key training partners and platforms like National Power Training Institute (NPTI), NTPC School of Business (NSB), Indian Institute of Public Administration (IIPA), and the iGOT Karmayogi e-learning platform.

Categorization by Levels: Courses have been strategically categorized into Level 1 (basic understanding), Level 2 (intermediate), and Level 3 (advanced/in-depth), based on content depth and interaction.

Flexible Timeline: The timeline for training interventions is tailored to employee needs and organizational priorities, ensuring structured knowledge and skill acquisition. A recommended training mode is self-learning through the byte-sized e-learning modules on iGOT.

Recommendations: A series of recommendations are proposed at various levels to enhance the organization's capacity at organization level such as:

- **Digital Training** - Functional & Behavioral, Specific Domain Courses accessible to all personnel through iGoT.

- **Energy audit tool** – Comprehensive tool for meeting the specific needs of BEE and stakeholders.

- **Integrated Monitoring Dashboard** - Database management tool for training database, record-keeping, and compliance reporting

- **In-house Software(s) for Project Monitoring** - In-house software development along with related technical expertise for project monitoring

- **Institutionalization of Trainings** - Linkage of trainings with career progression and promotion incentive.

- **Engage with private sector and industry** on a quarterly/ semi-annual basis to keep abreast of the latest technological advancements in the power and energy sector

- Invest in upgrading IT infrastructure

- **Procurement division** – Dedicated division that can handle the hiring of vendors/ consultants and also develop RFP's.

- **Promote peer learning** through structured knowledge sharing sessions

- **Recognize and reward participation in knowledge sharing activities** to foster a culture of learning and collaboration

In conclusion, by implementation of the recommended initiatives and training plan, BEE can strengthen its organizational working and enhance efficiency across the various divisions through the three lenses of National Priorities, Emerging Technologies, and Citizen Centricity.

II.   INTRODUCTION

Mission Karmayogi[1] also known as the National Programme for Civil Services Capacity Building (NPCSCB) was launched by the Union Cabinet in September 2020[2]. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The framework for implementation and monitoring of the program involves the Prime Minister's Public Human Resource Council (PMHRC) as the apex body. Under this body, the Cabinet Secretariat Coordination Unit monitors the implementation of NPCSCB, aligns stakeholders and provides mechanism for overseeing development of the capacity building plans. A Capacity Building Commission has been set up for functional supervision of training institutions and facilitating preparation of the annual capacity building plans (ACBPs). A special purpose vehicle is also set up for operating the digital assets created for NPCSCB on behalf of Government of India.

The figure below illustrates the structure of NPCSCB.

Figure 1: Details of Mission Karmayogi

The mandate of the Capacity Building Commission (CBC) is as shown below:

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[1] Mission Karmayogi, DoPT. Link- https://dopttrg.nic.in/igotmk/NPCSCB.html
[2] Press Information Bureau, GoI. link-https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1655663

Figure 2: Mandate of Capacity Building Commission

Guiding principles of Capacity Building plan are presented in the figure below:

Figure 3: Guiding Principles of Capacity Building Plan

GUIDING PRINCIPLES OF CAPACITY BUILDING PLAN

Three pillars of CBP

Individual	Organizational	Institutional
Domain Knowledge	Process Improvement	Capacity Building Units
Functional Skills	Knowledge Management	De-siloization
Behavioral Attributes	Resource Planning	Rules, Norms, Traditions

Capacity Building Unit (CBU)

In reference to Mission Karmayogi and in view of the Capacity Building Plan, Capacity Building Unit has been created in the BEE under the Chairmanship of Secretary (T&R). The composition of CBU broadly consists as the following structure in the table below.

Table 1: Composition of CBU

No.	Designation	Designation
1	Chairperson	Secretary
2	Vice-Chairperson	Nodal officer (Director/ Joint Director)
3	Convener	Manager (HR)
4	Members	Director/ Joint Director/ any other person appointed by the competent authority

A.   ORGANIZATIONAL OVERVIEW

This chapter describes the mandate, organization structure, roles and responsibilities and operational contexts for the Bureau of Energy Efficiency (BEE).

Organizational Background

BEE was established by Government of India on 1st March 2002 under the provisions of the Energy Conservation Act, 2001. The Energy Conservation Act provides for regulatory and promotional functions. BEE is responsible for developing policies, guidelines, and initiatives to enhance energy efficiency, as well as implementing programs to create awareness and capacity building among stakeholders.

Mandate

Co-ordinate with designated consumers, designated agencies and other organizations working in the field of energy conservation/ efficiency to recognize, identify and utilize the existing resources and infrastructure, in performing the functions assigned to it under the Energy Conservation (EC) Act, 2001.

Vision

Reducing energy intensity of the Indian economy

Mission

To develop policies and strategies with a thrust on self-regulation and market principles, within the overall framework of the EC Act, 2001 with the primary objective of reducing energy intensity of the Indian economy.

Objectives and Role

- Develop policies and programs for energy efficiency and conservation across a wide range of energy intensive sectors covering power distribution, municipalities, agriculture, buildings, electrical appliances, industries

- Plan, manage and implement the programs in co-ordination with a wide spectrum of stakeholders which includes Designated Agencies in each State, Power Distribution Companies, Municipal Corporations, Electrical appliance manufacturers, Property Developers and Architects, SME industries, etc.

- Work closely with State Designated Agencies in each State to fund and implement energy efficiency programs, and build the state-level capacity

- Demonstrate energy efficiency delivery mechanisms, as envisaged in the Energy Conservation Act, through Public-Private Partnership (PPP)

- Partner with Multilateral and Bilateral donor agencies, private sector organizations in implementing programs

- Develop standards/ codes/ labels for energy efficiency in buildings and appliances

- Measure, monitor and verify energy savings in individual sectors and at National level

- Strengthen the testing and certification procedures and associated infrastructure in the country

- Promote innovative financing of energy efficiency projects

- Promote R&D

- Promote awareness about energy savings and conservation amongst general public

- Promote educational curriculum on energy efficiency and conservation

- Award high performers in various sectors

Achievements of Energy Efficiency Scheme/Programmes for FY 2020-21

- Annual Electrical energy savings of 239.77 Billion Units, worth INR 1,11,322 Crores and resulted in reduction of 189.40 Million tonne of CO emission

- Thermal energy savings of 21.40 Million Tonnes of oil Equivalent, worth INR 40,918 Crores and resulted in reduction of 78.56 Million tonne of CO emission

- Total energy savings of 42.00 Million Tonnes of oil Equivalent i.e. 4.73% of total primary energy supply of the country

- Total cost savings worth INR 1,52,241 crores approximately

- Total reduction in CO emission is around 267.98 Million Tonnes

- As on April, 2021, 20 States and 2 UTs have notified Energy Conservation Building Code (ECBC) in their states and 270 Urban Local Bodies (ULBs) from 128 States have incorporated provisions of ECBC for building approval process

Programmes/ Schemes

1. National Mission for Enhanced Energy Efficiency (NMEEE)

NMEEE is one of the eight national emissions under the National Action Plan on Climate Change (NAPCC). The primary objective of the mission is to develop regulations and policies that are instrumental in strengthening the market for energy efficiency. Some of the schemes under this mission are as follows:

1.1 Perform Achieve and Trade Scheme (PAT)

The mission has Perform, Achieve and Trade (PAT) scheme as a flagship programme which is a mechanism designed to achieve the required energy efficiency in energy intensive sectors. Energy consumption norms and standards are set by the BEE for selected energy intensive industry entities which are required to comply with the notified norms, rules and regulations framed under Energy Conservation (EC) Act, 2001.

PAT is a multi-cycle programme with each cycle of 3 years in which Specific Energy Consumption (SEC) reduction targets are assigned to industrial units called Designated Consumers (DCs). Since, PAT programme is a market-based mechanism, excess energy savings are converted into a tradable instrument called Energy Savings Certificates (ESCerts) that can be traded at the Power Exchanges.

1.2 Financing Energy Efficiency Programme (FEEP)

FEEP provides overarching support to financing mechanisms for energy efficiency. This umbrella programme majorly includes:

a. 'Energy Efficiency Financing Platform' where Financial Institutions (FIs) can interact with industries for financing and implementation of energy efficiency projects.
b. 'Framework for Energy Efficient Economic Development' is for development of fiscal instruments to promote energy efficiency

2. Energy Conservation Building Code (ECBC)

ECBC was launched by Ministry of Power, Government of India in 2007, as a first step towards promoting energy efficiency in the building sector. This includes the basic framework for regulating all initiatives relating to the Energy Conservation Building Code for Commercial and Residential Building.

3. Energy Efficiency in Transport Sector

BEE works on Development of fuel efficiency norms for Vehicles that could moderate the rising demand of fuel. Apart from developing the Fuel Efficiency Standards for vehicles, BEE is working on development of testing facilities and tools and Star Labelling programme for Tyres. In addition, BEE acts as a nodal agency for the installation of EV charging infrastructure and also runs campaigns, webinars, etc.

4. Standards and Labeling Scheme

Standards and Labelling program was initiated with the objective of providing consumers an informed choice regarding the energy consumption and the cost saving potential of various energy consuming appliances. S&L scheme covers the star labelling program for 30 appliances, out of which 11 appliances are under mandatory regime and remaining 19 appliances are under voluntary regime. The key benefits of S&L Scheme are as follows:

a. Significant impact on consumers while purchasing energy efficient appliances through a structured consumer awareness program.
b. Market Transformation from inefficient appliances to energy efficient ones.

5. Agriculture Demand Side Management (AgDSM)

Energy Efficiency through Agriculture Demand Side Management by reduction in overall power consumption, improving efficiencies of ground water extraction and reducing subsidy burden on state utilities. To promote the Energy Efficiency in Agriculture sector following interventions are being taken:

a. Driving nationwide awareness programs for farmers to promote the adoption of EE pumps
b. Organizing technical training programs for pump technicians
c. Demonstration project on "IoT and sensor-based Climate Smart Agriculture Initiatives".
d. Preparation of DPRs for AgDSM program
e. Energy Efficiency in Integrated Cold-Chain Sector

6. Municipal Demand Side Management program (MuDSM):

MuDSM intervention objective is to reduce the burden of utilities during the peak hours and enable them to contain financial losses from high electricity consumption in the municipal sector. To promote the Energy Efficiency in Municipality sector folloDivision interventions are being taken:

a. Capacity building workshops for the officials of Urban Local Bodies(ULBs), Public Water Bodies, Urban Development Departments (UDDs) and other implementing agencies
b. Preparation of training content/ training module/ tutorials for pump technicians/ ULB/ UDD officials

7. Small and Medium Enterprises (SMEs)

Various programme/ schemes of Govt. of India and BEE remain a key driving force of energy conservation/ uptake of energy efficiency among the SMEs. Some of the programs are:

7.1 National Programme on Energy Efficiency and Technology Upgradation of MSMEs

The programme includes Energy and Resource Mapping activities, creating awareness of energy conservation in SMEs through interactive National Dissemination Workshop, events, on Energy and Resource Mapping.

7.2 Global Environment Facility (GEF) supported programmes in MSME Sector –

Bureau of Energy Efficiency is also implementing EE technologies in many energy intensive clusters of India with the support from Global Environment Facility towards common goal of facilitating the development of the SME sector in India through the promotion and adoption of clean, energy efficient technologies and practices.

8. Capacity Building of DISCOMs

Demand Side Management (DSM) for distribution utilities (DISCOMs) refers to a set of strategies and programs implemented to influence and manage the patterns and levels of electricity consumption by the end-users. It optimizes the use of electricity resources, enhance power system efficiency, and promote sustainability by decreasing peak power purchase from the wholesale power markets.

The Ministry of Power has approved the DSM scheme for FY 2012-17 with further extension to FY 2021-26. Recognizing this need, the Bureau of Energy Efficiency (BEE) started its capacity-building program for DISCOMs in the year 2014. To date, this program facilitated the training of 9100+ senior, middle and circle-level DISCOMs officials and developed. The efforts involve the establishment of DSM cells, conducting load research, preparing DSM action plans, and providing manpower/consultancy support across 62 DISCOMs. The program successfully enhanced the capacity of DISCOM officials, enabling them to promote and implement DSM activities effectively.

9. Strengthening of State Designated Agencies (SDAs)

The Energy Conservation Act (EC Act) mandates creation of a two-tier organization structure to promote the efficient use of energy and its conservation in the country with BEE as the nodal agency at central level and SDAs as nodal agencies at State / Union Territory (UT) level. In order to stimulate EE & EC activities at State level with emphasis on building institutional, technical and financial capacities of the SDAs, the MoP had approved the scheme for "Providing financial assistance to the SDAs to coordinate, regulate and enforce efficient use of energy and its conservation at State level". This scheme has been supplemented by "Contribution to State Energy Conservation Fund (SECF)" scheme.

Long term Vision, Priorities and Interventions required

The Government of India has set ambitious goals across multiple sectors, to be achieved by the year 2047, the 100th year of independence. Amongst sectors, the goals for Energy and Resources sectors (which have a close relationship with the Power sector) are as described below:

As an statuary body under the Ministry of Power, BEE has outlined following Division priorities:

Scale up clean energy generation	Reduce emission intensity of the economy	Strengthening energy labeling and standards
Promoting sustainable building design	Enhanced electrification of the industries	Encouraging research and innovation

To fulfil these priorities, the BEE has set ambitious targets to be achieved by the year 2030 and 2047:

- **Promote e-mobility and EV charging infrastructure by 2047:** This goal focuses on promoting electric mobility and aims to establish a widespread infrastructure for electric vehicle (EV) charging by 2047. For scaling up EV charging stations in both urban and rural areas, the BEE aims to facilitate the

adoption and usage of electric vehicles across the country, thereby reducing reliance on fossil fuels and lowering transportation-related emissions.

- **Reduce emission intensity to 45% by 2030 (over 2005 levels)**: The goal focuses on reducing India's emissions per unit of GDP by 45% by 2030 than they were in 2005. The target is based on the principle of decoupling, ensuring economic growth without increasing greenhouse gas emissions.

- This will ensure sustained reductions beyond 2030 indicating India's commitment to climate change.

- R**eplace 15% inefficient agriculture pump sets by 2030 and 100% by 2047**: This goal addresses energy efficiency in the agriculture sector, that is a significant consumer of electricity. Replacing inefficient agriculture pump sets with more energy-efficient alternatives will help in reducing energy consumption and promote sustainable agricultural practices.

- **Achieve 100% market penetration of energy efficient appliances mandated under Standards and Labeling Programme:** The goal of achieving 100% market penetration will ensure that all appliances covered under this program meet the required energy efficiency standards and are widely available in the market. This would encourage consumers to choose energy-efficient appliances and reduce overall energy consumption.

- **Increase share of electricity in energy mix from 17% in 2019 to 38% by 2047:** This objective emphasizes the transition towards cleaner and more sustainable energy sources. By increasing the share of electricity in the energy mix, the aim is to electrify various end-use sectors such as transportation, industry, and residential buildings. This electrification is expected to be supported by green and indigenous resources, including renewable energy, to reduce reliance on fossil fuels and achieve a cleaner energy system.

- **Increase the share of renewable energy in the power mix to 50% by 2030:** It is an important goal that signifies a commitment to transitioning towards a more sustainable and cleaner energy system. BEE will assist in the goal by setting standards, providing financial incentives, promoting awareness, and working with other government agencies, to make renewable energy more affordable, accessible, and attractive to consumers and investors.

- **Expand ECBC and ENS schemes to all new commercial buildings by 2030 and residential buildings by 2038:** ECBC and ENS schemes focus on improving energy efficiency in buildings. The goal to expand these schemes implies that energy efficiency standards shall become mandatory for all new commercial buildings by 2030 and to residential buildings by 2038. This would contribute to reducing energy consumption in the building sector and promoting sustainable construction practices.

Organizational structure

The high-level organizational structure of BEE is represented below:

Figure 4: High level organization structure of BEE

The organization is divided into different divisions based on different programmes, sub-sectors and functional areas handled. Each division is typically headed by a Director:

Segregation of roles and responsibilities amongst the Divisions

Table 2: Roles and Responsibility of BEE Divisions

No	Division	Responsibility	Matters handled
1.	**Energy efficiency in Buildings**	Responsible for implementing various initiatives and programs related to energy conservation and efficiency in the building sector	Energy conservation in the building sector in India Energy consumption and demand in the building sector Energy efficiency improvement in buildings Energy conservation building codes and standards Energy audits and inspections of designated energy-intensive establishments Feasibility studies for energy consumption in existing buildings Voluntary Star Rating Programme for commercial buildings

No	Division	Responsibility	Matters handled
			Energy Efficiency Label for Residential Buildings
			Promotion of energy efficiency in existing buildings through the Perform, Achieve, and Trade (PAT) Scheme
			Administering and awarding the Shunya Label and Shunya+ Label to eligible buildings
2.	DSM	Promoting energy efficiency in the agriculture sector by reducing overall power consumption, improving groundwater extraction efficiencies, addressing the inefficiency of agricultural pump sets and in urban local bodies by addressing the energy consumption of municipal services such as street lighting, water pumping, and public buildings.	Developing DSM action plan Implementing pilot AgDSM projects Creating awareness on energy-efficient pump sets Conducting energy audits Preparing detailed project reports Implementing energy efficiency measures municipalities Capacity building program for DISCOMs
3.	EE in Transport	Responsible for working on several initiatives aimed at improving energy efficiency in the transport sector, reducing fuel consumption and emissions in the transport sector.	Developing fuel efficiency norms Facilitating the rollout of EV charging infrastructure Setting S&L for vehicular tires Development of a computer-based simulation tool for the assessment of fuel efficiency in vehicles R&D activities related to energy efficiency, alternative fuels, and new technologies Creating awareness and capacity building Assistance in framing guidelines for allocation of subsidies and incentives
4.	PAT	Responsibilities revolve around the implementation, monitoring, and facilitation of the PAT mechanism, which aims to improve energy efficiency in energy-intensive industries through the establishment of SEC norms, verification processes, certification, trading, and compliance procedures.	Setting SEC norms Empanel agencies for monitoring and verification of energy consumption data Accredit Authorized Energy Auditors (AEA) Handle PAT legal matters and compliance Monitor PAT implementation in old sectors Issuing ESCerts, facilitating trading Conducting sector-specific studies Consulting with stakeholders. Manage PAT implementation in old sectors Empanel agencies for monitoring and verification

No	Division	Responsibility	Matters handled
			Conduct examinations and refresher courses for Energy Auditors and Energy Managers (EA/EM).
			Accredit Authorized Energy Auditors (AEA) for energy assessments
			Conduct energy mapping of steel plants and mines
6.	State Designated Agency (SDA)	The responsibility is to enhance the institutional, technical, and financial capacities and capabilities of the SDAs to effectively implement energy efficiency activities at the State level	Financial assistance to SDAs
			Contribution to SECF for project implementation
			Support for energy efficiency demonstration projects, initiatives at government schools, villages
			Strengthening partnerships for energy efficiency promotion
			Facilitating workshops and capacity building for energy professionals
			Reviewing analysis and surveys to assess impact
7.	Standards & Labeling (S&L)	The responsibility is to reduce the end-use energy consumption, create awareness amongst the consumers, monitor and verify energy savings that incur annually through the sale of energy-efficient appliances	Establishing and updating energy efficiency standards for appliances and equipment
			Monitoring market compliance
			Promoting energy-efficient technologies through awareness campaigns, workshops
			Providing technical support and guidance on energy efficiency standards and benefits
			Monitoring and evaluating energy savings
			Collaborate with testing labs, and Independent Agency for Monitoring and Evaluation (IAMEs)
			Implement QR Code system, develop mobile app, manage web portal
8.	Enhancing Energy Efficiency in SMEs	The responsibility is to carry out energy efficiency interventions for SME sector	Carry out energy efficiency interventions in selected SME clusters
			Conduct studies on energy use and technology gaps
			Develop cluster-specific energy efficiency manuals
			Prepare Detailed Project Reports (DPRs) on energy-efficient technologies
			Facilitate capacity building and knowledge enhancement for the SME workforce
			Plan and implement technology demonstration projects in SME sectors to enable widespread adoption
	Financing Energy Efficiency Programme (FEEP) Division	Responsibility includes developing mechanisms for financing demand side management programmes in key sectors by capturing future energy savings as	Establishing and managing the EEFP
			Facilitating the implementation of energy efficiency financing
			Developing mechanism, strategies and initiatives to support financing

No	Division	Responsibility	Matters handled
		well as for capacity building of financial institutions and development of fiscal instruments to promote energy efficiency in the country.	Provide policy guidance and support by participating financial institutions Mobilizing energy efficiency financing, tracking financing activities, and releasing the list of energy-efficient technologies eligible for financing Collaboration for organizing state-level events
9	**International Cooperation**	The responsibility is to facilitate collaboration and cooperation between the BEE and national and international stakeholders, coordinate technical matters, promote ESCO adoption, evaluate impact, and drive energy efficiency initiatives in alignment with global goals	Coordinate with MoP on technical matters and EDMU projects Contribute to global energy efficiency indices and transition indexes Promote and facilitate ESCO adoption Coordinate international cooperation with countries Align coordination with EC and IC divisions Conduct impact assessments and evaluations Promote energy efficiency in the cold chain sector Support district cooling system development Coordinate with international organizations for collaboration and participate in events and forums
10	**Admin and HR**	Administer HR policies, staff recruitment, procurement management, maintain office facilities, foster employee engagement, and ensure a smooth working environment	HR management, employee relations Office administration and maintenance Onboarding and offboarding Procurement and vendor management Policy enforcement and compliance Training and development programs Workplace safety oversight
11	**Finance and Accounts**	Manage financial operations, budgeting, financial reporting, payroll, and compliance to maintain the organization's financial health	Financial planning and cost management Payroll, benefits, and accounting Tax compliance and auditing Cash flow management
12	**Official Language**	Promote language compliance, translation, notation, and ensure effective communication while upholding language-related legal requirements.	Translation, notation, and interpretation Documentation management

B.   Approach and Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the BEE and suggest improvement initiatives which shall assist the organization in realizing its vision & goals in a streamlined manner.

These improvement initiatives would form part of the annual CBP. The plan would help in identification of the key challenges in next one (1) to three (3) years. This section covers the approach undertaken by the team to deliver the CBP.

As part of this study, the team will adopt an agile and consultative approach in defining the broad contours of the CBP. The key activities to be undertaken are as follows:

Figure 5: Key activities to be undertaken in the study

In the initial stage, secondary research is conducted to understand the mandate, vision, policies, roles, functions, etc. of the organization through website, portals and documents, web search and annual reports. To further broaden our understanding on BEE's priorities, strategic objectives and focus areas, a visioning exercise was competed with the nodal officials.

During the second phase, current capability gaps (in terms of competency) will be identified along with desired competencies for each division based on the self-assessment of the individual staff at the organization. Followed by this, we will be doing a review of enabling environment at the organizational level, mapping the standard processes and functioning.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building will be identified along with their complexity level and capacity building plan will be developed.

Lastly, roadmap for implementation of CBP will be determined for strengthening the competencies of respective divisions in the organization. Further, an M&E plan will be developed while defining KPIs for each of the activity with clear means to measure progress as well as achievement.

Questionnaire

Our methodology includes questionnaire for gathering data at Organizational and Individual level. The Organizational questionnaire will be discussed with the division heads such as Director/ Joint Director (DS), etc. The intent is to comprehend sectoral visions, mission, and departmental focus and orient a baseline formulation for capacity-building needs. It will broadly cover the following Division aspects:

- Understand how the national priorities and common national goals translate into the BEE's goals and objectives within the next 3–5 years. In particular:
    - Domain/sector-specific goal/s,
    - Technology goal/s and
    - Citizen centric goal/s
- Key focus areas activities and functions of division/ section/ everyone
- Initiatives being undertaken to meet the short- and medium-term goals, and targets/ milestones, if any
- Key skills gap & competency challenges faced by the division/ cell/ department/ individual in executing the above objectives.

Detailed questionnaires are annexed to this report.

Data collection

Officials from BEE at all hierarchal levels, from Consultant to Director, were asked to fill an individual survey form on sample basis. During the data collection phase, all the targeted number of the officers filled the information through the forms. In addition, Directors, and members of the CBU were interviewed to collect data on technology and data, systems and processes, resources and assets, partnerships and relationships, personnel management, etc.

Sampling

To identify required competencies and assess proficiency levels across different employee designations, a stratified sampling method is recommended. This involves dividing the population into distinct subgroups based on designations and randomly selecting a proportional number of participants from each group. This approach ensures a representative sample for accurate analysis. The identified sample sizes and total interviews conducted for each designation are as follows:

Table 3: Interviews conducted

No.	Designation	Total employees	Sample (20%)	Total interviews/ survey conducted
1	Director	7	2	3
2	Joint Director	9	2	4
3	Senior Sector Expert/ Sector Expert/ Consultant	15	5	5
4	Project Engineer/ Project Economist	34	7	18
Total		**65**	**15**	**30**

By using the stratified sampling and collecting data across the designation, this report provides valuable insights into the competency requirements and proficiency levels across different employee roles within the organization.

C.   Progress made so far

Table 4: Progress made

No.	Particular	Dates
1.	Kick-off meeting between BEE, CBC and CRISIL for preparation of Annual Capacity Building Plan chaired by Secretary (BEE)	9th May 2023
2.	1st meeting with Nodal Officer and BEE	9th June 2023
3.	Creation of Capacity Building Unit (CBU)	16th June 23
4.	Data collection	15th July – 30th July 2023
5.	ACBP presentation to CBU chaired by Secretary (BEE)	25th August 2023
6.	ACBP presentation to Director General (BEE)	02nd Nov 2023
7.	Approval of ACBP presentation	28th Nov 2023

About this report

This report describes the organizational mandate, functional structure, roles, and responsibilities of the BEE in the introduction chapter. Subsequently, the competency assessment and proficiency are presented in the third chapter and enabling environment in the fourth chapter. Capacity Building Plan is presented in the fifth chapter and the last chapter encompasses monitoring and evaluation framework.

III.   Capacity Need Assessment

Competency framework

Competency is defined as a combination of skills, knowledge, attributes, and observable behaviors that can be measured and evaluated and enable an individual to perform a task successfully within a given job/ role. A competency framework is a broad description of performance and behavioural excellence expected in all the occupational roles within an organization and includes benchmarks against which staff performance can be assessed. Competencies required in an organization can be typically classified into three categories:

- **Domain competencies** – These competencies enable individuals to perform roles effectively within a specialized discipline or field. Domain competencies generally apply to the core work of a Ministry/Department/Organization. For example: EE policies, regulatory frameworks, renewable energy technology, industrial energy management, etc.

- **Functional competencies** – These competencies help cater to the operational requirement of the organization such as administration, procurement, financial management. Functional competencies are applicable across a wide range of ministries/departments of the Government. For example: E-office, MS Office, budgeting, project management, procurement, data analysis; and

- **Behavioral competencies** – These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the organization. For example: communication skills, time management, empathy, leadership.

Competencies required by staff of the organization correspond to the individual roles and responsibilities assigned to the staff. We first start with a description of the most granular organizational unit whose staff have similar roles and responsibilities – for an Organization, this is a Division – and describe its overall vision, objectives and key responsibilities handled. The roles and responsibilities are then identified for specific staff positions within the organizational unit. The roles and responsibilities differ according to the hierarchical level of the staff, and so do the competencies required. For BEE particularly, three levels of organizational hierarchies can be identified:

Hierarchical level	Responsibility *(primary and broader level)*	Competencies required *(primary and broader level)*
Senior management – Director, Joint Director (JD)	Enabling environment and policy-level actions	High level strategy, governance, planning
Middle operational – SSE, PE	Monitor progress and evaluate outcomes, support in research	Domain knowledge, programme development, task supervision and management
Technical – Consultant	Provide technical inputs	Domain knowledge

Capacity Needs Assessment

A Capacity Needs Assessment exercise is useful to assess existing capacity of the BEE to perform its role effectively and identify capacity gaps. The exercise was carried out by interviewing the BEE staff across all the three hierarchical levels. BEE staff at Middle Operational and Technical levels were administered a comprehensive online survey on sample basis while the Senior Management staff were "in-depth interviewed". The online survey gathered data on individual competencies while the in-depth interviews assessed competencies at an organizational level. Proficiency levels were also noted as part of the process to gather individual competencies. Detailed questionnaires for the two modes of data collection are annexed to this report.

The following sections discuss key findings emerging from the Capacity Needs Assessment. The findings are organized Division-wise and for each staff position within the Division. For each staff position, the roles and responsibilities allocated and the Domain, Functional and Behavioural competencies required for performing them effectively have been mapped.

Cross-sectional competencies

A comprehensive review of the various roles and responsibilities of designations and sections within the organization, selected cross-sectional competencies have been identified that play a crucial role in driving organizational effectiveness and promoting collaboration in the power sector. The power sector encompasses a broad range of activities that require the following domain, functional and behavioral competencies:

Domain competencies

1. **Major Acts, Schemes and Policies in the Power and Energy sector:** Knowledge of significant legislative acts, schemes, and policies governing the power sector to ensure compliance and strategic alignment.

2. **Energy Conservation Policies, Programs, and Initiatives:** Understanding of government policies, programs, and initiatives aimed at promoting energy conservation and efficiency to reduce energy consumption and its environmental impact.

3. **Energy Fundamentals:** Understanding the basic concepts and principles related to energy, including its forms, sources, and conversion.

4. **Energy Planning & Efficiency:** Creating and implementing effective plans and strategies to optimize energy consumption and enhance efficiency.

5. **Energy Economics & Markets:** Understanding the economic factors influencing the energy sector, such as pricing, demand, and supply dynamics, and grasping the structure and mechanisms of energy markets.

6. **Energy Analysis, Monitoring & Audit:** Utilizing methods and tools to assess energy usage patterns, establish systems to monitor energy consumption, track progress, identify inefficiencies, conduct energy audits, and propose improvements.

7. **Renewable Energy & Carbon Development:** Knowledge of different renewable energy sources, environmentally friendly technologies for sustainable energy production, low carbon development strategies.

8. **Energy Scenario, and Emerging Trends:** Knowledge of the ability to analyze current energy scenarios, staying up to date with the latest advancements and innovations in energy-efficient technologies.

Functional competencies

1. **Advanced Excel:** Advanced formulas, data manipulation, pivot tables, data visualization, and automation using macros, models, automation, etc.

2. **AI/ ML in Energy sector:** AI/ML concepts, use cases in energy, predictive analytics, optimization algorithms, and AI-based decision support.

3. **Data Driven Decision Making for Government:** Ability to utilize data and analytics to inform decision-making processes in government operations and policy development.

4. **Evaluation of Proposals:** Ability to assess and evaluate proposals and project plans to determine their feasibility and alignment with objectives.

5. **Employee Benefits:** Understanding of the Central Government Employees Group Insurance Scheme, which provides insurance coverage to central government employees.

6. **Fiscal prudence and project governance:** Project finance models, cash flow analysis, risk assessment, and sensitivity analysis

7. **Grievance Handling using AI Application:** Knowledge and proficiency in using AI-powered applications for managing public grievances efficiently.

8. **Introduction to Emerging Technologies:** Familiarity with the latest and emerging technologies in various fields, such as AI, blockchain, Internet of Things (IoT), etc., and understanding their potential applications.

9. **MS Suite (Word, Excel, PowerPoint):** Proficiency in using Microsoft Office tools, including Microsoft Word for document processing, Microsoft Excel for data analysis and calculations, and Microsoft PowerPoint for creating presentations.

10. **PM Gatishakti:** Familiarity with the Pradhan Mantri Gatishakti initiative, which focuses on enhancing the country's infrastructure and connectivity.

11. **Project Control and Management:** Competency in using project management tools like Microsoft Project to plan, schedule, and track project activities.

12. **Project appraisal and finance:** Project evaluation criteria, financial appraisal techniques, investment analysis, and funding sources.

13. **Securing End User Devices:** Knowledge of best practices and measures to secure end-user devices, such as computers and mobile devices, used within government departments.

14. **Taxation rules:** Awareness of recent changes and updates in the tax regime and taxation policies.

15. **Technology, Innovation, and New Product Development:** Understanding of technology trends, fostering innovation, and managing the development of new products or services.

16. **Navigating PFMS:** PFMS functionalities, budget allocation, fund tracking, financial reporting, and compliance with PFMS guidelines.

Behavioral skills

1. **Collaboration with Stakeholders:** Ability to work and communicate effectively with various stakeholders, including team members, intra-organization, partners, and external agencies, to achieve common goals, share information, and foster positive relationships.

2. **Digital collaboration and communication:** Use of digital tools, platforms, and technologies to facilitate collaboration and exchange of information through e-mails, e-office, one drive, e-meetings, etc.

3. **Effective Communication:** Proficiency in conveying ideas, information, messages clearly and concisely, convince stakeholders to ensure mutual understanding in both verbal and written communication.

4. **Empathy:** Capacity to understand and relate to the emotions, feelings, and perspectives of others, fostering a supportive and compassionate work environment.

5. **Innovation:** Ability to think creatively, generate new ideas, and propose inventive solutions to address challenges and improve processes or products.

6. **Intra-organizational communication:** Efficient communication within the organization, ensuring effective flow of information among departments, teams, and hierarchical levels.

7. **Motivation:** Ability to recognize and comprehend the factors that drive and inspire individuals, facilitating better team management and motivation strategies.

8. **Performance Management:** The process of setting clear goals, assessing performance, providing feedback, and supporting employee development to optimize individual and team performance.

9. **POSH (Prevention of Sexual Harassment):** Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace, promoting a safe and respectful environment for all employees.

10. **Professional Etiquettes:** Adhering to appropriate behaviors, manners, and norms in a work environment to foster positive relationships, communication, and a respectful atmosphere.

11. **Self-Leadership:** The ability to take responsibility for personal growth, motivation, and decision-making, demonstrating initiative and proactivity in achieving personal and professional objectives.

12. **Stress Management:** Capability to cope with pressure and stressful situations, employing strategies to maintain emotional well-being and productivity.

13. **Time Management:** Skill to prioritize tasks, allocate time efficiently, and meet deadlines, optimizing productivity and maintaining a work-life balance.

Developing tailored training and development programs that focus on these competencies will contribute to a skilled and resilient workforce, ultimately driving the growth and performance of the organization. Overall, these cross-sectional competencies provide professionals with the knowledge and skills necessary to contribute effectively to the organization. The below table provides proficiency assessment of the above identified competencies.

Proficiency Assessment

Based on inputs gathered during interviews with Ministry officials and findings from online survey, proficiency levels for cross cutting sectional competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 5: Cross-functional competency : Proficiency assessment

Competency	Dir/ JD	SSE/ SE/ Consultant	PE/ Project Economist	Support staff
Domain				
Major Acts, Schemes and Policies in the Power sector	B	I	I	I
Energy Conservation Policies, Programs, and Initiatives	B	I	I	I
Energy Fundamentals	B	B	B	B
Planning Energy Action Strategies	B	B	B	B
Energy Planning & Efficiency	B	B	I	I
Energy Economics & Markets	B	B	I	I
Energy Analysis, Monitoring & Audit	I	I	B	B
Renewable Energy & Carbon Development	B	B	B	B
Energy Scenario, and Emerging Trends	B	B	B	B
Major Acts, Schemes and Policies in the Power sector	I	I	I	B

Competency	Dir/ JD	SSE/ SE/ Consultant	PE/ Project Economist	Support staff
Functional				
Advanced Excel	B	B	B	B
AI/ ML in Energy sector	B	B	B	B
Data Driven Decision Making for Government	I	I	B	B
Evaluation of proposals	A	I	I	I
Employee benefits	I	I	B	B
Grievance Handling using AI Application	B	B	B	B
Introduction to Emerging Technologies	B	B	B	B
MS Suite (Word, Excel, PowerPoint)	I	I	I	B
PM Gatishakti	I	B	B	B
Project control and management	I	I	B	B
Project appraisal and finance	A	I	B	B
Securing End User Devices in Government Departments	B	B	B	B
Taxation rules	B	B	B	B
Technology, Innovation and New Product Development	B	B	B	B
Navigating PFMS	B	B	B	B
Behavioral				
Collaboration with stakeholders	A	I	B	B
Digital collaboration and communication	A	I	I	I
Effective Communication	I	I	I	I
Empathy	B	B	B	B
Innovation	B	B	I	I
Intra-organizational communication	I	I	B	B
Motivation	B	B	B	B
Performance management	B	B	B	B
POSH	B	B	B	B
Professional Etiquettes	A	I	I	I
Self-Leadership	I	I	B	B
Stress Management	B	B	B	B
Time management	B	B	B	B

Energy Efficiency in Buildings Division

The mandate of the Division is to drive energy efficiency and create a sustainable and energy-efficient building (commercial and residential) sector, monitor compliance with energy conservation codes, utilize renewable energy, and prioritize environmentally conscious design. The major roles/ responsibilities of the Section include:

- Develop and implement energy conservation policies, programs, and initiatives specifically for the building sector *(National Priority)*

- Establish energy efficiency standards and codes, such as the ECBC and ENS, to promote energy-efficient design and construction practices *(National Priority)*

- Update and expand the ECBC and ENS schemes to encompass all new commercial and residential buildings and ensure compliance monitoring

- Administer and implement the Star Rating Programme, including rating and labeling based on energy usage, updating EPI bands, and awarding Star Labels for commercial buildings *(National Priority)*

- Administer and implement the Energy Efficiency Label for Residential Buildings to incentivize energy-efficient buildings *(National Priority)*

- Oversee web portal to provide guidance and monitor the effectiveness of the program

- Conduct feasibility studies and provide solutions for energy consumption in existing buildings through programs like Nearly Zero Energy Buildings (nZEB)

- Monitor and evaluate the impact of energy conservation initiatives and programs

- Accredit energy auditors and ensure compliance with energy codes and standards through inspections and audits

- Develop and maintain a comprehensive Building Material Directory of India

- Develop fuel efficiency norms and standards for vehicles

- Introduce, administer, and implement the "Shunya" Labelling Programme for Net Zero Energy Buildings (NZEB) and Net Positive Energy Buildings (NPEB) *(National Priority)*

- Promote and raise awareness about NZEB and NPEB concepts among building owners and promoters *(Citizen Centricity)*

- Identify and recognize building owners who contribute to achieving net-zero emissions goals *(Citizen Centricity)*

- Collaborate with implementation partners such as CPWD, SDAs, State PWDs, and UDD to facilitate the implementation of the ECBC across various regions and sectors *(Citizen Centricity)*

- Conduct awareness campaigns, capacity building programs, and provide technical guidance to building owners, architects, and engineers on energy-efficient building practices *(Citizen Centricity)*

- Organize awards (NEERMAN), establish criteria, promote awareness, coordinate ceremonies, and publicize achievements *(Citizen Centricity)*

- Organize energy efficiency camps, develop educational materials, design interactive activities, facilitate hands-on experiences, and engage students in discussions *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned to each staff position highlighting the essential competencies necessary for their effective performance.

Table 6: Building Division: Competency assessment

Position	Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Administer and monitor energy conservation policies, programs, and initiatives • Establish and update energy efficiency standards and codes • Oversee compliance monitoring of the Star Rating Programme and Energy Efficiency Label for Residential Building • Collaborate with implementation partners to facilitate effective policy implementation • Review and evaluate the impact of energy conservation initiatives and programs • Organize awards, establish criteria, and publicize achievements	• Implement energy conservation policies, programs, and initiatives for the building sector aligned with national priorities • Reviewing Energy Efficiency Standards and Codes • Ensuring compliance monitoring and enforcement techniques and reviewing reports • Administration of Star Rating Program and Energy Efficiency Label for Residential Buildings • Understanding sustainable energy practices and green technologies in the building sector and industry to develop strategies and guidelines • International best practices and emerging trends in energy efficiency standards for buildings • Strategizing for communication and outreach programs • Knowledge of compliance approaches, requirements and tools	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals • Review reports and documents	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
Senior Sector Expert/	• Provide technical expertise in developing energy conservation policies and programs for buildings	• Subject matter expertise on energy-efficient building practices, materials, technologies, energy efficiency	• Policy and program analysis and evaluation	• Analytical thinking and problem-solving skills

Position	Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Sector Expert	• Offer advice on energy efficiency standards and codes for construction practices • Support accreditation process for energy auditors and ensure compliance with standards • Identify solutions for energy consumption in existing buildings • Assist in implementing the "Shunya" Labelling Programme for NZEB and NPEB • Provide technical guidance on energy-efficient building practices • Support in developing fuel efficiency norms and standards for vehicles	performance levels, energy performance index • Strategies, renewables, and efficient systems for sustainable building design • Policies and regulations related to fuel efficiency, emission standards, and alternative fuels • Develop monitoring guidelines and procedures to ensure adherence to established energy efficiency standards and codes • Develop rating criteria, guidelines, and procedures for the Star rating program, awards • Develop Energy audits process/ SOP documents • Technical knowledge of energy-consuming systems in buildings, such as HVAC, lighting, and appliances • Conducting parametric energy simulations for understanding design optimization • Familiar with NZEB, NPEB concepts and practices • Awareness about fuel efficiency norms for vehicles • Staying updated with the latest trends, technologies, and best practices in building energy efficiency	• Research and analysis for energy conservation initiatives • Conduct energy simulations, modeling, and optimization to assess the impact of various energy-efficient technologies and measures • Conduct data analysis, energy audits, and energy mapping activities to identify energy consumption patterns and opportunities for improvement	• Promote synergistic collaboration • Proactive approach to conducting research and development • Networking skills to foster relationships with stakeholders, and engage in cross-sector partnerships

Position	Responsibilities	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
		• Analyze energy consumption patterns, identify areas of inefficiency, and recommend energy-saving solutions		
Project Engineer	• Support the implementation and monitoring of energy conservation policies and programs • Assist in updating and expanding energy efficiency schemes for new buildings • Monitoring the Star Rating Programme and energy labeling • Develop and maintain a comprehensive Building Material Directory of India • Monitor feasibility studies for energy consumption in existing buildings • Aid in promoting awareness about NZEB and NPEB concepts among building owners and promoters • Collaborate in organizing energy efficiency camps and educational activities	• Comprehensive knowledge of energy-efficient technologies, systems, and practices applicable to building design and construction • Develop and implement energy management plans • Managing energy consumption and efficiency in buildings by setting energy reduction targets, implementing energy conservation measures, and evaluating results • Familiarity with the sustainable materials and practices in construction • Familiar with compliance requirements, standards, and quality control measures • Conducting inspections, audits, and assessments to verify compliance with energy efficiency standards and codes • Awareness regarding industry trends, and technological advancements	• Framing Schemes, policies, ECBC code, user manuals, rules, guidelines, procedures etc. • Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals • Preparation/ updation of various reports, manuals, presentations documents, awareness material	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 7: Building Division: Proficiency assessment

Competency	Dir/ JD	SSE/ SE	PE
Domain			
Energy efficiency standards and codes establishment	A	A	A
Sustainable energy efficient building practices	I	I	I
Administration and implementation of Star rating programme	A	I	A
Compliance monitoring and accreditation of EAs and EMs	A	NA	A
Promotion and recognition of NZEB	A	A	A
Functional			
Project management, monitoring and reporting	A	NA	A
Policy formulation & regulatory compliance	A	I	A
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	B	A
Evaluation and appraisal of proposals and policies	A	I	I
Providing technical expertise and advisory	NA	B	NA
Review, compilation, coordination, analysis of data and publishing reports	A	B	A
Administrative and secretarial work	A	NA	A
Reviewing policies, proposals, reports, note sheet	A	I	B
Budgetary and financial matters	A	NA	A
Behavioral			
Strategic leadership	I	NA	NA
Decision-making	I	NA	NA
Human resource management	I	NA	NA
Negotiation and collaboration	B	NA	NA
Adaptability	NA	NA	A
Teamwork	NA	I	A
Positive attitude	NA	B	A
Outcome oriented	A	NA	NA
Cognitive Problem solving	NA	B	A

DSM Division

The mandate of the Division is to is to achieve significant energy savings and promote sustainable development by implementing DSM measures across different sectors. The major roles/ responsibilities of the Section include:

- Prepare and implement a DSM action plan, including the design of strategies, policies, and guidelines for the effective implementation of DSM initiatives *(National Priority)*

- Develop a Detailed Project Report (DPR) that outlines specific energy-saving measures and their corresponding implementation strategies

- Promote sustainable energy practices in the agricultural and municipal sectors through various initiatives and programs, such as the replacement of inefficient agricultural pump sets *(National Priority)*

- Initiate, implement, and oversee pilot AgDSM projects in collaboration with DISCOMs and raise awareness about energy-efficient pump sets and operational practices in agriculture

- Engage ESCOs to design, finance, and implement energy-saving projects, including the retrofitting of lighting systems, optimization of water pumping systems, and improvement of energy management in public buildings

- Monitor and evaluate the effectiveness of implemented energy efficiency projects and programs in achieving energy savings and cost reductions

- Provide technical assistance to utilities and local bodies to promote energy efficiency and conservation practices

- Conduct energy audits of municipalities to assess energy consumption and identify potential areas for energy efficiency improvements

- Conduct load forecasting and surveys to assess energy demand and consumption patterns

- Demonstrate project on "IoT and sensor-based Climate Smart Agriculture Initiatives" *(Emerging Technologies)*

- Oversee and administer mobile application for energy efficiency initiatives

- Oversee energy-efficient practices in aquaculture (fisheries) through the use of Energy Efficient Aerators

- Collaborate with Project Management Consultants (PMC) to ensure successful project execution.

- Create and prepare training content, modules, and tutorials for capacity building and awareness campaigns

- Implement vigilance policies, guidelines, and procedures to prevent corruption and ensure compliance

- Conduct capacity building programs for DISCOMs including circle level officers, and conduct Training of Trainers (ToT), in partnership with SDAs and DSICOMs *(Citizen Centricity)*

- Collaborate with DISCOMs, the Indian Council of Agricultural Research (ICAR), and ESCOs *(Citizen Centricity)*

- Organize awareness campaigns and training programs, promoting best practices and facilitating stakeholder collaboration *(Citizen Centricity)*

- Coordinate with media agencies and stakeholders to organize press briefings, events, and campaigns *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 8: DSM Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Administer, monitor, oversee, and review energy conservation initiatives • Establish and update energy efficiency standards and policies • Collaborate with implementation partners for effective policy execution • Review the impact of energy conservation programs • Coordinate with Project Management Consultants (PMC) for successful project execution • Provide technical assistance to utilities and local bodies • Implement vigilance policies to ensure compliance	• Implement energy conservation policies, programs, and initiatives aligned with national priorities • Designing and implementing DSM action plans, strategies, and guidelines • Implement sustainable energy practice programs in the agricultural and municipal sectors, including the replacement of inefficient equipment • Understanding of AI and precision tech to enhance farming efficiency and reduce energy demand • Review energy audit methodologies • Empanelment of PMC • Strategizing communication and outreach programs • Compliance management • Understanding of vigilance policies and procedures of Central Vigilance Commission guidelines/ manual	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals • Review reports and documents	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
Project Engineer/	• Assist in developing energy conservation policies and strategies	• Knowledge of energy-efficient technologies, systems, and best practices	• Framing policies, guidelines, procedures	• Adaptability to changing environment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Sector Expert	• Develop a Detailed Project Report (DPR) for energy-saving measures • Facilitate sustainable energy practices in agricultural and municipal sectors • Implement pilot AgDSM projects in collaboration with DISCOMs • Facilitate in retrofitting lighting systems and optimizing water pumping systems • Monitor and evaluate the effectiveness of energy efficiency projects • Facilitate energy audits of municipalities to identify areas for improvement • Facilitate load forecasting and surveys to assess energy demand • Facilitate demonstration projects on "IoT and sensor-based Climate Smart Agriculture Initiatives." • Oversee the mobile application for energy efficiency initiatives • Implement energy-efficient practices in aquaculture (fisheries) • Collaborate with SDA's, and other stakeholders for awareness campaigns and training programs • Coordinate press briefings, events, and campaigns with media agencies	• Understanding of factors influencing energy demand in buildings and suggest measures for reducing energy demand • Proficiency in designing and implementing energy-saving measures, such as retrofitting lighting systems and optimizing water pumping systems • Proficiency in agricultural practices, machinery, and equipment, including energy-efficient pump sets, irrigation systems, aerators, and sustainable techniques • Understanding of GIS, GPS, and remote sensing tools for data-driven, energy efficient farming and monitor developments on mobile application • Understanding of vigilance policies and procedures of Central Vigilance Commission guidelines/ manual	• Project execution and implementation • Preparation/ updation of various reports, manuals, presentations documents, awareness material • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals • Load Forecasting and Energy Survey Techniques • Develop interactive training material	• Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 9: DSM Division: Proficiency assessment

Competency	Director/ JD	PE/ Sector Expert
Domain		
Development of DSM action plan	A	I
Oversight/ monitoring of DSM pilot and projects	A	I
Implementation of Vigilance policy	I	B
Functional		
Project management, monitoring and reporting	A	I
Policy formulation & regulatory compliance	A	B
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	I
Evaluation and appraisal of proposals and policies	A	I
Providing technical expertise and advisory	NA	NA
Review, compilation, coordination, analysis of data and publishing reports	NA	NA
Administrative and secretarial work	A	I
Reviewing policies, proposals, reports, note sheet	A	B
Budgetary and financial matters	A	NA
Behavioral		
Strategic leadership	A	NA
Decision-making	A	NA
Human resource management	A	NA
Negotiation and collaboration	A	NA
Adaptability	NA	I
Teamwork	NA	I
Positive attitude	NA	I
Outcome oriented	A	B
Cognitive Problem solving	NA	I

Energy Efficiency in Transport Division

The mandate of the Division is to drive energy efficiency in transport sector in two core areas namely E-mobility and fuel efficiency. The major roles/ responsibilities of the Section include:

- Formulate and implement policies and regulations related to energy efficiency, fuel consumption, and emissions in the transport sector *(National Priority)*

- Facilitate and scale up EV charging stations in all urban and rural areas *(National Priority)*

- Assist in framing guidelines for allocation of subsidies and incentives under various government schemes programs to encourage the adoption of EVs and fuel-efficient technologies *(National Priority)*

- Administer development of a computer-based simulation tool called Bharat Energy Efficiency Tool (BEET) for the assessment of fuel efficiency in vehicles *(Emerging technology)*

- Setting S&L program for vehicular tires to improve fuel efficiency *(National Priority)*

- Monitor and evaluate the progress and effectiveness of energy efficiency measures, fuel consumption standards, and other initiatives implemented

- Monitor and analyze the energy consumption in the transport sector

- R&D activities related to energy efficiency, alternative fuels, and new technologies

- Create awareness among consumers, manufacturers, and other stakeholders about the benefits of energy-efficient vehicles and sustainable transportation options *(Citizen Centricity)*

- Coordinate and collaborate with other government departments, state nodal agencies, industry stakeholders, research institutions, and international organizations to drive energy efficiency initiatives and sustainable transportation practices *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.
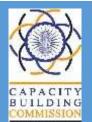
Table 10: Transport Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Administer, monitor, oversee, and review policies and regulations related to energy efficiency, fuel consumption, and emissions in the transport sector • Encourage the adoption of EVs and fuel-efficient technologies by facilitating scaling of EV charging stations and providing expertise for guidelines for allocation of subsidies and incentives • Monitor and evaluate the progress and effectiveness of energy efficiency measures, fuel consumption standards, and other initiatives implemented • Monitor and analyze the energy consumption in the transport sector • Coordinate and collaborate with other government departments, state nodal agencies, industry stakeholders, research institutions, and international organizations to drive energy efficiency initiatives and sustainable transportation practices	• Transport Policy and Regulation related to energy efficiency, fuel consumption, and emissions in the transport sector • Understands the principles and industry practices of electric vehicles (EVs) and fuel-efficient technologies • Strategizing communication and outreach programs • Compliance management • Familiarity with biofuels and their transport compatibility • Understanding of green hydrogen production methods and its role in decarbonizing transport system	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals • Review reports and documents	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
Senior Sector Expert/	• Provide technical inputs, guidance, and expert advice in formulating and implementing policies and regulations	• Knowledge of emerging renewable energy	• Policy and program analysis and evaluation	• Analytical thinking and problem-solving skills

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Sector Expert	related to energy efficiency, fuel consumption, and emissions in the transport sector • Assist in developing guidelines for allocation of subsidies and incentives to promote the adoption of EVs and fuel-efficient technologies • Administer development of the BEET • Conduct R&D activities and provide expertise on the technical aspects and operational principles of energy-efficient transportation systems, alternative fuels and new technologies	technologies and trends in transport domain • Proficiency in developing standards and regulations for energy efficiency, fuel consumption, and emissions • Understanding of various biofuel types and their compatibility with transportation systems • Proficiency in the functioning of hydrogen fuel cells and their application in vehicles	• Research and analysis for energy conservation initiatives • Conduct energy simulations, modeling, and optimization to assess the impact of various energy-efficient technologies and measures • Conduct data analysis, energy audits, and energy mapping activities to identify energy consumption patterns and opportunities for improvement	• Promote synergistic collaboration • Proactive approach to conducting research and development • Networking skills to foster relationships with stakeholders, and engage in cross-sector partnerships
Project Engineer	• Assist in the formulation and implementation of policies and regulations related to energy efficiency, fuel consumption, and emissions in the transport sector • Support the development of EV charging stations in all urban and rural areas • Contribute to the setting of standards for vehicular tires to improve fuel efficiency • Monitor and evaluate the progress and effectiveness of energy efficiency measures, fuel consumption	• Comprehensive knowledge of energy-efficient transportation technologies, systems, and practices, including EV charging infrastructure and fuel-efficient engines • Understands the standards and compliance requirements for energy efficiency, fuel consumption, and emissions	• Preparation/ updation of various reports, manuals, presentations documents, awareness material • Framing policies, guidelines, procedures • Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	standards, and other initiatives in the transport sector • Facilitate R&D activities related to energy efficiency, alternative fuels, and new technologies • Development of fuel economy norms for vehicles in India • Development and review of S&L program for fuel efficiency	• Knowledge in setting up and implementing the S&L program for vehicular tires • Familiarity with green hydrogen fuel and its role in decarbonizing transport system • Familiarity with emerging renewable energy technologies and trends in transport domain	• Conduct data analysis, energy audits • Assess the technical and financial viability of proposals	

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 11: Transport Division: Proficiency assessment

Competency	Dir/ JD	SSE/ SE	PE
Domain			
Proficiency in promoting energy-efficient vehicles and sustainable transportation	A	A	A
Developing guidelines for EV Infrastructure (Incentives)	I	I	I
Facilitate development of fuel efficiency assessment tool (BEET)	A	A	A
Drafting S&L Program for Fuel Efficiency	A	A	A
R&D Proficiency in Energy Efficiency and Alternative Fuels	A	A	A
Functional			
Project management, monitoring and reporting	A	NA	A
Policy formulation & regulatory compliance	A	I	A
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	I	A
Evaluation and appraisal of proposals and policies	A	I	I
Providing technical expertise and advisory	NA	I	NA
Review, compilation, coordination, analysis of data and publishing reports	NA	I	NA
Administrative and secretarial work	A	NA	A
Reviewing policies, proposals, reports, note sheet	A	I	B
Budgetary and financial matters	A	NA	B
Behavioral			
Strategic leadership	A	NA	NA
Decision-making	A	NA	NA
Human resource management	A	NA	NA
Negotiation and collaboration	A	NA	NA
Adaptability	NA	NA	B
Teamwork	NA	I	B
Positive attitude	NA	B	B
Outcome oriented	A	NA	NA
Cognitive Problem solving	NA	B	B

Perform Achieve Trade (PAT) Division

The mandate of the Division is to create a more energy-efficient and environmentally sustainable industrial sector, contributing to India's broader objectives of energy conservation, reduced greenhouse gas emissions, and sustainable economic growth by implementing PAT mechanism. The major roles/ responsibilities of the Section include:

- Implement, monitor, and facilitate the Perform, Achieve, and Trade (PAT) mechanism, aiming to improve energy efficiency in energy-intensive industries through the establishment of SEC norms *(National Priority)*

- Set the methodology for determining the Specific Energy Consumption (SEC) norms for each designated consumer, verify the process, and ensure reliability of the data *(National Priority)*

- Empanel and authorize agencies responsible for monitoring and verifying energy savings achieved under the PAT scheme

- Oversee the tendering process for accurate verification of energy savings reported by DCs

- Monitor and assess the energy consumption of the industries to verify their compliance with the established norms

- Conduct energy mapping studies to analyze energy consumption patterns and identify opportunities for energy efficiency improvements in steel plants and mines

- Handle legal aspects and ensure compliance, adhering to regulatory requirements

- Monitor the PAT scheme in older sectors to improve and achieve energy savings targets

- Accredit Authorized Energy Auditors (AEA), maintain list and specify qualifications to ensure the quality and competence of energy assessments conducted under the PAT scheme

- Facilitate examinations, specify certification procedures for Energy Auditors (EAs) and Energy Managers (EMs)

- Facilitate capacity-building activities (trainings and refresher courses) to enhance the skills and capabilities of Energy Auditors and Energy Managers involved *(Citizen Centricity)*

- Issue and operationalize the ESCert trading process, including facilitating the exchange, ensuring transparency, efficiency, fairness, compliance and reconciliation in the trading mechanism

- Consult with key stakeholders such as designated consumers, energy auditors/managers, industry associations, academics, and other stakeholders *(Citizen Centricity)*

- Conduct awareness campaigns for stakeholders *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned to their effective performance.

Table 12: PAT Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Administer, monitor, and oversee the PAT mechanism for energy efficiency in industries • Review SEC norms and ensure data reliability for DCs • Empanel and authorize agencies for energy savings verification • Monitor and assess energy consumption in industries for compliance • Identify opportunities for energy efficiency improvements in industrial settings like steel plants and mines • Oversee legal aspects and ensure regulatory compliance • Facilitate certification and accreditation procedures • Oversee the ESCert trading process and compliance reconciliation • Consult with stakeholders and conduct awareness campaigns	• Implement energy conservation policies, programs, PAT mechanism and Specific Energy Consumption (SEC) norms aligned with national priorities • Ensure compliance with set standards • Accrediting AEA's for energy assessments • Implementation of the ESCerts trading process • Familiarity with emerging technologies for industrial electrification and environmental regulations • Authorize agencies responsible for monitoring and verifying energy savings • Empanel agencies for monitoring and verification • Administer examinations and refresher courses for EA and EM	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals • Review reports and documents	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
Senior Sector Expert/ Sector Expert/ Consultant	• Implement PAT initiatives within the different sectors including execution	• Subject matter expertise in energy-efficient technologies, practices, and solutions	• Policy and program analysis and evaluation	• Analytical thinking and problem-solving skills

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Conducting studies including Net Zero, Model shift, etc. • Conducting energy audits in Discoms in alignment with BEE Regulations • Provide technical inputs, guidance, and expert advice for energy efficiency in industries for PAT Gazette Notifications, inclusion of new PAT sectors such as 'Automobile' and 'Tyres' • Analysis of sectoral energy and production profits • Offer expertise in setting SEC norms and verifying data • Support energy savings verification and conduct energy mapping studies • Provide technical assistance in legal aspects and ensuring compliance with regulatory requirements for all sectors such as P&P, Railways	applicable to energy-intensive industries • Advanced understanding of industrial processes and energy efficiency opportunities • Assists in the development and implementation of policies, guidelines, and procedures to support the PAT mechanism and SEC norms • Proficiency in SEC norms, energy consumption analysis, and compliance verification • Develop content for examinations and refresher courses for Energy Auditors and Energy Managers (EA/EM)	• Research and analysis for energy conservation initiatives • Conduct energy simulations, modeling, and optimization to assess the impact of various energy-efficient technologies and measures • Conduct data analysis, energy audits, and energy mapping activities to identify energy consumption patterns and opportunities for improvement	• Promote synergistic collaboration • Proactive approach to conducting research and development • Networking skills to foster relationships with stakeholders, and engage in cross-sector partnerships
Project Engineer	• Assist in implementing PAT mechanism and ISO 50001:2018 standards in industries, • Provide technical support for SEC norms, data verification, energy consumption monitoring,	• Understanding of industries and economies policies that drive green innovation, competitiveness, and economic transformation	• Framing policies, guidelines, procedures, orders • Project execution and implementation	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook

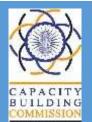| Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	compliance assessment, and energy mapping studies • Manage ESCerts helpdesk • Upgrade PATNet & CRM, amend rules & regulations • Calculate MTOE price per Rule 16 of PAT rules • Conduct energy mapping for TPPs • Engage in National Biomass Mission, develop policies for retiring old/inefficient TPPs and Energy Performance Norms, and assess Industry 4.0 integration • Coordinate with stakeholders and handle various tasks (O&M issuance, letters, approvals)	• Comprehensive knowledge of energy-efficient technologies, systems, and practices applicable to energy-intensive industries • Proficiency in compliance monitoring, energy audits, and verification processes • Develop rating criteria, guidelines, and procedures for the Star rating program, awards • Develop Energy audits process/ SOP • Staying updated with the latest trends, technologies, and best practices in building energy efficiency	• Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals • Preparation/ updation of various reports, manuals, presentations documents, awareness material	• Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 13: PAT Division: Proficiency assessment

Competency	Director	JD	SSE/ SE	PE	Consultant
Domain					
Oversight of energy savings verification and trading	A	A	A	B	A
SEC norm setting and verification	A	A	A	B	A
Energy mapping of industries	A	A	A	B	I
Legal compliance and regulatory adherence management	A	A	I	B	A
Oversight of ESCert compliance and reconciliation	A	A	I	B	I
Functional					
Project management, monitoring and reporting	A	A	NA	B	NA
Policy formulation & regulatory compliance	A	A	I	B	I
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	NA	I	B	I
Evaluation and appraisal of proposals and policies	A	A	I	B	I
Providing technical expertise and advisory	NA	NA	I	NA	I
Review, compilation, coordination, analysis of data and publishing reports	NA	NA	I	NA	I
Administrative and secretarial work	A	A	NA	B	NA
Reviewing policies, proposals, reports, note sheet	A	A	I	B	NA
Budgetary and financial matters	A	A	NA	B	NA
Behavioral					
Strategic leadership	A	A	NA	NA	NA
Decision-making	A	A	NA	NA	NA
Human resource management	A	A	NA	NA	NA
Negotiation and collaboration	A	A	NA	NA	NA
Adaptability	NA	B	NA	I	NA
Teamwork	NA	I	I	I	I
Positive attitude	NA	B	I	I	I
Networking and collaboration	A	B	NA	NA	NA
Cognitive Problem solving	NA	B	I	I	I

Energy Efficiency in SMEs Division

The mandate of the Division is to encourage the energy efficient technologies and operational practices in SME sectors in India. The major roles/ responsibilities of the Section include:

- Enhance energy efficiency of the SME clusters *(National Priority)*

- Develop cluster-specific energy efficiency manuals to provide guidance on energy-saving practices tailored to the needs of SME clusters

- Initiate energy efficiency interventions in selected SME clusters *(National Priority)*

- Conduct studies to assess energy use and technology gaps at the unit level within the SME clusters

- Preparing Detailed Project Reports (DPRs) outlining energy-efficient technologies suitable for SMEs

- Empanelment of Local Service Providers (LSPs) for energy efficiency projects ensures localized expertise, faster implementation, and community engagement for effective and sustainable outcomes.

- Plan and implement 100 technology demonstration projects in various SME sectors *(Citizen Centricity)*

- Facilitate large-scale replication of energy-efficient practices in the SME sectors *(Citizen Centricity)*

- Facilitate capacity building and knowledge enhancement of the workforce in SMEs *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 14: SME Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Initiate and implement energy efficiency interventions in selected SME clusters • Facilitate and monitor studies to assess energy use and technology gaps at the unit level within the SME clusters • Review DPRs outlining energy-efficient technologies suitable for SMEs and oversee quality of contract management works • Empanel LSPs for supporting SMEs • Facilitate large-scale replication of energy-efficient practices in the SME sectors	• Comprehensive technical knowledge and expertise in the SME sector, including energy efficiency practices, technologies, and challenges • Proficiency in cluster development methodologies, industry-specific requirements, and the energy efficiency potential of SME clusters • Understanding of energy efficiency policies, programs, and initiatives relevant to SMEs, along with the ability to develop and implement strategies for their effective implementation • Monitor energy efficiency improvements • Empanel agencies, consultants and LSPs	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Energy performance assessment methodologies and tools • Assess the technical and financial viability of proposals • Policy formulation & regulatory compliance	• Leadership • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Critical thinking and problem-solving abilities • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Project Engineer/ Sector Expert	• Assist in enhancing energy efficiency of SME clusters • Develop cluster-specific energy efficiency manuals for SME clusters	• Knowledge of energy-efficient technologies, systems, and practices applicable to SMEs and specific industry sectors	• Preparation/ updation of various reports, manuals, presentations documents, awareness material	• Adaptability to changing environment • Collaborate effectively for Teamwork

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Support energy efficiency interventions in selected SME clusters • Facilitate studies to assess energy use and technology gaps within SME clusters • Assist in the planning and implementation of technology demonstration projects in SME sectors • Support the capacity building and knowledge enhancement of the workforce in SMEs	• Ability to conduct technical assessments, energy audits, and feasibility studies to identify energy-saving opportunities and technology requirements for SMEs • Understanding of the unique characteristics, challenges, and opportunities within the SME sector • Awareness regarding industry trends, and technological advancements	• Framing policies, guidelines, procedures • Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals	• Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 15: SME Division: Proficiency assessment

Competency	Dir/ JD	PE/ SE
Domain		
Facilitating energy efficiency interventions in SME clusters	A	I
Developing cluster-specific energy efficiency manuals	A	I
Conducting studies to assess energy use and technology gaps	A	I
Functional		
Project management, monitoring and reporting	A	B
Policy formulation & regulatory compliance	A	I
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	I
Evaluation and appraisal of proposals and policies	A	I
Providing technical expertise and advisory	NA	NA
Review, compilation, coordination, analysis of data and publishing reports	A	NA
Administrative and secretarial work	A	I
Reviewing policies, proposals, reports, note sheet	A	I
Budgetary and financial matters	A	A
Behavioral		
Strategic leadership	A	NA
Decision-making	A	NA
Human resource management	A	NA
Negotiation and collaboration	A	NA
Adaptability	NA	B
Teamwork	NA	B
Positive attitude	NA	I
Outcome oriented	A	B
Cognitive Problem solving	NA	B

Financing Energy Efficiency Programme (FEEP) Division

The mandate of the Division is to ensure prompt access to financing for enhancing energy efficiency. To achieve the goal, two initiatives have been introduced: the Energy Efficiency Financing Platform (EEFP) and the Framework for Energy Efficient Economic Development (FEEED). These initiatives aim to facilitate the financing process and promote the development of energy-efficient practices. The EEFP has been tasked with establishing mechanisms that enable the financing of demand side management programs in crucial sectors. This involves capturing future energy savings and supporting the capacity building of financial institutions, ESCOs , OEMs, and designated consumers. On the other hand, the FEEED has the mandate of developing fiscal instruments that encourage and foster energy efficiency throughout the country. These instruments aim to create an environment conducive to promoting and incentivizing energy-efficient practices. The major roles/ responsibilities of the Section include:

- Develop financial mechanisms, strategies, and initiatives that enable the financing of demand-side management programs in key sectors *(National Priority)*

- Development of fiscal instruments to promote energy efficiency *(National Priority)*

- Facilitate the implementation of energy efficiency projects by accelerating energy efficiency financing *(National Priority)*

- Establish, operate, manage the Energy Efficiency Financing Platform (EEFP) as a collaboration platform between Financial Institutions (FIs), project developers, and other stakeholders *(National Priority)*

- Collaborate with SIDBI to promote energy efficiency financing for MSMEs and explore solutions based on IoT, green MSMEs, and capacity building of stakeholders *(Emerging Technologies)*

- Grade energy efficiency projects, establishing partnerships and empanelment of private organizations

- Provide policy guidance and support the financing of energy efficiency projects through the Partial Risk Sharing Facility (PRSF) program

- Mobilize energy efficiency financing, track financing activities, and publish a list of energy-efficient technologies eligible for financing

- Oversee and monitor facilitation center activities

- Oversee and support a collaborative platform for organizing state-level events called "Investment Bazaar for Energy Efficiency" *(Citizen Centricity)*

- Raise awareness about financing schemes and conduct training workshops for stakeholders, including Financial Institutions (FIs) *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.
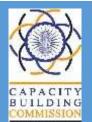
Table 16: FEEP Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Develop financial mechanisms and strategies for DSM program financing • Manage the EEFP involving stakeholders • Empanel private organizations for grading of energy efficiency projects • Provide policy guidance and support for energy efficiency project financing • Monitor facilitation center activities and organize state-level events for energy efficiency investments • Raise awareness and conduct training workshops on financing schemes	• Knowledge and expertise in energy finance, economics, fiscal instruments, financial mechanisms and market dynamics • Comprehensive understanding of financial strategies, institutional investment frameworks, sustainable finance, and project financing mechanisms and risk management • Empanelment of consultants for grading projects • Navigating carbon markets and compliance mechanisms • Strategizing communication and outreach programs • Compliance management	• Policy and program analysis and evaluation • Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals • Review reports and documents	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Project Economist	• Develop fiscal instruments, strategies and Financing Schemes to promote energy efficiency • Collaborate with stakeholders to manage facilitate energy efficiency financing projects • Track financing activities and evaluate the economic impact of energy efficiency projects • Analyze financial data and make recommendations for optimizing energy efficiency investments • Conduct economic assessments to assess the cost-effectiveness of energy efficiency initiatives • Assist in preparation of training & capacity building plans	• Knowledge and expertise in energy finance, economics, financial mechanisms, and market dynamics • Proficiency in financial modeling, cost-benefit analysis, and risk assessment for energy efficiency projects • Understanding of energy policy and regulation, particularly in relation to sustainable energy finance, institutional investment frameworks, and project financing mechanisms • Navigating carbon markets and compliance mechanisms, green taxation and subsidies	• Research and analysis for energy financing initiatives • Conduct energy simulations, modeling, and optimization to assess the impact of various energy-efficient technologies and measures • Conduct data analysis, and energy mapping activities • Setting up evaluation criteria and methodologies for studies and assessments • Assess the financial viability of proposals	• Analytical thinking and problem-solving skills • Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting
Project Engineer/ Sector Expert	• Coordinate with the Director and Project Economist to ensure alignment with financial mechanisms and project goals • Collaborate with various stakeholders to ensure successful execution of energy efficiency financing initiatives • Ensure adherence to compliance requirements, grading of EE	• Comprehensive knowledge of energy-efficient technologies, systems, and practices • Technical understanding on project finance and economics • Methodologies for assessment and grading of energy efficiency projects effectively • Understanding of energy policy and regulation, particularly in relation	• Preparation/ updation of various reports, manuals, presentations documents, awareness material • Framing policies, guidelines, procedures • Project execution and implementation	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	projects, and best practices in energy efficiency projects • Conduct DPR's assessments and audits • Monitor and evaluate the performance of energy efficiency projects and make necessary adjustments for optimal results • Handling BEE's FC project	to energy finance, investment, and project evaluation • Navigating carbon markets and compliance mechanisms, green taxation and subsidies	• Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals	

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 17: FEEP Division: Proficiency assessment

Competency	Director/ JD	Project Economist	PE
Domain			
Development of financial mechanisms	A	B	B
Management and administration of energy efficiency financing	A	I	B
Grading and partnering for energy efficiency projects	A	B	B
Mobilization and tracking of energy efficiency financing	A	B	B
Coordination and oversight of State level events	A	I	B
Functional			
Project management, monitoring and reporting	A	I	I
Policy formulation & regulatory compliance	A	B	B
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	B	I
Evaluation and appraisal of proposals and policies	A	B	B
Providing technical expertise and advisory	NA	B	B
Review, compilation, coordination, analysis of data and publishing reports	A	B	I
Administrative and secretarial work	A	B	B
Reviewing policies, proposals, reports, note sheet	A	B	B
Budgetary and financial matters	A	A	NA
Behavioral			
Strategic leadership	A	NA	NA
Decision-making	A	NA	NA
Human resource management	A	NA	NA
Negotiation and collaboration	A	NA	NA
Adaptability	NA	I	B
Teamwork	NA	I	B
Positive attitude	NA	I	B
Outcome oriented	NA	NA	B
Cognitive Problem solving	NA	I	B

State Designated Agency (SDA) Division

The mandate of the Division is to build and strengthen the institutional, technical, and financial capacities and capabilities of the SDAs for undertaking energy efficiency activities at the State level. BEE provides financial assistance to the SDAs under two major components.

- Providing financial assistance to the State Designated Agencies to coordinate, regulate and enforce efficient use of energy and its conservation
- Contribution to State Energy Conservation Fund (SECF)

The major roles/ responsibilities of the Section include:

- Facilitate access to financing and incentives for energy efficiency projects *(National Priority)*

- Strengthen the capacity and capabilities of government agencies, institutions, and stakeholders involved in energy efficiency *(National Priority)*

- Facilitate the integration of energy efficiency considerations into national energy planning and policies *(National Priority)*

- Provide financial assistance to State Designated Agencies (SDAs) to coordinate, regulate, and enforce efficient energy use and conservation *(National Priority)*

- Provide manpower support to SDAs for coordination, administration, regulation, and enforcement of energy efficiency activities

- Conduct review, analysis, and surveys to assess the impact of energy conservation activities by SDAs

- Oversee State Energy Efficiency Index and portal

- Contribute to the SECF to facilitate the implementation of energy efficiency projects

- Support the implementation of energy efficiency demonstration projects, including street lighting, water pumping, waste heat recovery, and buildings' retrofitting

- Facilitate energy efficiency activities in government schools by replacing conventional appliances with energy-efficient ones and strengthen partnerships between policymakers and educational institutions

- Support the Model Energy Efficient Village Campaign to transform villages into energy-efficient models by replacing inefficient electrical equipment and appliances

- Facilitate training and capacity-building workshops for energy professionals and stakeholders *(Citizen Centricity)*

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 18: SDA Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Facilitate access to financing and incentives for energy efficiency projects • Strengthen the capacity of government agencies and stakeholders involved in energy efficiency • Integrate energy efficiency considerations into national energy planning and policies • Provide financial assistance to State Designated Agencies (SDAs) for energy conservation • Oversee the State Energy Efficiency Index and portal • Support energy efficiency demonstration projects in various sectors • Facilitate energy efficiency activities in government schools and villages • Organize training workshops for energy professionals and stakeholders	• Understands energy management principles and techniques • Monitor energy efficiency improvements • Empanel agencies for monitoring and verification • Comprehensive understanding of financial strategies, and risk management • Understanding carbon capture, utilization, and storage technologies • Strategizing communication and outreach programs • Compliance management	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Energy performance assessment methodologies and tools • Policy formulation & regulatory compliance • Assess the technical and financial viability of proposals	• Leadership skills to provide guidance, and oversight • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Critical thinking and problem-solving abilities • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Senior Sector Expert/	• Provide technical expertise in SDA related policy matters	• Subject matter expertise in carbon markets, capitalization,	• Policy and program analysis and evaluation	• Analytical thinking and problem-solving skills

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Sector Expert	• Assess the impact of energy conservation activities by SDAs • Contribute to the development of energy efficiency demonstration projects • Advise on the replacement of conventional appliances with energy-efficient alternatives • Participate in training and capacity-building workshops	utilization, and storage technologies • Comprehensive understanding of energy efficiency policies, regulations, and standards applicable to the division's activities • Awareness regarding industry trends, and technological advancements	• Research and analysis for energy conservation initiatives • Conduct energy simulations, modeling, and optimization to assess the impact of various energy-efficient technologies and measures • Conduct data analysis, energy audits, and energy mapping activities to identify energy consumption patterns and opportunities for improvement	• Proactive approach to conducting research and development • Networking skills to foster relationships with stakeholders, and engage in cross-sector partnerships • Promote synergistic collaboration
Project Engineer	• Coordinate with SDAs for efficient energy use, facilitating regional & national SDA meetings and project implementation • Contribute to the State Energy Efficiency Index, Energy efficiency Index plans • Evaluation of Annual Action Plans of SDA, SFC/EFC memos, State Energy Efficiency Action Plan (SEEAP) • Operational guidelines for schemes and maintenance of web-portal • Miscellaneous task including RTI, grievance, PQ, ATR, MoM etc.	• Comprehensive knowledge of energy-efficient technologies, systems, and practices applicable to building design and construction • Conducting inspections, audits, and assessments • Ability to design and implement effective energy efficiency programs and policies to support the adoption of energy efficiency technologies and practices • Identifying and assessing compliance, and developing and implementing enforcement strategies	• Preparation/ updation of various reports, manuals, presentations documents, awareness material • Framing policies, guidelines, procedures • Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Monitor physical and financial progress, reconcile fund usage, prepare monthly expenditure reports and correspondences • Capacity building, documentation of best practices & dissemination of information to SDAs	• Understanding of compliance monitoring, energy audits, and verification processes within the SDA Division • Knowledge of battery energy storage technologies and applications		

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 19: SDA Division: Proficiency assessment

Competency	Director	SSE/ SE	PE
Domain			
Facilitating financing and incentives for SDAs	A	I	I
Oversight for SDAs' energy efficiency activities	A	I	A
Support and promote energy efficiency demonstration projects	A	NA	A
Functional			
Project management, monitoring and reporting	A	NA	A
Policy formulation & regulatory compliance	A	I	I
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	I	I
Evaluation and appraisal of proposals and policies	A	I	NA
Providing technical expertise and advisory	NA	I	NA
Review, compilation, coordination, analysis of data and publishing reports	A	I	A
Administrative and secretarial work	A	NA	I
Reviewing policies, proposals, reports, note sheet	A	I	B
Budgetary and financial matters	A	NA	I
Behavioral			
Strategic leadership	A	NA	NA
Decision-making	A	NA	NA
Human resource management	A	NA	NA
Negotiation and collaboration	A	NA	NA
Adaptability	NA	NA	B
Teamwork	NA	I	B
Positive attitude	NA	I	B
Outcome oriented	NA	B	B
Cognitive Problem solving	NA	I	B

Standards and Labelling (S&L) Division

The mandate of the Division is to is to implement the S&L program, which aims to reduce energy consumption of appliances while maintaining service levels. The major roles/ responsibilities of the Section include:

- Reduce the end-use energy consumption of appliances, establish, and update energy efficiency standards for a wide range of appliances and equipment *(National Priority)*

- Monitor the market to ensure compliance and verify energy savings *(National Priority)*

- Collaborate with testing laboratories, involve them for check testing to ensure compliance, seek their expertise in developing realistic efficiency standards, and foster a symbiotic relationship to support the successful implementation of the standards and labeling program

- Conduct periodic check testing of labelled products in third-party accredited laboratories to ensure compliance, take action against non-compliant models, and publish details of failed products to inform consumers

- Coordinate with IAMEs to track check testing status, provide regular updates to BEE, and facilitate testing schedules and witness presence for second check testing if required

- Manage the S&L web portal, providing online application filing, easy tracking, report generation, effective communication, and analysis of energy savings

- Develop mobile application for consumers to compare energy savings, access product information, store receipts, provide feedback, and promote informed decision-making *(Emerging Technology)*

- Implement the QR Code system for affixing star labels to ensure authenticity, prevent misuse, enable consumers to retrieve and verify technical specifications from the database *(Emerging Technology)*

- Organize awards (NECA), painting competition, innovation events and establish criteria, promote awareness, coordinate ceremonies, and publicize achievements *(Citizen Centricity)*

- Collaborate with manufacturers, industry associations, consumer organizations, and other stakeholders to gather feedback, provide technical support, exchange best practices, and foster collaborations that support energy efficiency initiatives *(Citizen Centricity)*

- Organize and conduct workshops as part of the National Retailer Training Program to educate authorized traders/sellers about the benefits of star-rated appliances, cost savings, and energy-saving potential *(Citizen Centricity)*

- Raise consumer awareness to enable informed decision-making regarding the cost-effectiveness and energy performance of appliances during the purchasing process *(Citizen Centricity)*

Organization structure of the Division depicting various staff positions is shown alongside. Outlined in the comprehensive table below are the roles and responsibilities assigned to each staff position highlighting the essential competencies necessary for their effective performance.

Table 20: S&L Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Review and ensure compliance with updated energy efficiency standards for appliances • Collaborate with testing laboratories and IAMEs to verify energy savings and monitor compliance • Take action against non-compliant products to maintain energy efficiency standards • Oversee the management of the web portal, mobile application, and QR code system for star labels • Administer awards (NECA), events (painting competition) and promote awareness of energy efficiency achievements • Collaborate with stakeholders to gather feedback and provide support for energy efficiency initiatives • Conduct workshops to educate traders/sellers about energy-efficient appliances and raise awareness among consumers	• Comprehensive technical knowledge and expertise in energy efficiency standards and labeling for appliances and equipment • Proficiency in market monitoring techniques and ensuring compliance • Overseeing and maintaining the S&L web portal, mobile application, and other IT initiatives • Empanel agencies for monitoring and verification • Engage and understand functions of testing laboratories, IAMEs, industry associations, and other stakeholders • Familiarity with relevant Indian standards related to energy and industry • Strategizing communication and outreach programs	• Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Policy formulation & regulatory compliance • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Energy performance assessment methodologies and tools • Assess the technical and financial viability of proposals	• Leadership • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Critical thinking and problem-solving abilities • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Project Engineer	• Drafting schedule, guidelines, notifications, regulations, policies for energy efficiency standards for appliances	• Knowledge of energy-efficient technologies, systems, and practices applicable to appliances and equipment	• Preparing draft notifications for appliances and reviewing international notifications	• Adaptability to changing environment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Monitor and report on non-compliant products, solve queries on respective appliances and drafting queries related to RTI, manufacturers, etc. • Coordinate with testing laboratories and IAMEs to verify energy savings and monitor compliance • Facilitate in the management of the web portal, mobile application, and QR code system for star labels • Coordinate with stakeholders, manufacture associations to gather feedback and provide support for energy efficiency initiatives • Assist in conducting workshops and awareness campaigns • Application scrutiny • Handling work related to WTO-TBT (notification purposes) • Assisting manufacturers with various processes including company and model registrations, company name changes, withdrawals, payment verification, and addressing fee-related queries	covered under energy efficiency standards and labeling • Managing and monitoring the S&L web portal, mobile application, and other IT initiatives • Conducting check testing to verify equipment compliance with energy standards, monitoring techniques, and evaluation methods • Knowledge of relevant Indian standards related to energy and industry • Proficiency in technical assessment and evaluation of appliances and equipment • Understanding the process of trademark certificate	• Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals • Preparation/ updation of various reports, manuals, presentations documents, awareness material	• Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 21: S&L Division: Proficiency assessment

Competency	Dir/ JD	PE
Domain		
Developing and updating appliance energy efficiency standards	A	B
Monitoring market compliance and energy savings	A	B
Periodic check testing of labelled products	I	B
Administer of digital applications/ tools (QR, web portal, etc.)	I	B
Functional		
Project management, monitoring and reporting	A	B
Policy formulation & regulatory compliance	A	B
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	B
Evaluation and appraisal of proposals and policies	A	B
Providing technical expertise and advisory	NA	NA
Review, compilation, coordination, analysis of data and publishing reports	A	B
Administrative and secretarial work	A	B
Reviewing policies, proposals, reports, note sheet	A	B
Budgetary and financial matters	A	B
Behavioral		
Strategic leadership	A	NA
Decision-making	A	NA
Human resource management	A	NA
Negotiation and collaboration	A	NA
Adaptability	NA	B
Teamwork	NA	B
Positive attitude	NA	I
Outcome oriented	NA	B

International Cooperation Division

The mandate of the Division is to strengthen international collaboration, foster partnerships, coordinate technical matters, evaluate the impact of initiatives and drive energy efficiency initiatives to achieve national energy efficiency goals and contribute to global sustainability targets. The major roles/ responsibilities of the Section include:

- Contribute to global energy efficiency indices and transition indexes to assess and benchmark energy efficiency performance at national and international levels *(National Priority)*

- Conduct impact assessments of energy efficiency initiatives and programs

- Collaborate and coordinate with the MoP on technical aspects and oversee Energy Demand Management Units (EDMU) projects

- Promote and facilitate the adoption of ESCOs by providing guidance, support, and fostering partnerships *(National Priority)*

- Coordinate and collaborate with the EC and IC divisions within the ministry to align energy efficiency policies, programs, and initiatives

- Engage in international coordination and collaboration with countries to exchange best practices, experiences, and knowledge in energy efficiency, fostering global cooperation *(Citizen Centricity)*

- Participate in relevant international platforms such as the G20, CEM, BRICKS, to strengthen global energy efficiency efforts and contribute to international policy dialogues *(Citizen Centricity)*

- Coordinate with international organizations such as the GEF, UNIDO, World Bank, UNEP, UNDP, and others to leverage their expertise, resources, and support for energy efficiency initiatives *(Citizen Centricity)*

- Enable collaboration and fostering partnerships with international countries and organizations *(Citizen Centricity)*

Other responsibilities of the Division

- Promote energy efficiency measures and best practices in the cold chain sector to reduce energy consumption

- Support the development and implementation of energy-efficient district cooling systems to enhance cooling efficiency and reduce energy demand

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 22: International Cooperation Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Director/ Joint Director	• Monitor and review global energy efficiency indices and transition indexes for national and international benchmarking • Promote the adoption of ESCOs by providing guidance and fostering partnerships • Facilitate impact assessments of energy efficiency initiatives and programs • Facilitate energy efficiency measures and best practices in the cold chain sector • Support the development and implementation of energy-efficient district cooling systems • Coordinate and collaborate within the ministry to align energy efficiency programs, and initiatives • Engage in international coordination and collaboration to foster global cooperation	• Understanding of energy systems, including generation, distribution, and consumption, with a focus on coordination and integration • Legal and regulatory framework governing energy efficiency initiatives, district cooling systems, and energy demand management • International pacts, policies, and initiatives in energy efficiency • Energy efficiency measures and best practices in the cold chain sector • Know-how of Global energy efficiency indices and transition indexes measurement tools, KPI's, data collection methodology, etc.	• Policy formulation & regulatory compliance • Strong project management skills to oversee and monitor energy efficiency projects, evaluate their effectiveness • Budgeting, resource allocation, and financial management • Event Management for conducting outreach programs • Data analysis techniques to evaluate compliance status and identify areas for improvement • Energy performance assessment methodologies and tools • Assess the technical and financial viability of proposals	• Leadership • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Critical thinking and problem-solving abilities • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Project Engineer	• Support the promotion and facilitation of ESCOs	• Knowledge of energy-efficient technologies, systems, and	• Framing policies, guidelines, procedures	• Adaptability to changing environment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Manage and administer impact assessments of energy efficiency initiatives and programs • Identify energy efficiency measures and best practices in the cold chain sector and implementation of energy-efficient district cooling systems • Collaborate and coordinate with the MoP on technical aspects, ESCOs, identified vendors for progress of audit • Oversee Energy Demand Management Units (EDMU) projects • Prepare briefs for relevant international platforms to strengthen global energy efficiency efforts and contribute to international policy dialogues • Coordinate with international organizations to leverage their expertise, resources, and support for energy efficiency initiatives • Review of Investment Grade Energy Audits (IGEA) report, and ESCO Empanelment Report • Preparation of bid evaluation both technical and financial	practices applicable to various sectors and domains • Understanding of project implementation processes, standards, and guidelines for energy efficiency initiatives • Familiarity with energy policy and regulation, particularly in relation to energy efficiency, to support coordination efforts • Design, implementation, and operation of District cooling system	• Project execution and implementation • Setting up evaluation criteria and methodologies for studies and assessments • Conduct data analysis, energy audits • Assess the technical and financial viability of proposals • Financial analysis and budgeting • Preparation/ updation of various reports, manuals, presentations documents, awareness material	• Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 23: International Cooperation Division: Proficiency assessment

Competency	Dir/ JD	PE
Domain		
Contribution to Global Energy Efficiency Indices	I	I
Facilitate energy efficiency in cold chain sector and District cooling systems	I	B
International cooperation and coordination	I	I
Functional		
Project management, monitoring and reporting	A	A
Policy formulation & regulatory compliance	A	I
Preparation/ updation of various reports, manuals, presentations documents, awareness material	NA	A
Evaluation and appraisal of proposals and policies	A	I
Providing technical expertise and advisory	NA	NA
Review, compilation, coordination, analysis of data and publishing reports	A	A
Administrative and secretarial work	A	A
Reviewing policies, proposals, reports, note sheet	A	I
Budgetary and financial matters	A	I
Behavioral		
Strategic leadership	A	NA
Decision-making	A	NA
Human resource management	A	NA
Negotiation and collaboration	A	NA
Adaptability	NA	A
Teamwork	NA	A
Positive attitude	NA	A
Outcome oriented	NA	B
Cognitive Problem solving	NA	A

Administration and HR Division

The mandate of the Section is to oversee general administration matters of BEE. The major roles/ responsibilities of the Section include:

- Managing the Government e-Marketplace (GEM) portal

- Handling the bidding process and uploading bids onto the GEM portal, from soliciting bids to evaluating and selecting vendors

- Office maintenance and upkeep

- Oversight of Annual Maintenance Contracts (AMC) for office equipment, ensuring that all machinery and tools are well-maintained and in optimal working condition

- Supervising the EPABX system at BEE, managing phone lines, extensions, and ensuring efficient communication within the organization

- Managing official vehicle arrangements and tracking related expenses

- Providing support for legal matters, requirements and ensuring compliance

- Overseeing the Annual Performance Assessment Report (APAR) process to ensure timely and accurate performance evaluations of staff, ensuring fairness and consistency

- Arrange and coordinate training programs for in-house staff to enhance their skills, knowledge, and competencies, promoting professional growth within the organization

- Assist in recruitment processes, including job posting, initial screening of candidates, and facilitating the onboarding

- Address employee concerns, facilitate conflict resolution, and maintain a positive and inclusive work environment.

- Maintain and update HR documentation, including personnel records, policies, and procedures

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 24: Administration and HR Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Manager (HR)	• Responsible for overseeing HR functions, including recruitment, onboarding, employee relations, and training • Addressing employee concerns and ensuring a positive work environment • Maintaining HR documentation, policies, and procedures • Collaborating with the Manager (Admin) for training and onboarding processes	• Proficiency in sourcing, interviewing, and selecting candidates to meet organizational needs • Skill in facilitating the smooth onboarding of new employees and ensuring they are integrated into the organization effectively • Ability to manage employee concerns, resolve conflicts, and maintain a positive workplace environment • Competency in designing training programs to enhance employee skills and knowledge • Proficiency in maintaining personnel records, policies, and procedures in compliance with regulations.	• Strong project management skills to oversee and monitor HR functions • Budgeting, resource allocation, and financial management • Review reports and documents, note sheet	• Strategic leadership skills to provide guidance, direction, and oversight • Decision-making skills • Strong collaboration and networking skills • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation • Focus on achieving measurable results
Manager (Admin)	• In charge of office maintenance, AMC oversight, and administrative tasks • Supervising the EPABX system for efficient communication within the organization	• Skill in overseeing office maintenance and ensuring a safe and functional workspace • Competency in managing AMC for office equipment • Ability to supervise the EPABX system for efficient communication within the organization	• Strong project management skills to oversee and monitor admin functions • Budgeting, resource allocation, and financial management • Review reports and documents, note sheet	• Leadership • Managing teams, including delegating tasks and responsibilities, monitoring progress, and providing constructive feedback • Critical thinking and problem-solving abilities

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Managing official vehicle arrangements and related expenses • Collaborating with the Manager (HR) for training and onboarding processes	• Proficiency in managing vehicle arrangements. • Skill in coordinating administrative tasks and ensuring smooth operations		• Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Consultant (HR and Admin)	• Providing expertise in HR and administrative tasks • Assisting in HR functions such as training, recruitment, and employee relations • Managing administrative tasks like office maintenance, EPABX supervision, and vehicle arrangements • Collaborating with both HR and Admin Managers for seamless operations	• Proficiency in HR and administrative functions • Ability to assist in training, recruitment, and onboarding processes • Addressing employee concerns and facilitating conflict resolution • Skill in collaborating with HR and Admin Managers for seamless operations	• Developing comprehensive strategies and plans that align with the goals and objectives • Expertise in planning, organizing, and executing, including time management, resource allocation, and risk assessment	• Analytical thinking and problem-solving skills • Promote synergistic collaboration • Proactive approach to conducting research and development • Networking skills to foster relationships with stakeholders, and engage in cross-sector partnerships
Consultant (Procurement)	• Specializing in procurement and bidding processes • Handling the bidding process, vendor selection, and uploading bids on the GEM portal • Ensuring compliance with procurement regulations	• Specialization in procurement and bidding processes • Proficiency in evaluating and selecting vendors to meet organizational needs • Ability to ensure compliance with procurement guidelines	• Setting up evaluation criteria and methodologies for studies and assessments • Assess the technical and financial viability of proposals	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

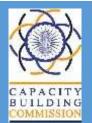| Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
	• Collaborating with the Admin Manager for procurement-related matters	• Skill in collaborating with HR and Admin teams when necessary for procurement-related matters	• Preparation/ updation of various reports, manuals, presentations documents	
Assistant Officers	• Supporting various administrative and HR tasks as directed by the HR and Admin Managers • Assisting in, onboarding, and maintaining HR documentation • Aiding in office maintenance, EPABX system supervision, and vehicle arrangement tasks • Assisting in the organization of training programs	• Ability to support various tasks across HR, Admin, and training functions. • Proficiency in effective communication within the team. • Skill in handling tasks with attention to detail • Competency in managing multiple responsibilities and priorities.	• Conduct data analysis • Prepare reports, and provide policy recommendations • Analyzing and interpreting reports • Research, analysis, and evaluation of energy conservation initiatives	• Analytical thinking • Problem solving and troubleshooting • Promote Synergistic Collaboration • Optimistic outlook

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 25: Administration and HR Division: Proficiency assessment

Competency	Manager (HR)	Manager (Admin)	Consultant (HR and Admin)	Consultant (Procurement)	Assistant officer
Domain					
Recruitment and HR documentation	A	NA	B	NA	B
Contract management and administration	I	I	B	I	B
Procurement expertise	NA	A	A	A	NA
Functional					
Project management, monitoring and reporting	A	A	NA	NA	NA
Review, compilation, coordination, analysis of data and publishing reports	I	I	B	B	B
Administrative and secretarial work	A	A	B	B	B
Reviewing policies, proposals, reports, note sheet	A	A	NA	NA	NA
Budgetary and financial matters	I	I	I	B	NA
Behavioral					
Strategic leadership	I	I	NA	NA	NA
Decision-making	I	I	NA	NA	NA
Human resource management	A	A	NA	NA	NA
Negotiation and collaboration	I	I	NA	NA	NA
Adaptability	NA	I	NA	I	NA
Teamwork	NA	I	I	I	B
Positive attitude	NA	I	I	I	B
Cognitive Problem solving	NA	A	A	I	B

Finance and Accounts (F&A) Division

The mandate of the Section is to oversee financial matters in respect of the human resources of BEE. The major roles/ responsibilities of the Division include:

- Processing and disbursement of Pay and Allowances, leave travel concession (LTC)

- Processing of deductions made from salary (income tax, provident fund)

- Maintenance of accounts associated with Provident Fund, long term advances, etc.

- Appraising financial requirements considering fiscal prudence and cost management principles

- Preparation of annual budget

- Revision of budgetary estimates, tracking of actual costs, ensuring budgetary controls

- Review financial claims and process disbursements related to employee honorarium, allowances, payment to contractors, capital loans/ equity to Central sector projects/ PSUs, grant-in aid to organizations, etc.

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance.

Table 26: Finance and Accounts Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Finance and Accounts Officer	• Process payroll and employee benefits disbursements • Handle deductions like income tax and provident fund • Maintain Provident Fund and long-term advances accounts • Assess financial needs with fiscal prudence and cost management • Prepare the annual budget and monitor expenditure • Review and disburse financial claims and payments	• Expertise in financial resource management • Proficiency in payroll and deductions • Strong accounting knowledge and record-keeping • Competency in budgeting and cost control • Skill in financial data analysis and decision-making • Knowledge of financial disbursement processes	• Strong project management skills to oversee and monitor • Budgeting, resource allocation, and financial management • Data analysis • Assess the technical and financial viability of proposals	• Leadership • Managing teams, including delegating tasks and responsibilities, • Critical thinking and problem-solving abilities • Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation
Accountant	• Support payroll processing and verification • Maintain financial records for Provident Fund and advances • Collaborate on budget preparation, collect data from Divisions • Review and process financial claims and disbursements • Prepare financial reports and statements • Ensure compliance and assist with audits	• Proficiency in payroll and deductions • Strong accounting knowledge and record-keeping • Competency in budgeting and cost control • Skill in financial data analysis and decision-making • Knowledge of financial disbursement processes • Ability to prepare financial reports • Knowledge of financial regulations and audit assistance	• Budgeting, resource allocation, and financial management • Data analysis • Assess the technical and financial viability of proposals • Conduct data analysis, financial audits • Assess the technical and financial viability of proposals • Preparation/ updation of various reports	• Adaptability to changing environment • Collaborate effectively for Teamwork • Optimistic and constructive outlook • Problem solving and troubleshooting

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 27: Finance and Accounts Division: Proficiency assessment

Competency	F&A officer	Accountant
Domain		
Maintaining financial accounts	A	A
Payroll processing and related tasks	A	A
Financial analysis, budget preparation, and monitoring expenditure	A	A
Knowledgeable in compliance with regulations and capable of supporting audit processes	A	I
Functional		
Financial management, monitoring and reporting	A	B
Financial evaluation of proposals and policies	A	I
Administrative and secretarial work	A	B
Budgetary and financial matters	A	I
Behavioral		
Strategic leadership	A	NA
Decision-making	A	NA
Human resource management	A	NA
Negotiation and collaboration	A	NA
Adaptability	B	NA
Teamwork	I	I
Positive attitude	B	I
Networking and collaboration	B	NA
Cognitive Problem solving	B	I

Official Language Division

The mandate of the Division is to execute the tasks related with the Official Languages Act, handling translations, etc. The major roles/ responsibilities of the Division include:

- Implementation of the tasks related to the Official Languages Act, ensuring its effective implementation across various aspects of our operations

- Undertaking translation assignments, which involve converting content from one language to another accurately and maintaining the intended meaning and tone

- Managing the process of creating notations or annotations on documents, reports, and communications

- Drafting official letters and written correspondences, ensuring they are well-structured, and accurate

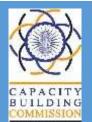- Organizing and facilitating workshops focused on enhancing proficiency in the Hindi language

The organization structure of the Division generally includes various staff positions such as Joint Director, Senior Sector expert, Sector Expert, Project Engineer, etc. Outlined in the comprehensive table below are the roles and responsibilities assigned their effective performance

Table 28: Official language Division: Competency assessment

Position	Responsibility	Domain Competency Requirements	Functional Competency Requirements	Behavioral Competency Requirements
Consultant	• Ensure effective implementation of the Official Languages Act in all organizational operations • Accurately translate content between languages while preserving meaning and tone • Create notations and annotations on documents, reports, and communications. • Draft well-structured and accurate official correspondences	• Knowledge of the Official Languages Act • Strong translation, communication and interpretation skills • Effective communication and writing abilities in both official languages • Demonstrated experience in creating notations and annotations on official documents • Cultural sensitivity and an understanding of the context of language use	• Familiarity with language-related software tools and applications that aid in translation and document notations • efficiently organize documents, reports, and communications to ensure that language standards and requirements are met • Keen eye for detail to ensure accuracy in translations, notations, and official correspondences	• Promote Synergistic Collaboration • Optimistic outlook • Problem solving and troubleshooting • Human resource management

Proficiency Assessment

Based on inputs gathered during interviews with BEE officials and findings from online survey, proficiency levels across competencies for different staff positions have been assessed as Advanced (A), Intermediate (I), Basic (B). The proficiency assessment is presented in table below:

Table 29: Official Language Division: Proficiency assessment

Competency	Consultant
Domain	
Translation proficiency	I
Functional	
Documentation monitoring and management	B
Administrative and secretarial work	B
Behavioral	
Human resource management	B
Teamwork	I
Positive attitude	I
Cognitive Problem solving	I

IV.   Enabling Environment

Parliamentary Procedures (Questions and Standing Committees)

Aim: The aim of this process is to efficiently manage and facilitate the flow of parliamentary inquiries, questions, and requests. The Parliamentary proceedings for questions and standing committees are an essential part of the Indian democratic system. They provide a platform to raise important issues in Parliament. Thus, the process in BEE ensures timely distribution and submission of draft responses to questions posed in Parliament before the Ministry of Power (MoP). Ultimately, the goal is to enhance transparency, responsiveness, and accountability in parliamentary matters and to facilitate productive interactions between government departments and parliamentary bodies.

Process:

The process for handling parliamentary questions is well-defined. All parliamentary questions are marked to the DG at BEE. He then assigns the questions to the respective division dealing with the matter in hand. The Director of the respective division then takes up responsibility of responding to the question. The response is compiled and sent across to Ministry of Power (MoP) for finalizing/reviewing before sending it across to the Parliament Secretariat. In case of inputs from multiple divisions, the collated response is sent to the DG for forwarding the same to MoP. The responses are then approved by MoP and sent to the Parliament Secretariat through email and made available to the public.

The process for handling matters related to Parliamentary Standing Committees is similar. Letters from Parliamentary Standing Committees are received and processed for responses. The concerned divisions are instructed to compile the requisite data for submission to the committees. The inputs are then compiled and consolidated response is then sent to the Ministry of Power (MoP) for finalizing/reviewing before sending it across to the Parliamentary Standing Committee.

Table 30: Evaluation and Recommendations for Parliamentary Procedures

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Training to new staff on the existing workflow and their roles within it	Regular review and optimization of the process for continuous improvement	Establish accountability mechanisms at wing/division level for faster turnaround to the responses
	• Project-specific system or generic?	Y (Specific)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	NA[3]			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	N			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	–	Maintain a central repository for easy access and retrieval	–
Risk Management	• Are risks associated with the process identified and managed appropriately?	N	Training on associated risks such as inaccurate or incomplete information, missed deadlines, etc.	Risk management framework to identify, assess, and mitigate risks	Forming a risk management committee for overseeing and addressing risks in the future
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	–	Appointment of a compliance officer	Establish accountability
	• Is accountability for each step defined?	NA			

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[3] NA stands for Not Applicable

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			mechanisms at division level
	• Are staff well versed with compliance requirements?	N			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	–	–	–
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	NA	Encourage staff to participate in the evaluation and provide feedback	–	Establish a parliamentary performance management framework to monitor and assess the overall efficiency and effectiveness of the process
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	N			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	N			
	• Are staff aware of performance indicators for the process?	NA			
	• Do staff participate in the evaluation and provide feedback?	N			

RTI Application Process

Aim: The Right to Information Act promotes transparency and accountability of the various government organizations. The Act empowers citizens to access information through an RTI application. The online process ensures that the citizens receive the information effectively within the specified time frame.

Process: Individuals seeking information under the RTI Act can make a request through the dedicated Central Government web portal on RTI to facilitate their requests with the organisation. This portal enables the online submission of RTI applications and their online payment to process the applications. Once these applications are received through the portal, they are routed to the nodal officer at BEE (DDG at BEE). Similarly, RTI requests received manually are also routed through the nodal officer.

On receipt of the RTI query, fees is deposited with Public Accounts Officer (PAO), BEE and RTI applications/appeals are marked to the Central Public Information Officer (CPIO) of the respective division who dispose-off the application at their level. Fees received manually are updated on the online portal.

Each division has its own CPIO who is responsible for processing the RTI request. CPIO is required to provide information to the applicant within 30 days of receipt of a valid application. If the information sought concerns the life or liberty of a person, same is to be provided within 48 hours of the receipt of the request. If the respondent is not satisfied with the reply, they can submit their first appeal after 30 working days to the Appellate Authority (AA) who is an officer senior in rank to the CPIO. The Appellate Authority (AA) will dispose-off the application within a period of 30 days or in exceptional cases in 45 days of receipt of the appeal. It is mandatory for all CPIOs/AAs to endorse a copy of the reply/information given to the applicants to the nodal officer so that the records are maintained centrally. AA officer of each division is usually Secretary/DDG at BEE.

In case the applicant is still not satisfied, he may prefer a second appeal with the Central Information Commission (CIC) within 90 days from the date on which the decision should have been made by the first appellate authority or was actually received by the appellant. The CIC decides on the appeal and conveys its decision to the appellant and Appellate Authority (AA)/CPIO. The names of the CPIO/AA of the concerned division and the nodal officer are disclosed on the website.

BEE also makes mandatory disclosures pertaining to RTI Annual Return Information System including Quarterly Return Forms as per the provisions of the RTI Act 2005. The form captures the number of applications received, processed and disposed-off. It also captures appeals received, appeals

rejected, penalties and any disciplinary action taken against the concerned CPIO/AA during the quarter. The annual return captures the information pertaining to all relevant quarters of the year.

Table 31: Evaluation and Recommendations for RTI Application Process

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	_	Conduct regular process reviews to identify and address bottlenecks and areas for improvement	Establish clear lines of accountability and oversight for the process at divisional level
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Train staff on proper documentation practices for RTI requests and responses, including how to collect and analyze data for RTI applications, compliance	_	_
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Train staff to manage risks		Integrate risk management into

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Does the SOP/manual/guide/FAQs cover risk?	Y	associated with the RTI application process such as delays, non-compliance, etc. Also train staff on the penal actions for non-compliance to RTI requests		the overall governance framework for the RTI application process
	• Are staff well versed with risk management procedures?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train all concerned staff on RTI Act compliance requirements and procedures	Develop and implement compliance checklists and other tools to help staff comply with these requirements	–
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train staff in effective communication and engagement with individuals seeking information through RTI	Ensure that all staff are aware of and comply with RTI Act requirements	–
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage staff to participate in	Establish performance	–

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Is there a timeline for completing each step of the process?	Y	the evaluation and feedback process to identify areas for improvement and developing action plans to address them	indicators for the RTI application process and implement a system for regular evaluation and feedback	
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

Procurement Management

Aim:

The aim of the procurement process is to facilitate efficient, transparent, and cost-effective acquisition of goods and services while ensuring compliance with government regulations and promoting fair competition among vendors to achieve value for public funds.

Process:

The procurement process is initiated by the division that requires the goods or services. The demand is sent to the administrative division responsible for managing the procurement process at BEE. The procurement demand is first checked to see whether the same is available on the GeM portal, which is a government operated online platform for procurement of goods and services.

In line with the General Financial Rules 2017, the procurement requisition approval process is based on the cost of the service or product. For demands up to ₹50,000, the goods or services are procured based on availability and the L1 price available. For demands between ₹50,000 and ₹30,00,000, through the GeM seller having lowest price amongst the available sellers, of atleast three different manufacturers on GeM, meeting the requisite quality, specification and delivery period. The tools for online bidding and online reverse auction available on GeM can be used if decided by the competent authority. The procurement proposal is then approved by the competent authority, who is the DG in the case of BEE.

For demands above ₹30,00,000, a tendering process is required and the L1 bidder is selected. Concurrence from the DG is required for all procurement proposals above ₹30,00,000. The goods or services are then procured from the selected vendor.

If the required product or service is not available on the GeM portal, a non-availability certificate is generated, and the procurement is done through offline mode. For a high-value item, tendering route with the approval of the DG is adopted. The tendering process involves issuance of NIT, calling for bidders and evaluation of the same on techno-financial aspects. Usually, the L1 bidder is selected. After selection, final approval is granted by the Management Advisory Committee (MAC) and Governing Council (GC) at BEE headed by the DG. For petty procurement below Rs. 10,000 same is routed through the internal purchase committee and concurrence taken from the DG.

Table 32: Evaluation and Recommendations for Procurement Management

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	–	Implement a tracking system to monitor the progress of procurement requests	Procurement Monitoring dashboard to provide a real-time view including the status of each purchase order, the associated timelines, and any potential delays or risks
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	Y			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	_	_	-
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training staff on risk management such as supplier reliability and delivery timelines	Include a section on risk management in the SOP/manual/ guide/FAQs covering potential risks and mitigation plans	Periodically review and update the risk management framework
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	Training staff on compliance requirements and importance of adherence to legal and ethical procurement practices	Comprehensive guidelines to cover compliance requirements in detail	External audits to ensure adherence to government procurement regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	_	Include a section on stakeholder engagement (external vendors) in the SOP/manual/ guide/ FAQs	Implement a grievance redressal mechanism for stakeholders to raise and resolve issues related to the
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					procurement process
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	N	Encourage staff to participate in the evaluation and provide feedback	Establish performance indicators for procurement process and implement a system for regular evaluation and feedback	_
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	Y			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

Performance Management

Aim:

The Annual Performance Appraisal Report (APAR) serves as a pivotal evaluation tool for government employees, playing a crucial role in their careers. It enables a holistic assessment of an employee's work, conduct, and capabilities, aiming to enhance service efficiency. It is a consultative and transparent performance process with three main objectives:

• To improve the performance of employees.

• To assess their potential and provide feedback and guidance to address any shortcomings.

- To provide the basis for assessing their performance and suitability for career advancement, confirmation, promotion, and selection for deputation.

Process:

The APAR process is initiated by the employee, who self-appraise their performance through an online portal. The APAR then undergoes a two-tier review process, with assessments from two senior officers which helps to mitigate subjectivity and bias. APARs are typically recorded annually for each division for the fiscal year. Following APAR submission, the administration division prepares reports and recommends candidates for promotions. Candidates with negative remarks may face promotion deferral, though salary appraisals are independent of APAR scores.

Table 33: Evaluation and Recommendations for Performance Management

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	- End-to-end management systems in place?	Y	Encourage individual ownership of the workflow and accountability for timely submissions	–	–
	- Project-specific system or generic?	Y (Generic)			
	- Online/offline/hybrid management tools?	Y (Online)			
	- Are the project management tools integrated with other processes and systems of the division?	Y			
	- Clear well-defined processes?	Y			
	- Covers all aspects of scheme/program?	Y			
	- Is there SOP/manual/guide/FAQs for process?	Y			
	- Are all concerned staff well versed with process?	Y			
Documentation	- Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Training on proper documentation practices, organized records of performance achievements and areas for	–	–

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			improvement for self-appraisal		
Data Analysis	• Is performance data collected and analysed throughout project/scheme period?	NA	Encourage employees to use data-driven evidence to support their self-assessment	Promote the use of data for objective performance evaluation	Central data repository for APAR-related data, enabling more in-depth analysis
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/ support decision-making?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
	• Does the SOP/manual/guide/FAQs cover risk?	NA			
	• Are staff well versed with risk management procedures?	NA			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train employees about relevant compliance requirements for self-appraisal including adherence to ethical practices	–	–
	• Is accountability for each step defined?	Y			
	• Does the SOP/ manual/ guide/ FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train employees in effective communication and engagement with	Develop a stakeholder engagement strategy to foster	Conduct regular stakeholder satisfaction
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			

KPI	Evaluation Criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y	colleagues and superiors	positive relationships between employees, supervisors, and administrative division	surveys to gather feedback
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Encourage employees to set personal development goals based on APAR feedback	Encourage continuous improvement through training and skill development	Implement a rewards and recognition program for outstanding performance and development
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	N			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

Budgetary Requisition and Approval

Aim: The aim of the budgeting exercise is to effectively plan, allocate, and manage financial resources to achieve the Bureau's goals and objectives. It involves setting financial priorities, controlling expenditures, and ensuring that available funds are utilized in the most efficient and strategic way by facilitating accountability, long-term sustainability, and informed decision-making.

Process: The Finance & Accounts (F&A) division initiates the process in September by requesting budget allocations from each division, with specific demands outlined for each Scheme/Program in a standardized format. Upon receiving these requisitions from various divisions, a consolidated Statement of Budget is meticulously compiled. This comprehensive budget statement is then submitted to the MoP. Furthermore, revised estimates for the ongoing fiscal year are prepared in adherence to the guidelines stipulated in the budget circular. The consolidated request for budget is then submitted by MoP. Subsequently, parliamentary approval is sought by the Ministry of Finance during the budget session.

Table 34: Evaluation and Recommendations for Budgetary Requisition and Approval

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Emphasize accountability for adherence to deadlines and clear communication	Implement a tracking system to monitor the progress of requisitions and approvals (Project management tool)	Develop mechanisms for transparent communication and decision-making in the budget process
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	N			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	Y			
	• Is there SOP/manual/guide/FAQs for process?	Y			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Provide training on proper documentation practices for	Small booklet or SOP based on budget circular to be prepared for all staff for the	Document management system to centralize and secure all

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
			budget requisitions	budgetary requisition and approval process	budget-related documents on a cloud-based system
Data Analysis	• Is performance data collected and analysed throughout project/scheme period?	Y	Encourage staff to use data-driven insights to support budget requests	Develop a data dictionary for all budget-related data in the budgetary process	Develop training materials, creating data visualization dashboards, or developing machine learning models to predict budget trends
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	Y			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Provide training to all staff on the risk management procedures	Develop risk management procedures for each of the identified risks such as inaccurate budget forecasts, unexpected changes in government funding or natural disasters and develop contingency plans	Regularly review and update the risk management strategy
	• Does the SOP/manual/guide/FAQs cover risk?	Y			
	• Are staff well versed with risk management procedures?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Compliance	• Are there compliance/reporting requirements in place?	Y	Educate staff about relevant compliance requirements and regulations related to budgeting with adherence to legal and ethical practices	Develop compliance procedures including include requirements such as government accounting standards, public procurement regulations, and internal control requirements	
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Conduct regular training for staff on compliance requirements	Establish a clear feedback mechanism for stakeholders to provide input on budget requisitions	_
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	Y			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness, and efficiency of the process?	Y	_	A system for regular evaluation and feedback at division level	Develop and implement performance indicators (time it takes to process budget requisitions, the accuracy of budget
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Is there a functional performance monitoring system for the process?	Y			forecasts, and the percentage of budget spending that is aligned with organizational goals for the budgetary process)
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	Y			
	• Are staff aware of performance indicators for the process?	Y			
	• Do staff participate in the evaluation and provide feedback?	N			

HR Staffing

Aim: Determining demand for jobs within the government system is a vital aspect of human resource management for ministries and other institutions. It ensures that the government has the workforce needed to operate public services smoothly and efficiently, by filling vacant positions systematically and in a coordinated manner.

Process: The process begins with an assessment of vacancies based on a comparison between the filled positions and the sanctioned posts. Post identification, a list of vacant positions is compiled. The no. of vacancies to be filled-in are approved by the DG. In the case of BEE, most of the staff are recruited on a contractual basis. The recruitment process follows an advertisement of staff recruitment in the newspaper/employment newsletter. Then, applicants are given 45 days' time to apply for the same. In case the applications are going to be more, applicants are also asked to apply online (through an external outsourced agency). A Screening Committee is constituted internally, which evaluates fulfillment of the eligibility criteria by the applicants. Once the candidates fulfill the eligibility criteria, sometimes a written test is conducted by hiring specialized testing agencies such as NPTI, EDSL, NTA (National Testing Agency), if required. A Selection Committee is constituted internally comprising of Director and above level rank officers, which conducts interviews of the applicants, who clear the eligibility criteria and the written test, for the final selection. The Selection Committee gives its recommendations to the DG. All selections are given final approval by the DG. In the case of recruitment of staff on regular basis, same are recruited by the MoP as per their standard selection process guidelines.

Table 35: Evaluation and Recommendations for HR Staffing

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Workflow & Accountability	• End-to-end management systems in place?	Y	Training on topics including setting priorities, staff strengthening procedures, alignment of job requirements with vacancies	–	–
	• Project-specific system or generic?	Y (Generic)			
	• Online/offline/hybrid management tools?	Y (Hybrid)			
	• Are the project management tools integrated with other processes and systems of the division?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	N			
	• Are all concerned staff well versed with process?	Y			
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	N	Training on developing and maintaining filing systems, creating, and managing electronic documents and complying with retention policies	–	–
Data Analysis	• Is performance data collected and analysed throughout project/scheme period?	NA	Training on creation of data visualizations	Establishing a process for sharing data to internal stakeholders and	
	• Is the analysis "owned"?	NA			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	NA			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Are staff well versed with data analysis tools?	NA		providing updates	
	• Are senior staff well versed with using such analysis/evidence to make decisions?	NA			
Risk Management	• Are risks associated with the process identified and managed appropriately?	Y	Training on topics including identifying potential risks, developing risk management plans and implementing controls	Develop and implement a risk management SOP including framework and mitigation measures	_
	• Does the SOP/manual/guide/FAQs cover risk?	N			
	• Are staff well-versed with risk management procedures?	N			
Compliance	• Are there compliance/reporting requirements in place?	Y	Provide training on employment law and regulations for all staff involved in the HR staffing process	Develop a SOP including compliance policies and procedures	Conduct regular legal reviews of the HR staffing process to ensure compliance with all applicable laws and regulations
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	N			
	• Are staff well-versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Training on behavioral aspects including managing conflicts, communication, etc.	Develop a SOP including stakeholder engagement plan to provide feedback and register grievance	Establish a forum for stakeholders to provide feedback on the HR staffing process
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N			
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?	Y	Training on setting goals, providing feedback, and conducting performance reviews	Develop and implement a performance management system for the HR staffing process	Benchmark the HR staffing process against other organizations to identify areas for improvement
	• Is there a timeline for completing each step of the process?	N			
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	N			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

Grievance Redressal

Aim: The aim of the Grievance Redressal process through Centralized Public Grievance Redress and Monitoring System (CPGRAMS) is to enhance government accountability, promote citizen participation, and ensure that grievances related to service delivery are efficiently addressed while maintaining transparency and providing an appeals mechanism for dispute resolution.

Process: Individuals seeking information under the grievance redressal can make a request through the dedicated web portal (https://pgportal.gov.in/) or mobile application (CPGRAMS) to facilitate their requests to the government organizations. It is a single portal for all the Ministries/Departments of Government of India and States. This portal enables the online submission of applications, and no payment is required to process the applications. Once these applications are received through the portal, they are efficiently routed to the appropriate organisation via the Central Public Information Officer. Within BEE, the requests are further directed to the specific division responsible for addressing the request. Following this, the concerned division promptly responds to the inquiry. After closure of grievance if the complainant is not satisfied with the resolution, he/she can provide his/her feedback. The online portal also provides an appeal facility to the citizens if they are not satisfied with the resolution. If the rating is 'Poor' the option to file an appeal is enabled. The status of the Appeal can also be tracked by the petitioner with the grievance registration number.

Table 36: Evaluation and Recommendations for Grievance Redressal

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	**Organizational**	**Institutional**
Workflow & accountability	• End-to-end management systems in place?	Y	Encourage staff to be responsive to grievances and provide clear and concise communication to complainants	Ensuring that the departments collaborate to provide comprehensive solutions in case of complex or inter-departmental grievances	Develop and implement a grievance redressal policy that outlines the organization's commitment and accountability to resolving
	• Project-specific system or generic?	Y			
	• Online/offline/hybrid management tools?	Y (Online)			
	• Are the project management tools integrated with other processes and systems of the division?	NA			
	• Clear well-defined processes?	Y			
	• Covers all aspects of scheme/program?	NA			
	• Is there SOP/manual/guide/FAQs for process?	No			
	• Are all concerned staff well versed with process?	Y			

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
					grievances fairly and impartially
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?	Y	Train staff on accurate and complete documentation practices for grievance responses	-	_
Data Analysis	• Is performance data collected and analysed throughout project/scheme period?	Y	Training of division staff on how to collect and analyze data related to grievance processing times, satisfaction rates and other key metrics	Implement a system for regularly collecting and analyzing data on the grievance redressal process and suggest remedial actions if required	_
	• Is the analysis "owned"?	Y			
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?	Y			
	• Are staff well versed with data analysis tools?	N			
	• Are senior staff well versed with using such analysis/evidence to make decisions?	Y			
Compliance	• Are there compliance/reporting requirements in place?	Y	Train staff on how to identify and manage risks associated with the grievance redressal process such as delays, non-compliance, etc.	_	_
	• Is accountability for each step defined?	Y			
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?	Y			
	• Are staff well versed with compliance requirements?	Y			
Stakeholder Engagement	• Does the project management system cover all stakeholders?	Y	Train staff on how to identify and	Implement automation and	-

KPI	Evaluation criteria	Rating (Y/N)	Capacity Building Recommendations		
			Individual	Organizational	Institutional
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?	N	assess the severity of grievances and route them to the appropriate division	AI tools for grievance categorization and routing	
	• Are stakeholders involved and consulted throughout the process as per requirement?	Y			
Performance Management	• Are there clear performance indicators to define success, effectiveness, and efficiency of the process?	Y	Encourage staff to participate in evaluation and feedback process within the division	Develop a performance metrics dashboard that displays real-time data on grievance resolution to help in monitoring response times, closure rates and overall performance	Implement performance metrics for staff involved in the grievance redressal process such as response time and complaint resolution
	• Is there a timeline for completing each step of the process?	Y			
	• Are there bottlenecks/tasks in the process that pose high risk in terms of timeline for completion?	Y			
	• Is accountability for completing the step/task assigned?	Y			
	• Are there time/labour redundancies in the process?	N			
	• Is there a functional performance monitoring system for the process?	Y			
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?	NA			
	• Are staff aware of performance indicators for the process?	N			
	• Do staff participate in the evaluation and provide feedback?	N			

V.   Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of BEE. 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 Individual and Organizational level of the organization.

A.   Annual Capacity Building Plan at Individual level

The first step is to identify the training courses for the employees. This is done through a variety of methods, such as gap analysis, interviews with key stakeholders, etc. The following points are considered while designing the training program:

- The training plan is tailored to the specific needs of the organization, teams, and its employees.

- The training plan is sustainable, meaning that it can be delivered on an ongoing basis.

- The training plan is relevant to industry needs, so that participants can directly apply the acquired know-how in their day-to-day work.

- The training plan focuses on covering strategic/ policy, planning, technical, procurement, financial, monitoring, environmental and social safeguards (including gender areas) aspects for capacity building.

The training interventions further encompass various formats such as physical training, online training or phygital training. Description of the trainings is provided below:

- *Digital Courses:* These low duration courses (typically 1-3 hours) can be offered to the maximum number of employees

- *Phygital Courses:* These courses can be offered as a second priority with longer durations (6-8 hours long). They may include physical training, as per requirement

- *Physical Courses*: These courses are offered to a select few officials and can be typically 3-5 days long

Additionally, the training intervention courses are categorized into three levels:

- *Level 1 (L1)*: Basic understanding short courses (1-2 hours) with bite-sized format, and definitive content. These courses provide essential knowledge in a concise format, ensuring participants gain a foundational understanding of the subject matter.

- *Level 2 (L2)*: Intermediate courses (2-8 hours) with large-sized format and definitive content. These courses are designed for participants seeking a deeper and more comprehensive grasp of the topic.

- *Level 3 (L3)*: In-depth courses (1-3 days) with Non-definitive/Abstract format and content will be delivered largely through group exercises.

- *Level 4 (L4)*: Advanced/In-depth courses (3-12 days) with Non-definitive/Abstract format and content will be delivered largely through group exercises.

L3 & L4 courses focus on advanced and intricate aspects of the subject matter. They encourage group interaction, incorporate live examples and may include workshops to facilitate deeper understanding.

The key institutes/ training partners identified for training are as below.

- iGoT Karmayogi (GoI)

- Indian Institute of Public Administration (IIPA)

- S.P. Jain Institute of Management and Research

- The Energy and Resources Institute

- Centre for Science and Environment

- Department of Personnel and Training

- Indian Institute Management

- Indian Institute of Technology

- Indian Institute of Social Welfare and Business Management

- Institute of Secretariat Training and Management

- K.J. Somaiya Institute of Management Studies and Research

- National Power Training Institute (NPTI)

- NTPC School of Business (NSB)

- Bureau of Indian Standards (BIS)

- PSUs like Energy Efficiency Services Limited

- Associations like Fertilizer Association of India

- National Institute of Solar Energy

- National Institute of Entrepreneurship and Small Business Development (NIESBUD)

- One UN Climate Change Learning Partnership (UNCC: e-Learn)

The timeline for the training interventions is determined over the next 2 years based on the specific needs and priorities of the organization. Training plan is scheduled in a calendarized format to ensure that the participants receive the necessary knowledge and skills in a structured manner, considering their availability and organizational requirements. All the training courses are not mandatory for the employees and employees can be nominated as per the divisional role requirements.

Table 37: Training Calendar for Domain Skills – All divisions (Common)

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Administration										
Estate Management and Regulations	Estate matters rules, provisions and guidelines, related to office establishment and official residence	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	iGoT (IIPA)	https://igotkarmayogi. gov.in/
Fundamental and Supplementary Rules of the Government	Ability to understand and apply the Fundamental Rules and Supplementary Rules of the government	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	IIPA/ NPC	https://www.npcindia. gov.in/NPC/Homes1/e- learning/course?searc h=Fundamental+Rules +%26amp%3B+Supple mentary+Rules
Strategic Human Resource Management	HRM including workforce planning, recruitment onboarding, policies and compliance, compensation, benefits and employee engagement;	L2	✓	✓	✓	Q3 2025	Physical/ Online	3 Hrs.	NSB/ IIM Calcutta	https://nsb.ac.in/, https://www.iiml.ac.in /admission/mdp/mdp Calendar
Carbon accountability and management										
Low Carbon Development Strategies	Developing low carbon development plans and models	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	iGoT	https://igotkarmayogi. gov.in/

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[4] Other designation may include Project Economist, officers, accountants, and any other necessary support staff.

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Carbon Capture Utilization and Storage: Fundamentals and Applications	Understanding carbon capture, utilization, and storage technologies	L3	✓	✓	✓	Q4 2024	Online	2 days	IIT Bombay	https://www.coeoge.iitb.ac.in/event/training-course-carbon-capture-utilization-storage-ccus-fundamentals-and-applications
Carbon Management: GHG Accounting, Carbon Foot printing, Carbon markets and Trading	Familiarity with emerging technologies and shifting to sustainable and low carbon architecture	L1	✓	✓	✓	Q1 2025	Physical	2 Hrs.	IISD	https://certificatecourses.iisdindia.in/
Evolution of global carbon market: implications for India	Understand the latest trends and developments in carbon market and drivers of the carbon market	L3	✓	✓	✓	Q2 2025	Physical	1 day	IIT Kanpur	https://www.iitk.ac.in/
ISO trainings (Carbon footprint, GHG accounting)	Environmental management system implementation under ISO standards	L3	✓	✓	✓	Q3 2025	Online	3 days	Bureau Veritas	https://www.bureauveritas.co.in/training-catalog/web-iso-14064-training-carbon-footprint-ghg-accounting-virtual-technical-workshop
Compliance										

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Taxation Laws and Compliance	Knowledge of taxation laws and their implications on organizational finances	L2	✓	✓	✓	Q3 2024	Online/ Physical	3 Hrs.	NSB	https://nsb.ac.in/
Understanding Indian Standards for Energy and Industry	Familiarity with relevant Indian standards related to energy and industry	L2	✓	✓	✓	Q4 2024	Physical	6 Hrs.	BIS	https://www.bis.gov.in/wp-content/uploads/2023/06/EnMS.pdf
Statutory orders, rules, regulations and their enforcement	Identifying and assessing compliance, and developing and implementing enforcement strategies	L2	✓	✓	✓	Q1 2025	Physical	3 Hrs.	NSB/ NPTI	https://nsb.ac.in/
ESG and reporting formats	Understanding of ESG, BRSR, and Sustainability reporting	L3	✓	✓	✓	Q2 2025	Physical	2 days	IISD	https://certificatecourses.iisdindia.in/
International code compliance	Compliance with international building codes and regulations	L2	✓	✓	✓	Q3 2025	Online	3 Hrs.	International Code Council	https://learn.iccsafe.org/ui/
Legal basics	Petition filing and enforcement	L2	✓	✓	✓	Q4 2025	Online	3 Hrs.	Law Skills online platform	https://www.lawskills.in/
Energy efficiency										
Energy Audit Techniques and Applications	Conducting energy audits to identify energy-saving opportunities in industrial and commercial establishments	L4	✓	✓	✓	Q3 2024	Physical	2 weeks (customizable)	BIS/ NPC/ IISWBM	https://www.iiswbm.edu/programs/short-programs/energy-management-audit/course-overview/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Energy Efficiency Indicators: Essentials for Policy Makers	Expertise in Cross-Sector Energy Efficiency Indicators	L3	✓	✓	✓	Q4 2024	Physical	2 days	IEA	https://elearning.iea.org/courses/course-v1:InternationalEnergyAgency+EPM1+Open/about
Check Testing Procedures for Equipment	Conducting check testing to verify equipment compliance with energy standards	L2	✓	✓	✓	Q1 2025	Physical	8 Hrs.	BIS	https://www.bis.gov.in/
Energy Efficiency Indicators: Fundamentals on Statistics	Expertise in Cross-Sector Energy Efficiency Indicators and Data Collection Strategies.	L3	✓	✓	✓	Q2 2025	Online	2 days	IEA	https://elearning.iea.org/courses/course-v1:InternationalEnergyAgency+FS1+Open/about
Energy Efficiency Project Design and Implementation	Ability to design, implement, and monitor energy efficiency projects in a variety of sectors	L2	✓	✓	✓	Q3 2025	Physical	3 Hrs.	EESL / NISE/ IIM Mumbai	https://eeslindia.org/en/, https://training.nise.res.in/Trainings, https://iimmumbai.ac.in/
Energy efficiency and Buildings										
Advanced Sustainable Energy and Green Practices in the Building Sector and Industry	Understanding sustainable energy practices and green technologies in the building sector and industry	L3	✓	✓	✓	Q2 2024	Online	2 days	CSE/ ASHRAE	https://www.cseindia.org/building-better-certificate-course-for-advanced-building-technologies-and-practices-for-sustainability-5950

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Advanced Building Energy Simulation practices: Showcase with Ladybug & Honeybee	Conducting parametric energy simulations for understanding design optimization	L3	✓	✓	✓	Q4 2024	Physical/ Online	2 days	IIT Delhi/ Lawrence Berkeley National Laboratory	https://home.iitd.ac.in/show-event.php?id=43, https://www.lbl.gov/
Passive code design principles	Principles of passive design strategies for energy-efficient buildings	L2	✓	✓	✓	Q1 2025	Physical/ Online	3 Hrs.	IIT Delhi/ CEPT Ahmedabad / SPA	https://ee.iitd.ac.in/codes/EEE, https://spa.ac.in/
Advanced building and construction practices	Cutting-edge techniques in sustainable construction methods	L2	✓	✓	✓	Q2 2025	Physical	6 Hrs.	IIT Madras/ CBRI/ NPC	https://www.iitm.ac.in/, https://cbri.res.in/, https://www.npcindia.gov.in/NPC/User/index
Materials and Certifications in Building Architecture	Sustainable materials selection and green building certifications	L2	✓	✓	✓	Q3 2025	Physical	6 hrs.	CBRI/ IIT Roorkee	https://cbri.res.in/, https://www.iitr.ac.in/
Energy management										
Basics of Energy	Fundamental concepts of energy and its applications	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NISE/ EESL	https://training.nise.res.in/Trainings, https://eeslindia.org/en/
Energy Markets Fundamentals	Functioning and dynamics of energy markets	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	CERC/ NSB	https://www.cercind.gov.in/, https://nsb.ac.in/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Energy Scenario and Future Trends	Current energy scenario, challenges, and future trends	L1	✔	✔	✔	Q4 2024	Online	2 Hrs.	TERI/ NSB	https://teriin.org/e-learning/, https://nsb.ac.in/
Hydrogen Economy Fundamentals	Role of hydrogen in the energy transition	L2	✔	✔	✔	Q1 2025	Online	3 Hrs.	NSB/ IIT Bombay/ NPTI	https://www.iitb.ac.in /https://nsb.ac.in/
Energy Economics and Policy	Economic aspects of energy production, consumption, and pricing	L2	✔	✔	✔	Q1 2025	Online	3 Hrs.	NSB/ IIT Mandi	https://onlinecourses. nptel.ac.in/noc19_hs4 2/preview, https://nsb.ac.in/
Battery Energy Storage Technologies	Knowledge of battery energy storage technologies and applications	L2	✔	✔	✔	Q2 2025	Online	3 Hrs.	Advance Electrical Design and Engineering Institute	https://www.advance electricaldesign.com/ Online-Battery-Energy-Storage-System-Training#:~:text=Batte ry%20Energy%20Stora ge%20System%20Prog ramme,energy%20stor age%20and%20busine ss%20innovation.
Power Trading	Fundamentals of electricity trading in power markets	L2	✔	✔	✔	Q3 2025	Physical/ online	3 Hrs.	PTC India Limited	https://www.ptcindia. com/
Open access and Power purchase agreements	Understanding open access regulations and power purchase agreement structures	L2	✔	✔	✔	Q3 2025	Online	3 Hrs.	CERC/ SECI/ IEA	https://www.cercind.g ov.in/, https://www.seci.co.in /

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Energy management	Strategies for efficient energy use and conservation in various sectors	L2	✓	✓	✓	Q4 2025	Physical	6 Hrs.	IIT Bombay/ IIT Delhi	https://www.ese.iitb.ac.in/content/cep-course-energy-management-0, https://home.iitd.ac.in/
Finance										
Strategic Cost Management Techniques	Understanding and applying cost management strategies to achieve organizational objectives	L2	✓	✓	✓	Q2 2024	Online/ Physical	3 Hrs.	NSB	https://nsb.ac.in/
Budget planning and resource management	Developing expertise in budgeting, allocation, and resource management	L2	✓	✓	✓	Q3 2024	Online/ Physical	3 Hrs.	NSB	https://nsb.ac.in/
Project Finance Fundamentals | Infrastructure & Energy	Understanding the financing options and frameworks for energy efficiency projects.	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	Udemy / Tutorials point	https://www.udemy.com/course/project-finance-fundamentals/ https://www.tutorialspoint.com/project-finance-fundamentals-infrastructure-energy/index.asp
Introduction to Sustainable Finance	Knowledge of the principles of sustainable finance, and ESG factors	L3	✓	✓	✓	Q1 2025	Online	2 days	UNCC: e-Learn/ Smith School of Enterprise and the	https://uncclearn.org/course/view.php?id=139&page=overview, https://www.smithschool.ox.ac.uk/course/introduction-

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
									Environment	sustainable-finance-course
Energy Finance and Economic Analysis	Understanding the financial and economic aspects of energy projects.	L2	✓	✓	✓	Q2 2025	Phygital	6 Hrs.	TERI/ NSB	https://teriin.org/e-learning/, https://nsb.ac.in/
Advanced Financial Instruments for Sustainable Business and Decentralized Markets	Knowledge of newly emerged instruments under climate finance, i.e., carbon markets, and ESG markets	L3	✓	✓	✓	Q2 2025	Online	2 days	IIT Kanpur	https://www.iitk.ac.in/
Introduction to Sustainable Finance Taxonomies	Understanding of sustainability financial systems, terminology and identifying environmentally and socially responsible investment opportunities	L2	✓	✓	✓	Q3 2025	Online	4 Hrs.	UNCC: e-Learn	https://unccelearn.org/course/view.php?id=160&page=overview&lang=en
Project appraisal and finance	Evaluating project feasibility and financing options	L3	✓	✓	✓	Q4 2025	Online/ Physical	2 days	KJ Somaiya Vidyavihar University/ NSB	https://kjsim.somaiya.edu/en/programme-detail/13, https://nsb.ac.in/
Heavy Industry Decarbonization and Energy Transition (sector specific)										
Iron and Steel	Advanced understanding of industrial processes and energy efficiency opportunities, site visit	L3	✓	✓	✓	Q2 2024	Phygital	2 Days	SAIL (RDCIS)	https://sail.co.in/en/page/rdcis
Cement		L3	✓	✓	✓	Q3 2024	Phygital	2 Days	NCCBM	https://www.ncbindia.com/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Aluminium		L3	✓	✓	✓	Q4 2024	Phygital	2 Days	JNARDDC	https://jnarddc.gov.in/
Textile		L3	✓	✓	✓	Q1 2025	Phygital	2 Days	MANTRA, MITRA, SITRA, NITRA	https://www.mantrasurat.org/
Fertilizer		L3	✓	✓	✓	Q2 2025	Phygital	2 Days	FAI	https://www.faidelhi.org/
Chlor-Alkali		L3	✓	✓	✓	Q2 2025	Phygital	2 Days	AMAI	https://ama-india.org/
Thermal		L3	✓	✓	✓	Q3 2025	Phygital	2 Days	NTPC	https://ntpc.co.in/
Petrochemical		L3	✓	✓	✓	Q4 2025	Phygital	2 Days	EIL	
Refinery		L3	✓	✓	✓	Q4 2025	Phygital	2 Days	CST	
IT										
AI in Agriculture	Understanding of AI and precision tech to enhance farming efficiency and reduce energy demand	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	Augmented Startups	https://www.augmentedstartups.com/ai-in-agriculture-course
Cyber security	Basics of cybersecurity measures and best practices	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	Infosec Institute	https://www.simplilearn.com/cyber-security
Cyber hygiene	Practices for maintaining cybersecurity and data protection	L2	✓	✓	✓	Q1 2025	Online	3 Hrs.	Infosec Institute	https://www.simplilearn.com/cyber-security

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Policy										
Major Acts, Schemes and Policies in the Power and Energy sector	Understanding the key legal and policy frameworks shaping the power and energy sector (Electricity Act, National Electricity Policy, National Electricity Plan, NMEEE, Green Energy Corridors project, Fuel Economy Policy, Green financing policy, PAT Scheme, DSM programs, Hydrogen Mission, etc.)	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	NSB/ NPTI	https://nsb.ac.in/
Key Climate Agreements & Role of Governments & Policymakers	Knowledge of major international climate agreements and policy instruments	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	Udemy/ IIT Kanpur	https://www.iitk.ac.in/
Multilateral Environmental Agreements	Understanding multilateral agreements related to environment	L2	✓	✓	✓	Q4 2024	Online/ Physical	3 Hrs.	CSE/ NSB	https://www.cseindia.org/online-training-courses, https://nsb.ac.in/
Financing Climate Action (Finding the Money)	Knowledge of project financing mechanisms, funding sources and their application in climate initiatives	L1	✓	✓	✓	Q1 2025	Online	1 Hrs.	UNCC: e-Learn	https://uncclearn.org/course/view.php?id=77&page=overview
Green Fiscal Policy	Understanding of fiscal policies that incentivize sustainable practices and discourage harmful	L1	✓	✓	✓	Q2 2025	Online	2 Hrs.	UNCC: e-Learn	https://uncclearn.org/course/view.php?id=

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
	activities with economic implications of green taxation and subsidies									112&page=overview&lang=en
Institutional Mechanisms for Green Energy Markets	Understanding institutional frameworks for green energy markets	L2	✓	✓	✓	Q2 2025	Phygital/ Online	3 Hrs.	NSB/ NPTI	https://nsb.ac.in/
Renewable Energy: Economics, Policy and Regulation	Understanding of the regulatory landscape related to renewable energy, renewable purchase obligations, renewable generation obligations, green hydrogen	L3	✓	✓	✓	Q3 2025	Online	2 days	NSB/ IIT Kanpur	https://cer.iitk.ac.in//re_reg/?id=3, https://nsb.ac.in/
Environmental act	Overview of environmental laws and regulations	L2	✓	✓	✓	Q4 2025	Physical	3 Hrs.	CSE/ Central Pollution Control Board	https://www.cseindia.org/online-training-courses, https://cpcb.nic.in/
Circular economy in industrial sector	Implementing circular economy principles in industrial processes	L2	✓	✓	✓	Q4 2025	Physical	6 Hrs.	CSE/ Green Industry Platform	https://www.cseindia.org/online-training-courses, https://www.greenindustryplatform.org/course/circular-economy-industry
Smart energy solutions										
DSM Program Design and Management	Program design, track and evaluate DSM projects	L2	✓	✓	✓	Q3 2024	Physical	6 Hrs.	EESL/ Association	https://eeslindia.org/en/, https://www.aeecente

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
									of Energy Engineers	r.org/resources/certified-demand-side-management-professional-training-program/
DSM Load research and review	Knowledge of DSM load research methodologies, identify and prioritize DSM interventions	L3	✓	✓	✓	Q4 2024	Physical	1 Day	IIT Delhi/ IIT Bombay/ NPTI	https://www.ese.iitb.ac.in/content/demand-side-management
Energy Efficient Municipal Buildings	Design and operate energy efficient public buildings that reduce energy consumption and costs	L2	✓	✓	✓	Q2 2025	Physical	3 Hrs.	IEA/ School of Planning and Architecture (SPA	https://www.iea.org/policies/7990-online-diploma-training-in-energy-efficiency-for-municipalities
Sustainable urban development										
Urban planning	Key aspects of urban development and city planning	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	NIUA/ IIT Kharagpur	https://niua.in/, https://www.iitkgp.ac.in/
Smart cities	Technologies and strategies for developing smart and sustainable cities	L3	✓	✓	✓	Q2 2025	Physical	2 days	CSE/ IIPA	https://www.cseindia.org/online-training-courses, https://www.iipa.org.in/cms/public/
SME										
Cluster Development Methodologies	Proficiency in integrated cluster development	L3	✓	✓	✓	Q2 2024	Physical	2 days	NIESBUD (MSDE)/ NIUA	https://www.niesbud.nic.in/, https://niua.in/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Financing to SMEs	Financial options and support available for small and medium enterprises	L2	✓	✓	✓	Q1 2025	Physical	3 Hrs.	NIESBUD/ IIM Bengaluru	https://www.niesbud.nic.in/
Production process technology for SMEs	Technologies enhancing production processes for SMEs	L3	✓	✓	✓	Q2 2025	Physical/ Online	2 days	IISc/ IIT Delhi	https://www.iisc.ac.in/courses/
MSME Sector policy landscape	Policies and regulations affecting micro, small, and medium enterprises	L2	✓	✓	✓	Q3 2025	Online	3 Hrs.	SIDBI/ ADB	https://www.sidbi.in/en/
Global trends - comparative studies/ best practices	Analysis of global trends and best practices in SME industries	L2	✓	✓	✓	Q4 2025	Online	3 Hrs.	IIT Delhi/ IIT Bombay/ Asian Productivity Organization (APO)	https://www.ese.iitb.ac.in/content/cep-course-energy-management-0
Transport										
Fundamentals of EVs and Charging Infrastructure	Developing incentive schemes to promote EV charging infrastructure	L3	✓	✓	✓	Q3 2024	Physical	2 days	IIT Delhi/ Technology and Management Training Courses and Seminars	https://home.iitd.ac.in/show.php?id=339&in_sections=News, https://www.tonex.com/training-courses/introduction-to-electric-vehicle-infrastructure-planning/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
GREEN HYDROGEN : THE FUEL OF THE FUTURE	Knowledge of green hydrogen production methods and its potential in decarbonization	L2	✓	✓	✓	Q4 2024	Physical/ Online	3 Hrs.	TERI/ IISc	https://teriin.org/e-learning/, https://www.iisc.ac.in/courses/
Clean Energy and EV charging technology	Understanding clean energy applications and electric vehicle charging infrastructure	L2	✓	✓	✓	Q1 2025	Online	3 Hrs.	NISE/ IIT Delhi	https://training.nise.res.in/Trainings, https://home.iitd.ac.in/
Biofuels In Automobiles : Alternative Fuels	Understanding of various biofuel types and their compatibility with transportation systems	L2	✓	✓	✓	Q2 2025	Online	4 Hrs.	IIT Delhi/ IIP/ IEA	https://home.iitd.ac.in/index.php, https://www.iip.res.in/, https://www.iea.org/energy-system/low-emission-fuels/biofuels
Hydrogen Powered Fuel Cell Electric Vehicle	Proficiency in the functioning of hydrogen fuel cells and their application in vehicles	L2	✓	✓	✓	Q2 2025	Online	3 Hrs.	IIT Kharagpur/ Automotive Research Association of India	https://www.iitkgp.ac.in/, https://www.araiindia.com/
Electric Vehicles Technologies and Public Charging Stations	Exploring energy-efficient transportation solutions and emerging technologies	L2	✓	✓	✓	Q3 2025	Physical	5 Hrs.	National Institute of Electronics and Information Technology	https://nielit.gov.in/content/online-course-ev-technology-public-charging-station-0

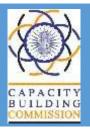| Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Other[4]					
Fuel analysis, emissions and economics	Analysis of fuel properties, emissions control, and economic factors in energy production	L2	✓	✓	✓	Q4 2025	Physical/ Online	5 Hrs.	CIMFR Dhanbad	https://cimfr.nic.in/

Table 38: Training Calendar for Functional skills – All Divisions (Common)

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Oth ers					
Decision making and analytics										
Analytics for Managers: Data Driven Decision Making	Developing skills in data management and analysis to support decision-making	L3	✓	✓	✓	Q2 2024	Online/ Physical	3 Hrs./ 3 days	iGoT/ IIM Luckhnow	https://www.iiml.ac.in /admission/mdp/mdp Calendar
Data Driven Decision Making for Government	Ability to utilize data analytics to inform decision-making processes in operations and policy development	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT (CBC)	https://igotkarmayogi. gov.in/
DPR Preparation, tendering and bid evaluation	Project report structure, cost estimation techniques, budget preparation, cost control measures, and financial projections	L2	✓	✓	✓	Q1 2025	Physical	6 Hrs.	NSB	https://nsb.ac.in/
Governance and Policy										
New TAX Regime	Awareness of recent changes and updates in the tax regime and taxation policies	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT (BSNL)	https://igotkarmayogi. gov.in/
Stakeholders in Governance	Ability to work and communicate effectively with various stakeholders	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT (ISTM)	https://igotkarmayogi. gov.in/
PM Gatishakti	Familiarity with the Pradhan Mantri Gatishakti initiative, which focuses on enhancing the country's infrastructure and connectivity	L1	✓	✓	✓	Q4 2024	Online	2 Hrs.	iGoT (Department for Promotion of Industry	https://igotkarmayogi. gov.in/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
									and Internal Trade)	
Office Procedures and Tools										
Office Procedure	Office protocols, communication, and workflow	L2	✓	✓	✓	Q2 2024	Online	3 Hrs.	iGoT (DoPT)	https://igotkarmayogi. gov.in/
DAKSHTA Course	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament Procedure, Leave Rules, Pay Fixation, APAR)	L1	-	✓	✓	Q3/ Q4 2024	Online	2 hrs.	iGoT (CBC)	https://igotkarmayogi. gov.in/
VIKAS Course	Know-how of government provisions related to Budgeting, Litigation Management, RTI, Contract Management, Parliamentary Procedures, PFMS, GFRs, Performance Appraisal, Departmental and Disciplinary Proceedings, MS Office Suite	L1	✓	-	-	Q3/ Q4 2024	Online	2 hrs.	iGoT (CBC)	https://igotkarmayogi. gov.in/
MS Suite (Word, Excel, PowerPoint, Access)	Know-how of documentation and developing PPTs for carrying out day-to-day work	L3	✓	✓	✓	Q4 2024/ Q1 2025	Online	12.5 hrs.	iGoT (CBC)	https://igotkarmayogi. gov.in/
Advanced Excel	Advanced excel modelling	L2	-	✓	✓	Q1 2025	Online/ Physical	6 Hrs.	iGoT/ NSB/ New Delhi Institute of	https://igotkarmayogi. gov.in/, https://nsb.ac.in/, https://www.ndimdel

| Name of Training Course | Competency addressed | Level of Course | Designation | | | Quarter | Training mode | Duration | Training providers/ platform | Reference |
			Dir/ JD	SSE / SE	PE/ Others					
									Management	hi.org/online-advanced-ms-excel-programme/
Advanced Presentation (PPT) Skills	Structure, visual aids, and engagement techniques for delivering effective presentations	L3	✓	✓	✓	Q2 2025	Physical	8 Hrs.	NSB/ Skillshare	https://nsb.ac.in/, https://www.skillshare.com/en/paths/visual-communication-presentation-design?via=search-layout-grid
Navigating PFMS	Navigating the Public Financial Management System for financial management and reporting	L1	✓	✓	✓	Q3 2025	Online	3 Hrs.	iGoT (CBC)	https://igotkarmayogi.gov.in/
Project management (E.g. - MS Project)	Project planning, execution, and monitoring tools	L2/ L4	✓	✓	✓	Q4 2025	Online/ Physical	3 Hrs./ 5 days	iGoT (ISTM/ IIPA)/ IIM Shillong	https://igotkarmayogi.gov.in/, https://www.iimshillong.ac.in/exec-edu-iims/docs/project-management-2019.pdf
Technical Skills										
Introduction to Emerging Technologies	Various new technologies including AI, IoT, new google features etc.	L1	✓	✓	✓	Q2 2024	Online	2.5 Hrs.	iGoT (CBC)	https://igotkarmayogi.gov.in/
AI using Google Bard and ChatGPT for Beginners	AI applications usage for enhancing productivity	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT (Invest India)	https://igotkarmayogi.gov.in/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
AI/ML in Energy sector	Understanding the application of AI/ ML in the energy sector	L2	✓	✓	✓	Q4 2024	Online	3 Hrs.	IIT Kharagpur / IIT Bombay/ The Energy Training Centre	https://ifacet.iitk.ac.in /professional-certificate-course-in-ai-and-machine-learning/, https://www.minds.iit b.ac.in/ , https://energytraining. ae/course/artificial-intelligence-for-energy-professionals
Energy Modelling & Simulation	Using energy modeling and simulation tools for planning and optimization	L2	-	✓	✓	Q1 2025	Physical/ Online	2 days	IIT Mandi/ IIT Guwahati	https://www.iitg.ac.in /cet/gian/2022/modeli ng%20and%20simulati on%20in%20energy%2 0storage/index.html/ https://www.iitmandi. ac.in/pdf/senate_cour ses/EN605.pdf
Financial Modelling	Building financial models for power assets and investment analysis	L2	-	✓	✓	Q2 2025	Online/ Physical	6 Hrs.	IIM Jammu /Indian Institute of Finance	https://www.iimj.ac.in /omdp6-2023, https://www.iif.edu/
Statistical tools and analysis (R, PYTHON)	Understanding statistical concepts, statistical analysis techniques, programming skills, data visualization, machine learning, and project work.	L3	-	✓	✓	Q3/ Q4 2025	Online/ Physical	2 days	IIT Delhi	https://iitdelhi.emerit us.org/iitd-data-analytics-for-business-applications-programme

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
Skill Enhancement and Performance Management										
Competency Framework	Overview of the competency framework including domain, functional and behavioral competencies	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT	https://igotkarmayogi. gov.in/
Results-Oriented Project Management	Focusing on achieving results and meeting project objectives effectively, goal setting and performance management	L2	✓	✓	✓	Q3 2024	Online	3 Hrs.	IIPA	https://www.iipa.org.i n/cms/public/training _course/52
Finance for non-Finance	Know-how of basic finance terms and applications	L2/ L4	✓	✓	✓	Q4 2025	Online/ Physical	6 Hrs. / 5 days	NSB/ IIM Lucknow	https://www.iiml.ac.in /admission/mdp/mdp Calendar

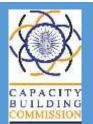*Table 39: Training Calendar for Behavioral skills – All Divisions (Common)*

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
Analytical thinking and problem-solving										
Analytical Thinking and Problem-Solving	Critical thinking techniques, problem-solving frameworks, data analysis approaches, and decision-making strategies	L2/ L3	✓	✓	✓	Q3 2025	Online/ Physical	3 Hrs./ 3 days	iGoT (3 Hrs.)/ NSB/ IIM Luckhnow	https://igotkarmayogi. gov.in/, https://nsb.ac.in/, https://www.iiml.ac.in /admission/mdp/mdp Calendar

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
Conflict resolution and negotiation	Negotiation skills to engage stakeholders, resolve conflicts, and foster cooperation	L2/ L3	✓	✓	✓	Q4 2025	Online	2 Hrs/ 12 Hrs.	iGoT (DoPT)/ SPJIMR	https://igotkarmayogi. gov.in/, https://executive-education.spjain.org/open-programs/the-art-of-negotiation-and-conflict-resolution
Communication										
Effective Communication	Verbal and written communication skills	L2/ L4	✓	✓	✓	Q4 2024	Online	6 Hrs/ 5 days	iGoT (IIM Bengaluru)/ IIM Luckhnow	https://igotkarmayogi. gov.in/, https://www.iiml.ac.in /admission/mdp/mdp Calendar
Interpersonal effectiveness and Teamwork	Collaboration, roles, and group dynamics; team exercises	L2/ L4	-	✓	✓	Q2 2025	Online	3 Hrs/ 5 days	iGoT/ IIM Ahmedabad	https://igotkarmayogi. gov.in/, https://exed.iima.ac.in /programme-details.php?id=MTEw MQ==
Organizational Management										
POSH	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	L1	✓	✓	✓	Q1 2024	Online	1.5 Hrs.	iGoT (ISTM)	https://igotkarmayogi. gov.in/
Conduct Rules	Ethical behavior and professional conduct practices	L1	✓	✓	✓	Q2 2024	Online	2 Hrs.	iGoT (ISTM)	https://igotkarmayogi. gov.in/

Name of Training Course	Competency addressed	Level of Course	Designation			Quarter	Training mode	Duration	Training providers/ platform	Reference
			Dir/ JD	SSE / SE	PE/ Others					
Strategic Leadership	Vision, strategy, and decision-making	L1/ L4	✓	-	-	Q3 2024	Physical	2 Hrs./ 5 days	iGoT (DoPT)/ NSB/ IIM Luckhnow	https://igotkarmayogi.gov.in/, https://www.iiml.ac.in/admission/mdp/mdp Calendar
Personal Development										
Self-Leadership	Self-awareness, goal setting, and personal development	L1	✓	✓	✓	Q2 2024	Online	1.5 Hrs.	iGoT (The Art of Living)	https://igotkarmayogi.gov.in/
Personal and Professional Effectiveness	Personal development, goal setting, and career growth	L1	✓	✓	✓	Q3 2024	Online	2 Hrs.	iGoT (DoPT)	https://igotkarmayogi.gov.in/
Stress Management	Stress sources, coping strategies, and work-life balance	L1	✓	✓	✓	Q4 2024	Online	2 Hrs.	iGoT (DoPT)	https://igotkarmayogi.gov.in/
Time management	Prioritization, planning, and productivity techniques; team exercises	L1	✓	✓	✓	Q1 2025	Physical	1 Hrs.	iGoT (DoPT)	https://igotkarmayogi.gov.in/
Yoga for Excellence	Yoga practices for physical and mental well-being	L1	✓	✓	✓	Q2 2025	iGoT	1 Hrs.	iGoT (The Art of Living)	https://igotkarmayogi.gov.in/

Intervention timeframe (Course completion and conversion)

The following interventions on completion of courses and conversion to e-learning module needs to be achieved within the below specified timeframe:
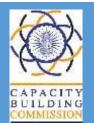
Table 40: Interventions Timeframe

Timeframe of Interventions	Interventions
Short term (Within 6 months)	• Ensure that all staff are onboard the iGOT platform • Development of 5 domain courses into e-learning modules on iGOT • All staff to complete 20 hours of targeted learning on iGOT
Medium term (Within 1 year)	• Completion of DAKSHATA courses on iGOT by all employees • Development of 10 domain courses into e-learning module on iGoT • All staff to complete 25 hours of targeted learning on iGoT
Long term (1 Year- 2 Year)	• Conversion of remaining Domain courses in e-learning format on iGOT • All staff to complete 100 hours of targeted learning on iGoT

B.   Annual Capacity Building Plan at Organizational Level

Organizational capacity building is essential to improve their efficiency, effectiveness, and transparency. Key dimensions of Organizational capacity building include technology and data, systems and processes, resources and assets, partnerships and relationships, and personnel management. Key dimensions includes:

- *Technology and Data:* Implementing technological solutions to enhance functionality, such as software for automation and data management

- *Systems and Processes:* Enhancing day-to-day functioning through improvements in systems and processes, such as monitoring mechanisms, standard operating procedures (SOPs), learning and knowledge management systems

- *Resources and Assets:* Investing in facilities, equipment, and technology to support the organization's work

- *Partnerships and Relationships:* Building and nurturing external partnerships with other ministries, technical and research institutions, and global organizations

- *Personnel Management:* Overseeing functions related to managing human capital, such as performance appraisals, performance management, and succession planning
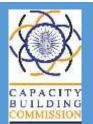
A set of interventions have been identified for BEE based on consultations with BEE personnel and a comprehensive needs assessment. The table below lists the interventions designed to improve the organization's ability to effectively deliver its mandate.
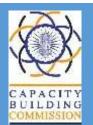
Table 41: Organizational Capacity Building

Dimension	Identified need/ challenges	Recommendations	Timeline
Technology and Data	• Lack of an integrated monitoring dashboard/ database management tool for training database, record-keeping and other data for compliance reporting • Lack of a standardized energy audit software. • Lack of in-house software tools for project monitoring such as SAP/ PRINCE. • Lack of data analysis proficiency using various software applications.	• Integrated monitoring dashboard for database management tool for training database, record-keeping, and compliance reporting. • Collaborate with experts and software developers to create a comprehensive and user-friendly energy audit tool that meets the requirements set by BEE. • Invest in developing or acquiring software tools specifically designed for project monitoring. This can include features like progress tracking, resource allocation, and task management to improve efficiency and transparency. • Provide training on Advanced Excel (enhance data analysis skills, including functions like pivot tables, VLOOKUP, and data visualization techniques), GAMS (optimization modeling and decision-making), GABI/Sima Pro (Life cycle assessments, evaluate environmental impacts of energy projects), MATLAB (statistical analysis, modeling, and simulation techniques)	Within 24 months from ACBP roll-out
Systems and Processes	• No incentive/motivation to attend training programs • Need to enhance training and knowledge transfer by addressing technical knowledge gaps, on-the-job training resources and structured handover guidelines. • Need to keep up with the technological advancements, global best practices, and policy developments. • Soliciting dynamic inputs on training needs	• Institutionalization of training by linkage of trainings with career progression and promotion incentive • Firm up policy for training (induction, mid-career, refresher and foreign trainings). • Engage with private sector and industry on a quarterly/ semi-annual basis to keep abreast of the latest technological advancements in the energy sector. • Conducting division-wise meetings or periodic internal surveys to assess the demand for specific training and courses.	Within 24 months from ACBP roll-out

Dimension	Identified need/ challenges	Recommendations	Timeline
Resources and Assets	• Upgrading IT infrastructure to improve overall efficiency. • Formulating a procurement division for hiring vendors/ consultants and developing Request for Proposals (RFPs). • Need of a systematic decision-making environment.	• Upgrading the IT infrastructure, consider the latest operating systems and processors, such as i7, to enhance overall efficiency. • Establish a dedicated procurement division that can handle the hiring of vendors/ consultants and also develop RFP's. Streamline administrative processes to expedite the procurement of essential resources and improve workflow efficiency. • Create a platform for systematic decision-making environment to facilitate informed decision-making by decision support systems, and standardized processes for evaluating options and making choices.	Within 12 months from ACBP roll-out
Partnerships and Relationships	• Lack of sufficient opportunities for regional and national meetings, knowledge sharing, and adoption of best practices. • Streamlining processes for coordination with SDAs. • Lack of regular interaction and review of partnerships. • Lack of key Memorandums of Understanding (MoUs) with National stakeholders, foreign countries bi and multi -lateral agreements on key areas like capacity building, joint programmatic interventions.	• Develop a structured program for knowledge sharing sessions across intra-organization, at regional and national level by organizing workshops and training programs. • Develop streamlined processes for coordination with SDAs including appointment of liaison officers. Defining clear communication channels, roles and responsibilities of liaison officers to enhance coordination and collaboration. • Establish framework and process to engage with international bodies for information sharing, capacity building. • Establish MoU's with PSUs, academia for workshops, conferences, exposure/ immersion. Foster multi-lateral and bi-lateral agreements with foreign countries on specific initiatives to leverage international expertise and resources.	Within 6 months from ACBP roll-out
Personnel Management	• Timely training and development of staff members.	• Foster a culture of continuous learning and self-improvement by providing resources and	Within 12 months

Dimension	Identified need/ challenges	Recommendations	Timeline
	• Retaining experienced staff members. • Ensuring staff possess the necessary skills, knowledge, and self-motivation. • Lack of standard process for providing performance feedback	opportunities for staff to enhance their skills and domain knowledge. Resources like iGoT, other online platforms can be used for easy access to learning. • Implement strategies to improve staff retention, such as offering competitive benefits, career advancement opportunities, and a positive work environment. • Recognizing and honoring meritorious staff through awards, particularly during events like World Energy Efficiency days, Hindi Pakhwada, foundations days, etc. Similarly, develop an incentive mechanism to motivate employees volunteering to providing training particularly for domain areas and functional needs. • Encourage leadership to take a more active role in promoting work commitment, boosting team morale, and motivation. • Establish regular meetings and discussions to review individual Key Performance Indicators (KPIs) and provide closed-loop feedback to help improve overall performance within the division.	from ACBP roll-out

VI.   Monitoring and Evaluation Framework

A Monitoring and Evaluation (M&E) framework for capacity building training interventions is a crucial component of any comprehensive training program. It serves as a systematic and structured approach to assess the effectiveness, impact, and efficiency of the training initiatives.
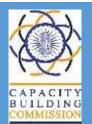
Purpose and Significance:

- The primary purpose of an M&E framework in the context of capacity building training is to measure the extent to which the training interventions are achieving their intended objectives and outcomes

- It helps in making data-driven decisions, refining training strategies, and ensuring that resources are optimally allocated

- The framework provides a mechanism to track and report on the progress and impact of training, aiding accountability, and transparency
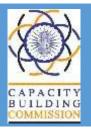
M&E Framework Components:

1. *Responsibility allocation:* Responsibility for M&E to be allocated clearly and explicitly across all levels of the organization, from senior management to program staff. This will ensure that everyone is accountable for their role in planning, implementing, monitoring, and evaluating programs and activities.

Table 42: Framework for Responsibility Allocation

S No.	Suggested Activities	Responsibility	Reporting and accountability	In consultation with	Approval of	Informed to
1.	Organizational Interventions	CBU	Nodal Officer from CBU	Secretary	Director General (DG)	CBC
2.	Cross-cutting Trainings	CBU	Nodal Officer from CBU	Division Heads	DG	CBC
3.	Division-wise Trainings	Administrative and HR Division	Nodal Officer from CBU	Division Heads	DG	CBC
4.	Data Collection (Baseline and Feedback)	Administrative and HR Division	Nodal Officer from CBU	Division Heads	CBU Head	CBC

2. _Data Collection and Analysis_: To ensure training effectiveness, data should be collected after each training. The data should also capture the KPIs mentioned in the tables above. In addition to that, a quarterly survey should be used to collect data on overall training effectiveness and understand long term impact.

3. _Monitoring Mechanisms KPIs:_ These are specific, measurable indicators that are aligned with the training objectives and help in quantifying the impact of the training.
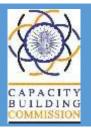
Table 43: Monitoring and Evaluation Framework Matrix

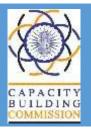| S No.	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organization	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (ex: attendance sheets, iGoT records, etc.)	Start Date	End Date	KPI completed (Y/ N)	General feedback for the course
1.	05-Jan-24	POSH	iGoT	120	120	90	iGoT record	1st Oct 23	31st Dec 23	Y	Should be in multilingual language
2.	01-Feb-24	Dakshta	iGoT	100	100	70	iGoT record	1st Oct 23	31st Dec 23	Y	Good
3.	08-Apr-24	Major Acts, Schemes and Policies in the Power and Energy sector	NPTI	120	120	75	Attendance sheet	4th Apr 23	4th Apr 23	Y	Good

Note: Table filled on an illustrative basis.

The below table will clearly define the criteria that will be used to evaluate the success of the training program, such as improvements in knowledge, skills, or job performance.

Table 44: Impact measurement KPIs Framework

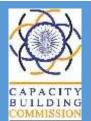| No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/ course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
1.	Knowledge and adherence to policies and practices related to preventing sexual harassment in the workplace	POSH	iGoT	Self-paced learning	Q1 2024	N	0	Satisfied	-	75%	NA	Good
2.	Government procedures, rules, and acts (Noting, Drafting, GeM, RTI Act, Code of Conduct, Public Procurement Framework of GOI, Parliament	Dakshta	iGoT	Self-paced learning	Q1-Q2 2024	N	0	Highly satisfied	Drafting skills	70%	Individual	Excellent

No.	Target Competency	Course Name	Institute Name/ Partner Organization	Training delivered mode	Stipulated timeline	Delay (Y/N)	Delayed by (how many months)	Effectiveness of the course (Through survey instruments)	Any other skill gained/ retained (Name of the skill)	Employee Engagement (How many employees turned up and completed the training/ course)	Improvement in productivity (Individual/ Organization)	Quality of the course (Any improvement in assessment score over long term)
	Procedure, Leave Rules, Pay Fixation, APAR)											
3.	Understanding the key legal and policy frameworks shaping the power and energy sector	Major Acts, Schemes and Policies in the Power and Energy sector	NPTI	Self-paced learning	Q1 2024	Y	1	Neutral	Emerging tech in power sector	62.5%	Organizational	Good

Note: Table filled on an illustrative basis.

4. _Feedback and Continuous Improvement:_ Establish feedback mechanisms for trainees, trainers, and other stakeholders, and present the feedback to the CBU in quarterly meetings. Regular feedback is essential for continuous improvement.

VII. Annexure

A.   Capacity Needs Assessment questionnaire – Individual level

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on your individual capacity building needs so that the Plan is relevant to your role and work in the organization. We thank you for providing your time in answering this questionnaire. In case of any queries/ feedback, please reach out to Ayush Jain, Consultant, CRISIL (Mob No. 8719882569).

Disclaimer: Responses provided will be kept confidential and will only be used to collectively analyse capacity needs at an organizational level.

1.   **Individual profile**

2.	Your name	
3.	Contact number	
4.	Email-id	
5.	Designation	
6.	Wing/ Division	
7.	Section (if applicable)	
8.	List of trainings undertaken which are relevant to current role	

2. As-Is assessment

9.   Mention the top 5 responsibilities/ roles that you handle:

9.1. _____

9.2. _____
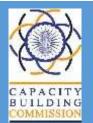
9.3. _____

9.4. _____

9.5. _____

3. Competency Needs Assessment

(Each competency's definition is provided in the below. The examples provided are only for reference and not an exhaustive list)

Domain competencies: Competencies and knowledge required for effective performance within a specific discipline or field.
Functional competencies: Competencies for fulfilling the operational requirements of BEE including project monitoring, project management, operational performance
Behavioural competencies: These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles

10. Based on the definitions mentioned above, please tell us what are the domain skills that you wish to develop to perform your duties better

    _____
    _____
    _____
    _____

11. Based on the definitions mentioned above, please identify any additional functional skills that you would like to develop, which go beyond the following mentioned skills: Documentation, Presentation, Communication, Data management and analysis, Project management, File management (e.g., OneDrive), Technical, financial, and commercial evaluation of DPR/proposals, Secretarial work, E-office, Knowledge management system, Parliamentary procedures

    _____
    _____
    _____
    _____

12. Based on the definitions mentioned above, please identify any additional behavioural skills that you would like to develop, which go beyond the following mentioned skills: Presentation skills, Spoken communication, Written communication, Email etiquettes Resolving conflict, Positive attitude, Teamwork, Leadership Delegating and monitoring work, Negotiation skills, Time management, Innovation, Giving feedback, Empathy, Intra-ministerial communication
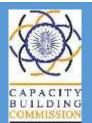
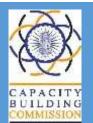   _____
    _____
    _____
    _____

4. Proficiency Assessment

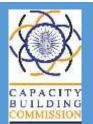*Instructions: Please fill in data basis your proficiency level (Either select the option or mention Yes/ No)*

Wing/ Division	List of routine tasks	Proficiency			This process is not relevant for my role (NA)
		BASIC *Aware of basic concepts*	**Intermediate** *Able to do basic tasks*	**ADVANCED** *Confident to perform. Can mentor others.*	
Functional tasks					
Common for all Divisions	Project management, coordination, and reporting				
	Policy formulation & regulatory compliance				
	Preparation/ updation of various reports, manuals, presentations documents, awareness material				
	Evaluation and appraisal of proposals, policies, and new technologies				
	Providing technical expertise and advisory				
	Compilation and coordination of data, publishing statistics/ MIS reports				
	Monitoring and evaluation				
	Digital collaboration and communication				
	Administrative and secretarial work				
	Cyber security and IoT applications				
	Capacity building and training				
	Any Others				
Domain tasks					
Common	Power sector overview and legislation				
	Infrastructure planning and global best practices				
	HRD and Capacity addition strategies				
	Procurement and GeM coordination				
	Budget management and financial control				
	Audit Procedures (Internal/ External)				
	Energy efficiency standards and codes establishment				

Wing/ Division	List of routine tasks	Proficiency			
		BASIC *Aware of basic concepts*	Intermediate *Able to do basic tasks*	ADVANCED *Confident to perform. Can mentor others.*	This process is not relevant for my role (NA)
Energy Efficiency in Buildings	Administration and implementation of Star rating programme				
	Compliance monitoring and accreditation of EAs and EMs				
	Promotion and recognition of NZEB				
DSM	Development of DSM action plan				
	Oversight/ monitoring of DSM pilot and projects				
	Implementation of Vigilance policy				
Energy Efficiency in Transport	Proficiency in promoting energy-efficient vehicles and sustainable transportation				
	Developing guidelines for EV Infrastructure (Incentives)				
	Facilitate development of fuel efficiency assessment tool (BEET)				
	Drafting S&L Program for Fuel Efficiency				
	R&D Proficiency in Energy Efficiency and Alternative Fuels				
PAT	Oversight of energy savings verification and trading				
	SEC norm setting and verification				
	Energy mapping of industries				
	Legal compliance and regulatory adherence management				
	Oversight of ESCert compliance and reconciliation				
FEEP	Development of financial mechanisms				
	Management and administration of energy efficiency financing				
	Grading and partnering for energy efficiency projects				
	Mobilization and tracking of energy efficiency financing				

| Wing/ Division | List of routine tasks | Proficiency | | | This process is not relevant for my role (NA) |
		BASIC *Aware of basic concepts*	Intermediate *Able to do basic tasks*	ADVANCED *Confident to perform. Can mentor others.*	
	Coordination and oversight of State level events				
SDA	Facilitating financing and incentives for SDAs				
	Oversight for SDAs' energy efficiency activities				
	Support and promote energy efficiency demonstration projects				
S&L	Developing and updating appliance energy efficiency standards				
	Monitoring market compliance and energy savings				
	Periodic check testing of labelled products				
	Administer of digital applications/ tools (QR, web portal, etc.)				
Energy Efficiency in SMEs	Facilitating energy efficiency interventions in sme clusters				
	Developing cluster-specific energy efficiency manuals				
	Conducting studies to assess energy use and technology gaps				
Coordination/ Others	Contribution to Global Energy Efficiency Indices				
	Facilitate energy efficiency in cold chain sector and District cooling systems				
	International cooperation and coordination				
	Any other				
Behavioural tasks					
Common for all divisions	Communication Skills (Presentation skills, Spoken and Written communication, Email etiquettes)				
	Interpersonal skills (Resolving conflict, Positive attitude, Teamwork, Leadership, Problem solving and adaptability)				

Wing/ Division	List of routine tasks	Proficiency			This process is not relevant for my role (NA)
		BASIC *Aware of basic concepts*	Intermediate *Able to do basic tasks*	ADVANCED *Confident to perform. Can mentor others.*	
	Organisational skills (Delegating and monitoring work, Negotiation skills, Time management, Stakeholder collaboration)				
	Professional Development (Innovation, Giving feedback, Empathy)				
	Any others				

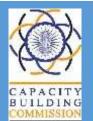**5. Future capacity building needs – Training /Non-Training Interventions**

Future capacity building needs
This section will help to identify the capacity building needs required to achieve futuristic vision for the Power sector which includes: • Reduce emission intensity of the economy • Achieve energy efficiency in energy intensive sectors • Accelerate shift towards energy efficient appliances • Roll out institutional mechanisms for carbon markets by 2030   The table below describes the various interventions required to achieve the future vision. Please identify the capacity needs that you may require to fulfil these tasks. Refer the examples of domain, functional and behavioural competencies provided in previous section.

In order to achieve the future vision, please list down the Training / non-training interventions (industry visits) that you may require to fulfil the tasks

_____
_____

B.   Capacity Needs Assessment questionnaire – Organizational level

Introduction: Under the Mission Karmayogi, an Annual Capacity Building Plan is being prepared for your organization which is being facilitated by the Capacity Building Commission (CBC). We seek inputs on capacity building needs for your organization so that the Plan is relevant to your organization. We thank you for providing your time in answering this questionnaire. In case of any queries/ feedback, please reach out to _____.

1. **Division profile**

1.1. Division	
1.2. Organogram/ List of Divisions and Sub-divisions	
1.3. Division-wise work allocation	
1.4. Key domain trainings required for the Division	
1.5. Level of domain training required (Basic/ Intermediate/ Advanced)	

2. **Technology and Data**

   2.1. Any IT tools /technology platform that you would like to leverage to further enhance / increase the productivity / efficiency of the staff?

3. **Systems and Processes**

   3.1. In terms of systems and processes, what according to you are the key impediments limiting growth and productivity in your Division? What are some of the possible causes or factors behind them?
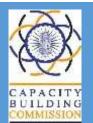
4. **Resources and Assets**

   4.1. According to you, are existing resources and assets optimally allocated within the Division?
   4.2. What are some of the activities which will help to improve resource/asset prioritization in the division – E.g – simplifying Departmental processes, other best practices

5. **Partnerships and Relationships**

   5.1. Can you identify some critical partnerships that your Division has with external stakeholders such as other Ministries, foreign delegates, private sector players , DISCOMs etc? What are the key areas of establishing or improving the relationship with other Departments?

6. **Personnel Management**

6.1. What are some of the key challenges in personnel planning and management within the Division? E.g- vacancy, absenteeism, lack of skills/knowledge/motivation in staff, career progression etc

6.2. Is there an existing system of Performance management within your Division to review and provide feedback to staff? Do you want to share any examples or best practices in terms of Performance management systems that can track and improve performance of personnel in the Division?
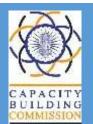
7. Enabling Environment - Business process evaluation
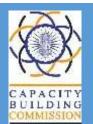
Business processes identified:

- Policy formulation (policy briefs/ policy papers) and national priorities
- Strategic planning and management
- Budgeting and financial management
- Service delivery and citizen centricity
- Emerging technologies – regulation and adoption
- Procurement and contract management
- Governance and administration – HR, RTI, legal, parliamentary questions, etc.,
- Outcome orientedand evaluation
- Information, knowledge management (data management) and data analysis
- Regulatory compliance and enforcement
- Risk management and emergency preparedness
- Communications and public relations
- Stakeholder engagement and consultation
- Audit (Financial/ Non-Financial)

Business process 1: _____

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organisational	Institutional
Workflow & accountability	• End-to-end management systems in place?				
	• Project-specific system or generic?				
	• Online/offline/hybrid management tools?				
	• Are the PM tools integrated with other processes and systems of the MDO?				
	• Clear well-defined processes?				
	• Covers all aspects of scheme/program?				

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organisational	Institutional
	• Is there SOP/manual/guide/FAQs for process?				
	• Are all concerned staff well versed with process?				
Documentation	• Are process documentation up-to-date and easily accessible to all concerned staff?				
Data Analysis	• Is performance data collected and analyzed throughout project/scheme period?				
	• Is the analysis "owned"?				
	• Is such data used to inform/support decision-making of ongoing and future projects/schemes?				
	• Are staff well versed with data analysis tools?				
	• Are senior staff well versed with using such analysis/evidence to make decisions?				
Risk Management	• Are risks associated with the process identified and managed appropriately?				
	• Does the SOP/manual/guide/FAQs cover risk?				
	• Are staff well versed with risk management procedures?				
Compliance	• Are there compliance/reporting requirements in place?				
	• Is accountability for each step defined?				
	• Does the SOP/manual/guide/FAQs comprehensively cover compliance requirements?				

KPI	Evaluation criteria	Rating Y/N	Capacity Building Recommendations		
			Individual	Organisational	Institutional
	• Are staff well versed with compliance requirements?				
Stakeholder Engagement	• Does the project management system cover all stakeholders?				
	• Does the SOP/manual/guide/FAQs comprehensively cover stakeholder engagement?				
	• Are stakeholders involved and consulted throughout the process as per requirement?				
Performance Management	• Are there clear performance indicators to define success, effectiveness and efficiency of the process?				
	• Is there a timeline for completing each step of the process?				
	• Are there bottleneck steps/tasks in the process that pose high risk in terms of timeline for completion?				
	• Is accountability for completing the step/task assigned?				
	• Are there time/labour redundancies in the process?				
	• Is there a functional performance monitoring system for the process?				
	• Is there regular evaluation of the effectiveness of the process in delivering planned outcomes?				
	• Are staff aware of performance indicators for the process?				
	• Do staff participate in the evaluation and provide feedback?				