



CAPACITY  
BUILDING  
COMMISSION



सत्यमेव जयते

पशुपालन और डेयरी विभाग

Department of Animal Husbandry and Dairying

# ANNUAL CAPACITY BUILDING PLAN

DEPARTMENT OF ANIMAL HUSBANDRY AND  
DAIRYING,  
KRISHI BHAWAN, NEW DELHI, DELHI 110001

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## Glossary

Abbreviation	Full Form
ACBP	Annual Capacity Building Plan
AHD	Animal Husbandry and Dairying
AHIDF	Animal Husbandry Infrastructure Development Fund
AHS	Animal Husbandry Statistics
APEDA	Agricultural and Processed Food Products Export Development Authority
AQCS	Animal Quarantine and Certification Services
ASCAD	Assistance to States for Control of Animal Diseases
ASK	Attitudes, Skills, and Knowledge
CADCP	Commission for Agricultural Costs & Prices
CBC	Capacity Building Commission
CBU	Capacity Building Unit
CDP	Capacity Development Plans
CNA	Capacity Need Analysis
CSF	Classical Swine Fever
DAHD	Department of Animal Husbandry and Dairying
DARE	Department of Agricultural Research and Education
DIDF	Dairy processing & Infrastructure Development Fund
DONER	Ministry of Development of North Eastern Region
DoPT	Department of Personnel and Training
DPIIT	Department for Promotion of Industry and Internal Trade
EEB	Eligible End Borrowers
ESVHD	Establishment and Strengthening of Veterinary Hospitals & Dispensaries
EVM	Ethno-Veterinary Medicine
FAHD	Fisheries, Animal Husbandry and Dairying
FGD	Focus Group Discussion
FMD	Foot & Mouth Disease
INAPH	Information Network for Animal Productivity and Health
ISS	Integrated Sample Survey
ISTM	Institute of Secretariat Training and Management
IVF	In vitro fertilization
JICA	Japan International Cooperation Agency
L&D	Learning and Development
LC	Livestock Census
LH	Livestock Health
MAITRI	Multi-Purpose AI Technicians in Rural India
MDO	Ministry, Department and Organisations
MSME	Ministry of Micro, Small & Medium Enterprises
MVU	Mobile Veterinary Units
NABARD	National Bank for Agriculture and Rural Development
NADCP	National Animal Disease Control Programme
NDDB	National Dairy Development Board
NLM	National Livestock Mission
NPCSCB	National Programme for Civil Services Capacity Building
NPDD	National Programme for Dairy Development
NSCTI	National Standards for Civil Services Training Institutes
NSO	National Statistical Office
OH	One Health
OHSU	One Health Support Unit
PFMS	Public Financial Management System
PMHRC	PM's HR Council
RBP	Ration Balancing Programme
RGM	Rashtriya Gokul Mission
SDCFPO	Supporting Dairy Cooperatives & Farmer Producer Organizations

<b>SDG</b>	Sustainable Development Goals
<b>SOP</b>	Standard Operating Procedure
<b>VCI</b>	Veterinary Council of India

# 1. Executive Summary

## 1.1 Context

The **Mission Karmayogi** is a National Programme for Civil Services Capacity Building (**NPCSCB**) (the "Program"), launched by the Union Cabinet, Government of India in September 2020 which aims at capacity building of the Indian civil servants for the future based on the philosophy of creating an ecosystem of **"competency driven training and human resource management by transitioning from a 'rules-based' system to the 'roles-based' system"**. Under this Program, a Capacity Building Commission (CBC) has been set up for functional supervision of training institutions and is currently conceptualizing and developing Capacity Development Plans (CDP) for the identified pilot Ministry, Department and Organisations (MDOs) of the Government of India that includes the Department of Animal Husbandry and Dairying (DAHD).

## 1.2 Annual Capacity Building Plan

The Annual Capacity Building Plan (ACBP) is a comprehensive strategic document that outlines key strategic areas within the MDO that require intervention and provides a year-by-year picture of capacity building initiatives that cater to those areas. The main objective of creating an ACBP is to understand and document the capacity building needs of a Ministry / Department at individual, organisational and institutional levels. Once the needs are understood, ACBP implementation will involve identifying interventions, both training and non-training, that will help bridge the capacity building gaps identified. Thus, the ACBP is expected to assist the development and enhancement of capacities of an individual official as well as the capabilities of the MDO.

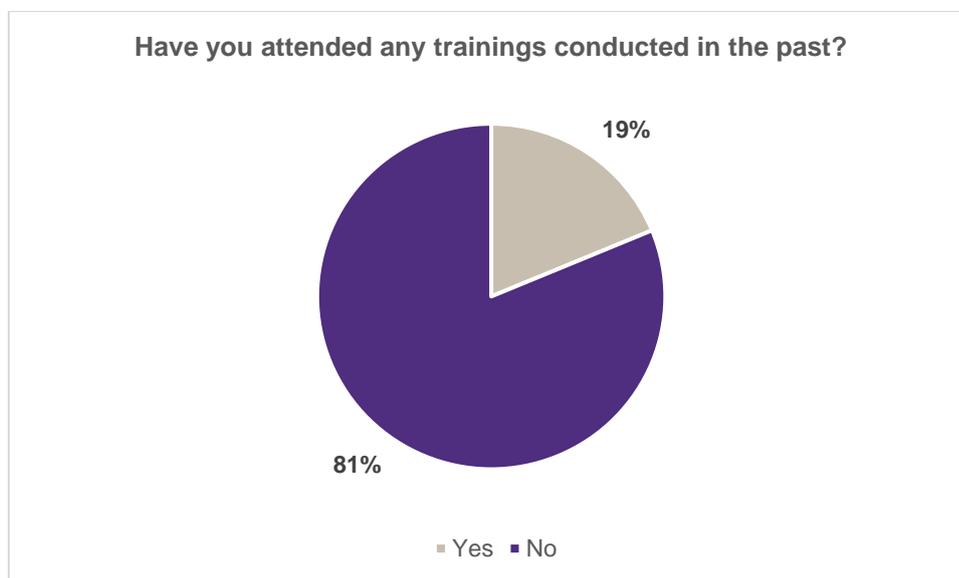
The content of an ACBP will be based on two aspects: (i) three lenses, comprising of national priorities, citizen centricity and emerging technologies, and (ii) three pillars at individual, organisational and institutional level. Therefore, as a step in this direction, the ACBP for the Department of Animal Husbandry and Dairying (DAHD) has been prepared.

## 1.3 ACBP for the Department of Animal Husbandry and Dairying

The ACBP preparation process of the Department began in the month of December 2022 with a kick-off meeting held under the leadership of the Shri Rajesh Kumar Singh, Secretary, Department of Animal Husbandry and Dairying (DAHD). It was followed by several interactions with the leadership of the DAHD. The existing top-down approach did not capture the requirements of the employees, therefore, a hybrid of bottom-up and top-down approach was decided upon. The key premise behind adopting the strategy was to capture all the requirements (functional, domain, behavioural) comprehensively.

As a step in this direction, multiple interactions have been undertaken with the various Divisions of the Department such as the Cattle & Dairy Development, Livestock Health, National Livestock Mission, Administration & Trade and Statistics, and to understand the roles and responsibilities of these Divisions and the Department. Accordingly, competency, institutional and technological requirements corresponding to the roles and responsibilities of these entities have been identified which will enable them in undertaking these responsibilities efficiently in line with the overall vision of the Department.

Before identifying the competency requirements all the officials were assessed for any past trainings attended. The results of the survey have validated the critical requirement of ACBP for enhancing the effectiveness of the Department officials.



*Figure 1 Past trainings attended*

Data collection and collation exercises were initially targeted to prepare a baseline for training and capacity building at the institutional level. Primary surveys were carried out in a consultative mode and pre-set questionnaire format method. Consultations held were by way of interviews and FGDs and across levels within the Department and as advised by the JS of Division.

At an individual level, for every unique role at the institution, the competency requirements were identified as (i) Domain competency, which is related to the knowledge and expertise related to the sector, Division and the respective focus areas, (ii) Behavioural competency, which is related to the behaviour and soft skills, and (iii) Functional competency including cross cutting needs across DAHD which is related to functional aspects of the Division such as administration, financial planning, communication, stakeholder management, technological know-how and other such broad areas of expertise.

The Institutional and Technological capacity building requirements include requirements related to process improvements, knowledge management and resources planning for increasing efficiency. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently.

After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision of the Department, along with their implementation strategy. These initiatives have been further prioritized on an immediate priority and critical priority taking into consideration the

urgency of requirement, time for implementation and costs associated so that maximum impact can be realized in the immediate term. These would form part of the annual CBP.

Immediate priority initiatives are those initiatives that require immediate attention and action due to their high importance and impact on the organization. By completing these initiatives on time, we create a positive momentum that can lead to increased efficiency, productivity, and success. These include immersion programs, upskilling initiatives, and behavioral trainings. Some of these initiatives include domain specific modules on overall orientation of the staff to familiarize them with mission and objectives of the Department and their respective roles, the different aspects of Animal Husbandry and Dairying (Cattle and Dairy development, Livestock Health, Livestock Mission, etc.). Subject specific modules have also been proposed considering the arisen requirement from the Capacity Need Analysis of Department officials/Staff that can have an immediate impact on the efficiency of the roles and these include Know your Ministry module, Field Immersion program at NDDB, institutes for deeper understanding of the Department's subjects. Additionally, a few functional modules have also been proposed to be undertaken on an immediate priority to improve the day-to-day functioning and these include training modules on manual of office procedure, regulations related to administrative, public grievances and personnel and training, GFR, services rules, etc. Also, upskilling and training requirements have been proposed for office tools, drafting notes, response to parliamentary questions and making presentations. Amongst the behavioral training requirement, modules on effective communications, leadership, empathy, and stress management have been proposed. Amongst behavioral training requirements cultural workshops and Gender Sensitization workshops are proposed on immediate priority.

The critical initiatives include some domain specific training modules for enhancing the domain competency of the personnel through induction modules as well as on site trainings for division and role/department. Amongst these the first and foremost includes 'Induction' Modules for all fresh joiners that are specific to the needs of every Division providing a 360-degree view of the work and functions of the Department. Functional competencies also require to be upskilled and these include use of technology and day to day functioning, drafting, and communication skills, RTI applications, accounting and budgeting, human resource, and administrative issues. Training on behavioral competencies have also been proposed including motivational training, empathy, and work ethics.

In addition to the immediate and critical initiatives, certain institutional and technological requirements have been identified that are common across MDOs. However, such issues may require a further detailed study to develop action plan for their addressal which may entail structural initiatives and can be undertaken as long-term capacity enhancement initiatives. An action plan has been proposed for these requirements which may be taken up for implementation after due study and consultations.

Accordingly, the CBP for the DAHD can be prepared based on the requirements of domain, functional and behavioral competencies as well and institutional and technological requirements towards meeting the overall objectives of the Department.

The Department envisages implementation of the annual CBP through its Capacity Building Unit (CBU) headed by a Shri G N Singh, Joint Secretary, DAHD. This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

## 1.4 Quick Wins for the Department of Animal Husbandry and Dairying

Quick Wins may include – both training and non-training interventions. Here, non-training interventions include - Immersion Programs, Seminars, Workshops, Brainstorming Sessions, etc. A few Quick Wins identified for the Department of Animal Husbandry and Dairying are as follows:

- Development of an Induction Training Module for officers newly posted in the Department
- Immersion visits to NDDB to understand the overview of the sector, value chain, latest technologies, animal nutrition initiatives, etc.
- Capacity Building Workshop on conserving and enhancing Productivity of the cows and buffaloes of indigenous breed
- Immersion Modules for officers with no domain-based education in Animal husbandry and dairy sector to at Amul for learning of Anand model of milk procurement, transportation, processing, and distribution of dairy products.
- All officers to undergo the DAKSHATA training module
- IGOT courses i.e., Effective communication, Emerging technologies, Public Procurement Framework of GOI, Gender equality and development (overview), Introduction to Leveraging AI and Chat GPT to be completed.

## 1.5 Macro picture of the Capacity Needs Analysis (CNA) Exercise

Figure 2 Composition of Functional, Behavioural and Domain based CB Requirements

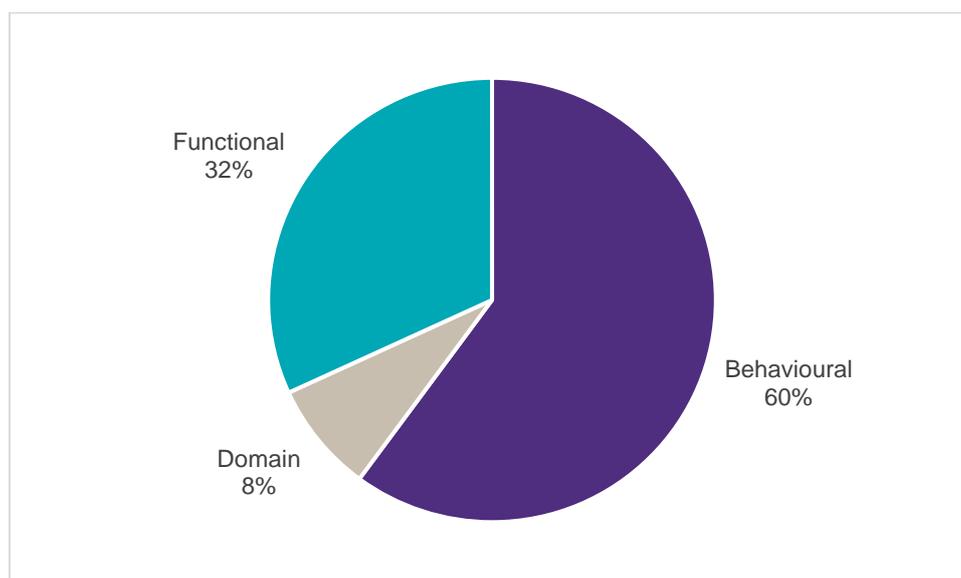
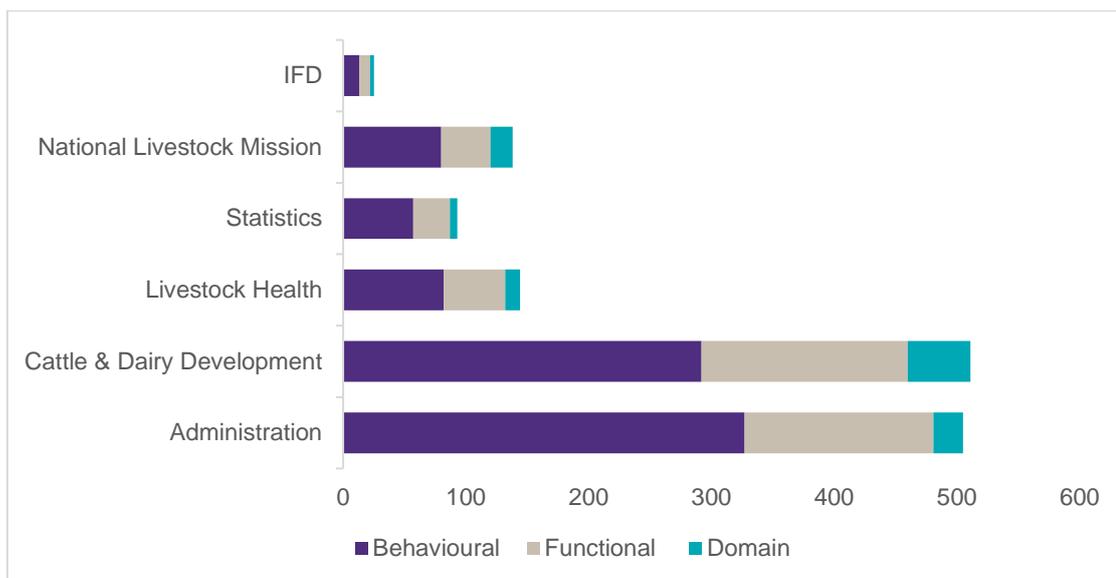


Figure 3 Division-wise Break-Up of Capacity Building Requirement Types



The top five Behavioural competency requirement identified were Communication skills, Time Management, Attention to Detail, Stress management, and Result Orientation. The top five functional competency requirements identified are MS Office, E-Office, NIC Applications, Cabinet note, Establishment Rules & General Administration Matters of Government Departments, and Public Financial Management System (PFMS). These requirements were mentioned by all the officials of the Department and need to be addressed immediately.

Figure 4 Ten Behavioural requirements

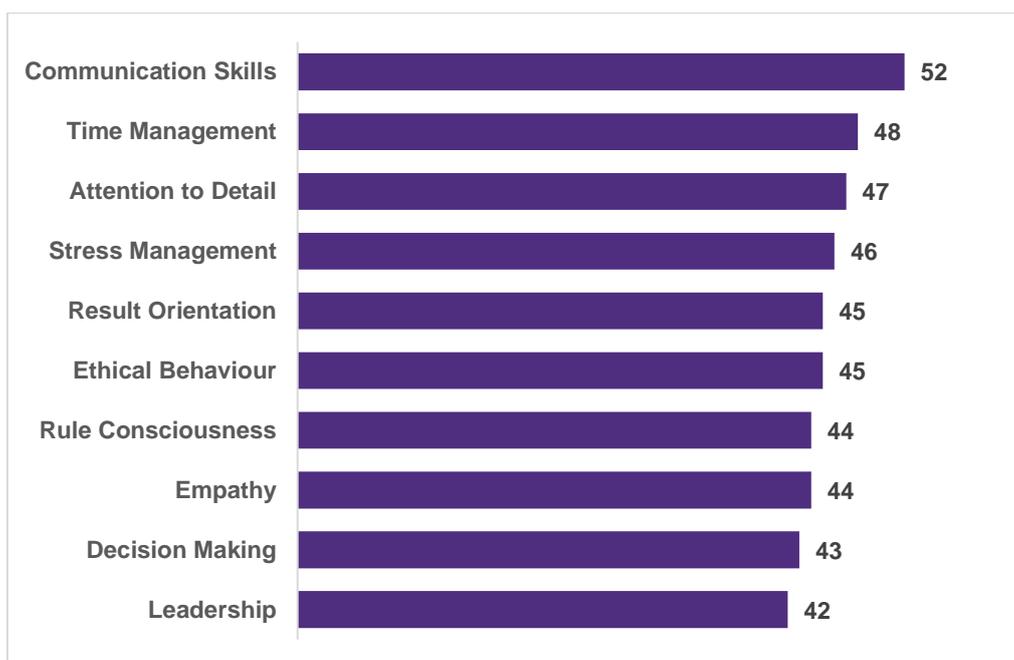


Figure 5 Top Ten Functional requirements

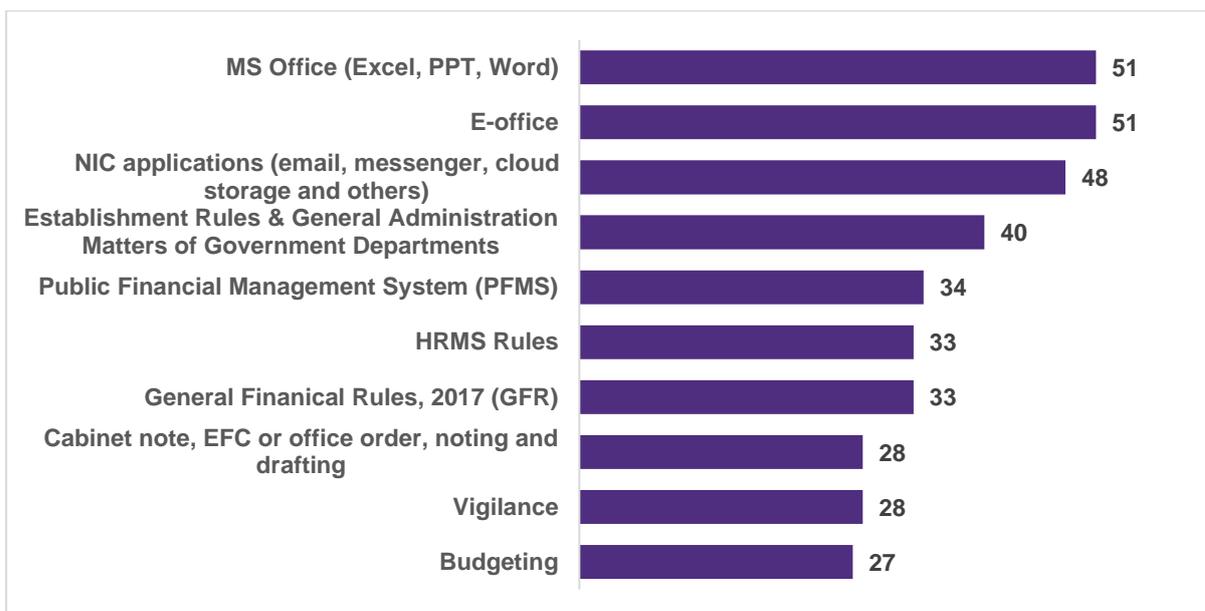
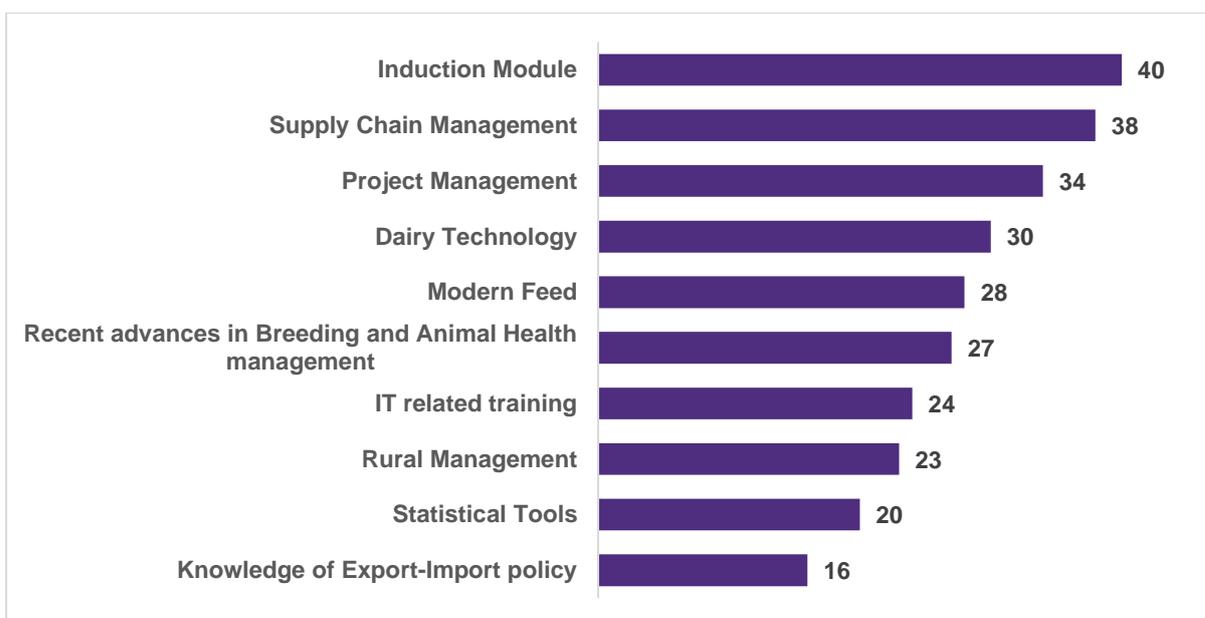
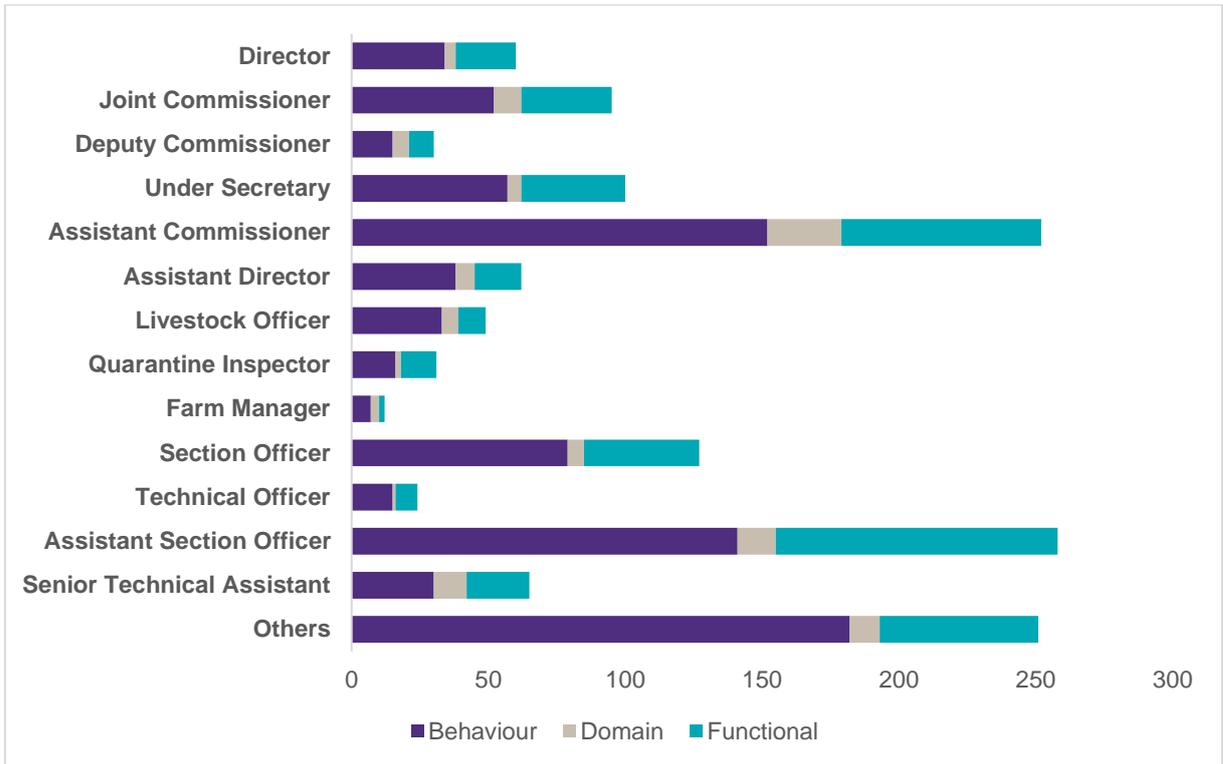


Figure 6 Top Ten Domain requirements



The Role wise summary of the competency requirements were also addressed and are detailed under in the figure:

Figure 7 Role Wise Break-Up of Capacity Building Requirements



## 1.6 Snapshot of the Training Calendar

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Module	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Livestock Officer, SO, SSO, ASO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, DC, US, DD, AD	L1	Q1
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	JS, DC, US, AC, DD, AD	L3	Q2
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	DC, US, AC, DD, AD, ASO, SO, SSO, Others	L2	Q3

## 2. Introduction

### 2.1 Mission Karmayogi

Government officials are critical to the delivery of a range of public services and core governance related functions. Throughout their career, officials contribute to the process of Policy Formulation, Implementation, Monitoring, and Analysis, thus driving all government work.

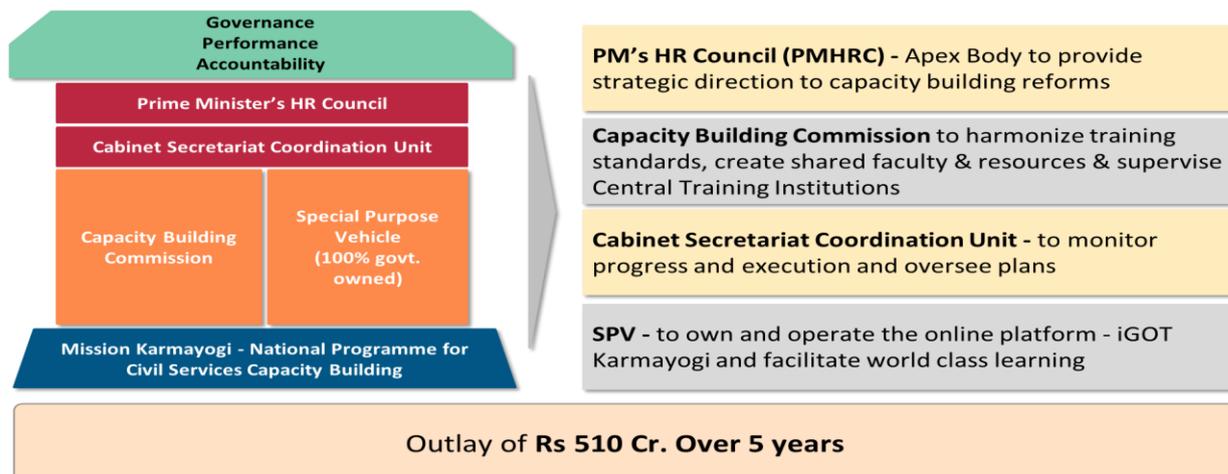
The unparalleled contribution of government officials to the proper functioning of government makes it essential that they be equipped with the right attitudes, skills, and knowledge aligned to the vision of a new India. Mission Karmayogi refocuses emphasis on India's civil service capacity building landscape, envisioning a citizen-centric and future-ready civil service including laying out a roadmap to achieve the desired results.

India's current civil service capacity building landscape has following challenges:

1. Siloed nature of government: Government officials currently work in geographical, departmental, and sectoral silos instead of adhering to a larger unified vision aligned to national priorities.
2. Training based on seniority: Current training interventions are generally based on factors such as the tenure of officials, their seniority, the availability of funding, the availability of courses, and so on. Thus, they are not targeted to the specific needs of positions, government priorities, the national vision, technological developments, future requirements, and so on.
3. Unstructured training: Existing training interventions are sporadic and unstructured. Thus, there is a lack of opportunities for continuous learning across various stages of an official's career.
4. Restricted access to learning opportunities: Currently training opportunities are available to only a limited number of officials based on factors such as seniority and grade.
5. Sub-optimal learning ecosystem: Officials do not have access to an ecosystem that emphasizes learning in a holistic manner as well as the one that is in sync with adult learning principles.
6. Lack of future-readiness: Officials do not have access to capacity building measures that equip them for the future.

In addition to augmenting the executive capacity of the State, Mission Karmayogi also aims to equip government officials for the future. The government of the future is expected to be, among other things, agile, data-driven, tech-enabled and citizen-centric. Each of these collective attributes will enable governments to deliver on long-term national goals while being prepared to face unforeseen challenges.

Figure 8 Institutional structure of Mission Karmayogi



The following institutions have been created to operationalize the Mission:

1. PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission
2. Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions.
3. Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardization of training and capacity building, supervises all central training institutions.
4. Special Purpose Vehicle: Owns and operates the online platform - iGoT Karmayogi - facilitating world class learning.

### Guiding Principles of Mission Karmayogi

Mission Karmayogi is guided by certain core principles that are applicable to all capacity building interventions under the program. These include:

#### 1. Shift from rule to role-based capacity building:

Mission Karmayogi focuses on enhancing the attitudes, skills, and knowledge of government officials through role-based interventions. This means a shift from rule-based, supply-driven training to more role-based, demand-driven capacity building. As such, it is targeted to the individual official's needs, wants and aspirations and would be achieved through role-specific, just-in-time, lifelong training for government officials.

#### 2. Move to a competency-driven approach:

A competency-driven capacity-building approach focuses on developing competencies critical for public officials to effectively undertake various roles. In line with the National Training Policy of 2012, Mission Karmayogi introduces a competency framework for the capacity building of the civil services. This framework will govern training, capacity building, and Human Resource (HR) management, including promotions and postings of government officials. Competencies can be defined as a combination of

Attitudes, Skills, and Knowledge (ASK) that enable an individual to successfully perform a task or activity in a given job.

**3. Democratize and enable continuous, lifelong learning opportunities:**

Currently, the civil services capacity building eco-system does not provide a continuous learning environment for government officials. Additionally, such efforts cater mostly to a specific group of officials. Thus, Mission Karmayogi aims to change this situation by making opportunities available to all government officials, across hierarchies and geographies. This includes the opportunity to continuously build and strengthen the competencies required for fulfilling their respective roles. It will also provide equitable access to learning material across different levels of the government thereby making world-class capacity building initiatives available to all sections of the civil service.

**4. Move beyond silos in the Government:**

Mission Karmayogi aims to break silos across the various ministries/departments, to encourage collaborative effort in achieving shared national goals and priorities.

**5. Shift to the 70-20-10 model:**

Mission Karmayogi proposes designing learning opportunities based on the 70-20-10 model of life-long learning. The 70-20-10 model is constructed on the following principle:

- a. Experiential learning - 70 percent of learning comes from on-the-job experiences and reflections
- b. Relational learning - 20 percent of learning is derived from working with others
- c. Informational learning - 10 percent of learning comes from formal instructor- led activities

**6. Link goal setting, planning & achievements:**

Mission Karmayogi aims to align learning and capacity building with organisational goals and the career goals of individual officials. This would also include performance measurement.

**7. Establish unbiased systems of evaluation:**

Under Mission Karmayogi, there will be objective, fair, and independent assessments to determine performance.

**8. Shift the mind set of public officials toward training and capacity building:**

The goal is to shift the mindset of public officials from pursuing or delivering training due to compliance, to pursuing it due to a love for learning and teaching

**iGoT-Karmayogi**

iGoT-Karmayogi is an online learning platform being developed as part of Mission Karmayogi for capacity building of approximately 2 crore civil servants. The content can be curated by individual government ministries, in-house or through knowledge partners. Carefully crafted and vetted content from best-in-class government and non-government institutions, universities, private content providers and individual resources will be made available as training modules through the platform.

## 2.2 Capacity Building Commission

To oversee the planning and implementation of the NPCSCB, the Capacity Building Commission (CBC) was constituted in April of 2021. The Commission plays a key role at helm of Mission Karmayogi and its interventions are designed with three lenses: First, alignment of department's goals with national priorities; Second, citizen centric service delivery, and Third, enhancing capacity of civil servants on emerging technologies. The commission is mandated to perform the following functions:

Figure 9 Functions of Capacity Building Commission

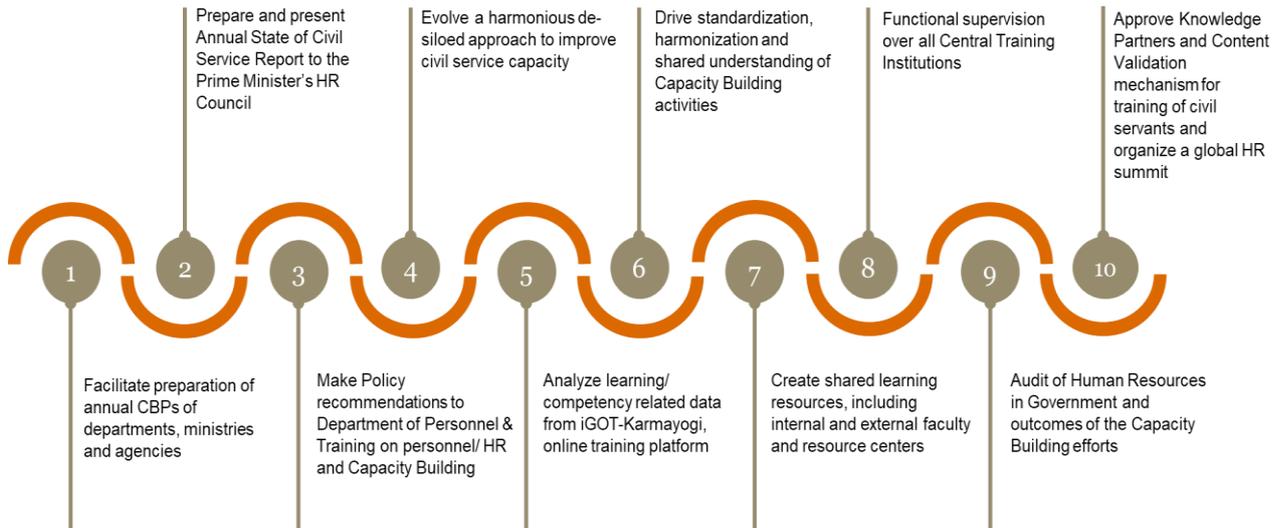
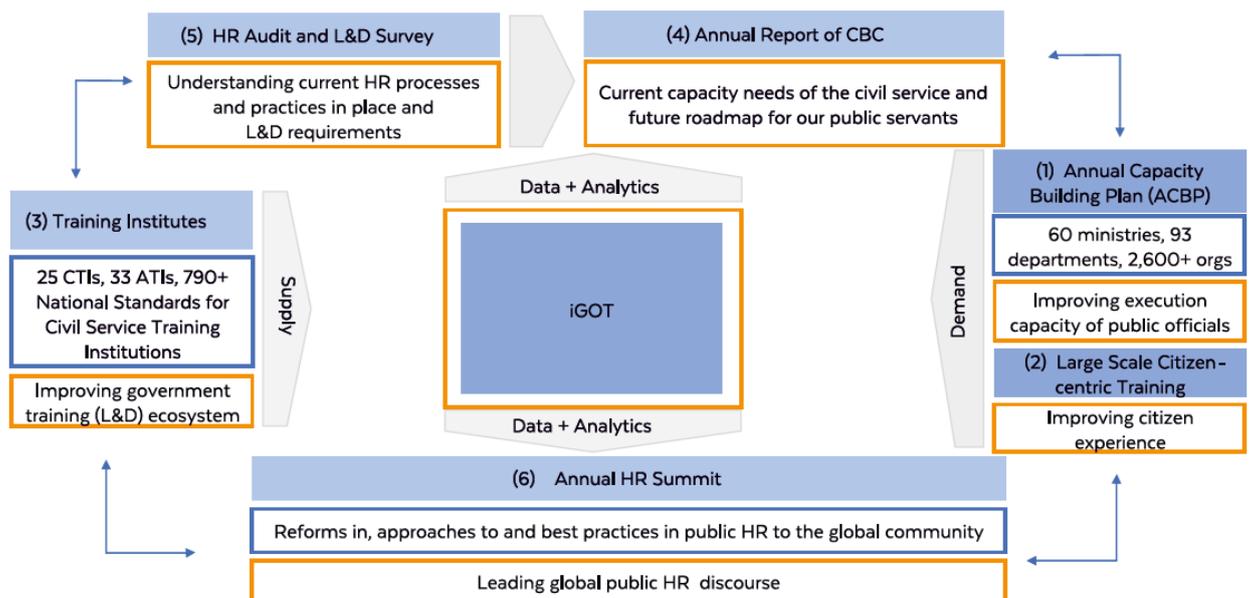


Figure 10 Emerging Ecosystem of Civil Services Capacity Building



The Figure, above, shows the Emerging Ecosystem of Civil Services Capacity Building as envisioned by CBC. As can be seen, demand for capacity building will be driven by the creation and implementation of ACBPs across all MDOs. The ACBPs will provide a detailed analysis of individual and collective organizational needs for the MDO, based on which interventions will be designed, implemented, and monitored. Specific citizen-centric behavioral training will focus on improving citizens' experience while engaging with the State.

Regarding supply side, the focus will be on improving the government learning and development ecosystem. CBC has developed the National Standards for Civil Services Training Institutes (NSCTI) as a benchmark for measuring the existing capacity of government Training Institutes. Targeted interventions across focus areas such as faculty development, training needs assessment, operations & governance will guide the transformation of these institutes and Centers of Excellence.

HR Audit and Learning & Development Survey will help in gathering an understanding of the current HR processes and practices in place, and future L&D requirements. This understanding will help recommend measures for improvement and will be documented in the Annual Report of CBC.

Insights generated by analyzing data emanating from the iGoT Karmayogi platform will also inform the Annual Report of CBC, HR Audit, and the global discourse on public sector HR and capacity building. India will lead this global discourse by organizing an annual HR Summit.

CBC has already conceptualized and developed CDP for pilot Ministries including - Ministry of Civil Aviation (MoCA), Ministry of Food Processing Industries (MoFPI), Ministry of Defence (MoD), Ministry of Labor & Employment (MoL&E), Ministry of Ports, Shipping and Waterways (MoPSW), Ministry of Social Justice and Empowerment and Department of Commerce. As the first step, CBC has interacted and worked along with these Ministries to chart out their goals, identify their competency requirement and preparation of their CDP.

This report provides a broad overview of the vision and the goals of DAHD. It summarizes the competency requirements of the various Divisions of the Department, and highlights some of the interventions that can be marshaled in short and medium term.

## 2.3 Annual Capacity Building Plan

As noted, one of the key mandates of the Commission is to facilitate the creation of an Annual Capacity Building Plan (ACBP) for each MDO of the government.

CBC views the process of capacity building as a marathon, not a sprint. Through the ACBP exercise, it intends to expand the public sector capacity building by going beyond training. Thus, while the ACBP exercise identifies MDO-specific training interventions to build individual capacity, it also looks at organizational interventions that can build capacity of an MDO as a whole or can be scaled up to build capacity pan-government.

The ACBP of an MDO is a document detailing all the interventions required to develop and enhance the competencies of individual officials within that MDO as well as the collective capacity of the MDO. Given the nature of the change required, the ACBP may begin with a few simple focus areas instead of comprehensive coverage, and then evolve overtime into a full-fledged workplan.

Creation of ACBP will focus on identifying the demand for capacity by conducting a Capacity Needs Analysis (CNA). The implementation phase will in turn focus on the supply-side of the process. Table 1 lists the demand and supply sides to the ACBP exercise.

*Table 1 Demand and supply side to ACBP*

Demand	Supply
<ul style="list-style-type: none"> <li>• Visioning Exercise</li> <li>• Capacity Needs Analysis</li> <li>• Individual competency gaps</li> <li>• Organisational capacity needs</li> <li>• Consultations</li> <li>• Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Training institutes associated with respective ministries</li> <li>• Other government training institutes</li> <li>• iGoT Karmayogi platform</li> <li>• Partner training institutes outside of India Indian and foreign universities</li> <li>• MDOs implementing interventions that are pan-government</li> <li>• Private sector organisations from and outside India</li> <li>• Central and State PublicSector Undertakings/ Enterprises</li> <li>• Multilateral Organizations</li> </ul>

The following section covers the conceptual framework of ACBP. It is followed by the specific suggested steps for the creation, implementation, and monitoring and evaluation of the ACBP by a MDO.

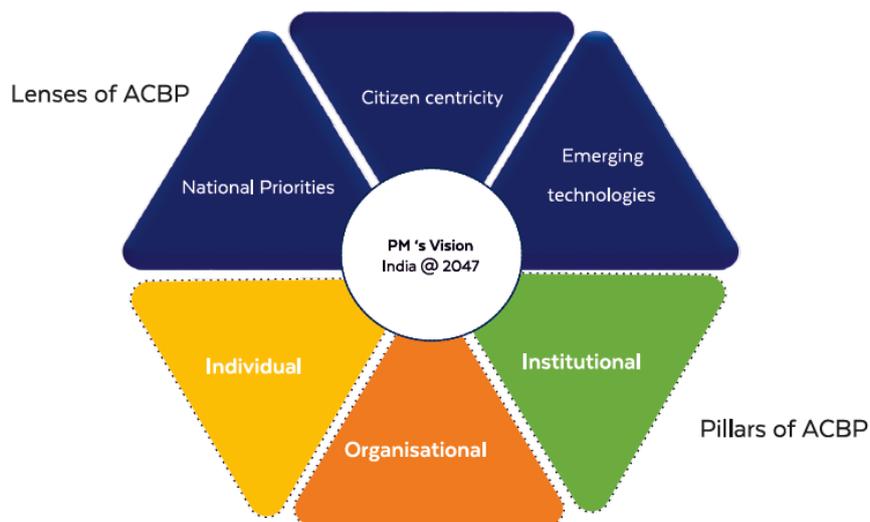
### **A Conceptual Framework for Development of Annual Capacity Building Plan**

The Content of an ACBP will be based on the following two aspects:

- Three Lenses: Focus areas for capacity building exercise

- Three Pillars: Scope of capacity building exercise

Figure 11 CBC Approach to Capacity Building

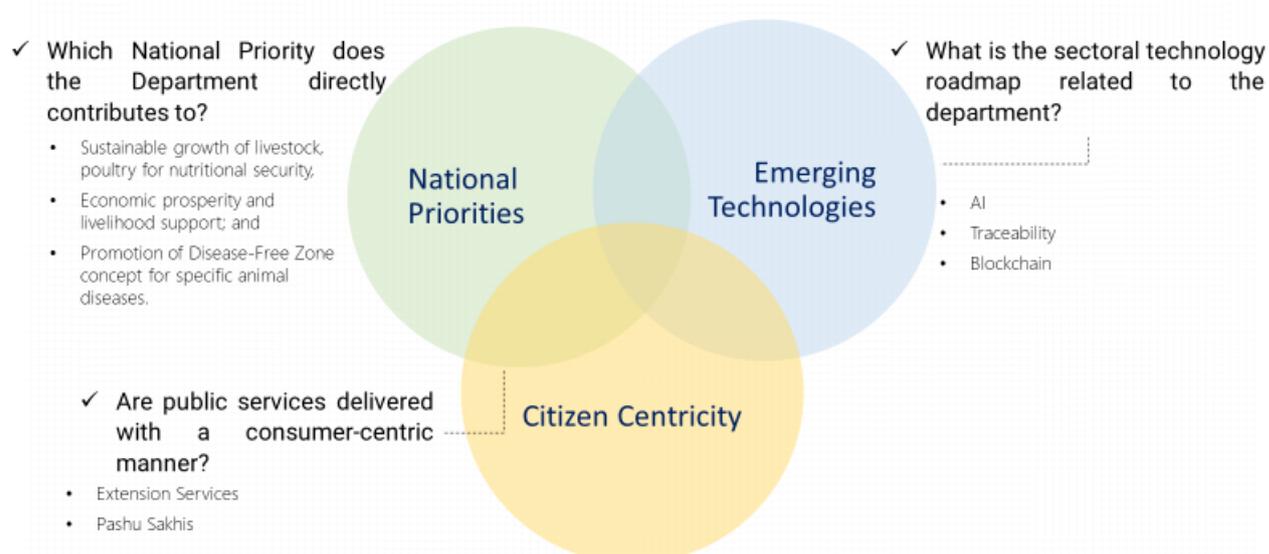


The Figure shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organizational, and institutional capacity building. Each of these has been elaborated in the section below:

**Three Lenses: Focus areas for capacity building exercise**

Capacity building is a goal-oriented exercise. Each Ministry is expected to arrive at its own capacity building goals. To facilitate this process, the CBC has identified three focus areas: contribution to National Priorities, ability to assess Emerging Technologies and Citizen Centricity.

Figure 12 Three Lenses of Capacity Building



### Three Pillars: Scope of Capacity Building Exercise

Capacity is developed at three levels: individual, organizational, and institutional (as seen in figure below). These are referred to as the three pillars of capacity building.

Figure 13 Three Pillars of Capacity Building

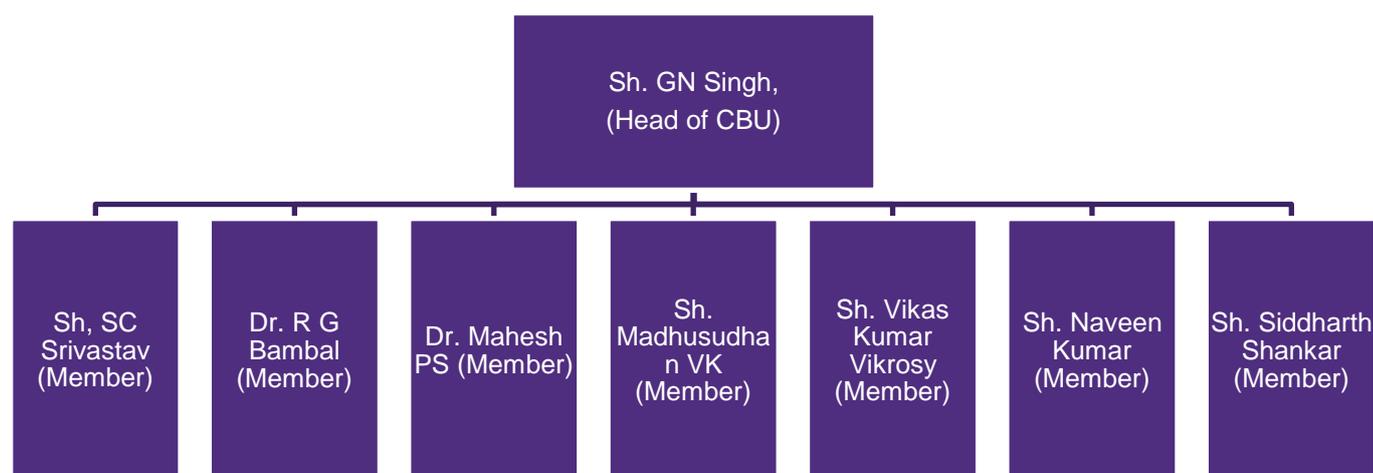


## 2.4 Ministry, Capacity Building Unit and Functions

CBC intends to institutionalize capacity building by setting up a Capacity Building Unit (CBU) in respective Departments which will lead efforts in operationalizing the competency framework, developing content, curating assessments et cetera, and will work closely with Capacity Building Commission.

The CBU of Department of Animal Husbandry and Dairying is headed Sh. GN Singh, JS (Admin) and supported by specialist manpower from Capacity Building Commission.

### Structure of the Capacity Building Unit (CBU)



Further support will be provided to the CBU by the following roles:

**Technical Consultant:** The Technical consultant will be appointed by the CBC for the development of CBP with the MDO.

The Capacity Building Unit set up in the Ministry will:

- Develop the Ministerial capacity building plan
- Operationalize and roll out FRAC
- Monitor the competency development of officials
- Develop, validate, and onboard CBPs
- Develop and onboard assessments
- Manage onboarding on iGoT Karmayogi

The CBU will also support the various functions of the CBC at the Ministry level such as:

- Preparation of the Annual CBC Report
- Making recommendations on standardization of training and capacity building, pedagogy and methodology including coordination with Government Training Institutes to carry out research on pedagogy, competency framework, competency gap assessment et cetera.
- Making recommendations on policy interventions in areas of personnel/HR and Capacity Building to CBC

- d) Analysis of data emitted from iGoT KY pertaining to different aspects of capacity building such as content creation, competency mapping, feedback et cetera.

#### **Activities of the Capacity Building Unit (CBU)**

The Capacity Building Units will be responsible for all aspects of the larger Capacity Building Programme as well as the Ministerial rollout of Capacity Building plans. CBC will support the Capacity Building Unit in the ACBP rollout through the following support activities:

- a) Finalization of Ministerial Annual Capacity Building plan for the next 2 years, facilitating implementation of ACBP, development of training calendar for meeting the institutional vision and needs, addressing all levels and its effective roll out obtaining approval of the competent authority in the MDO for annual Training calendar
- b) Facilitating monitoring, evaluation of the Annual Capacity Building Plan with close co-ordination between CBC and MDO
- c) Support in collecting various data related to Annual State of Civil Services Report and act as data manager
- d) Coordinate with all stakeholders covering Training Institutes and various other Knowledge Partners to implement ACBP of the Ministry
- e) Facilitate and map existing resource (digital and physical) and make it shareable
- f) Global benchmarking: Identify various opportunities of collaboration for departmental functioning and alignment with global practices

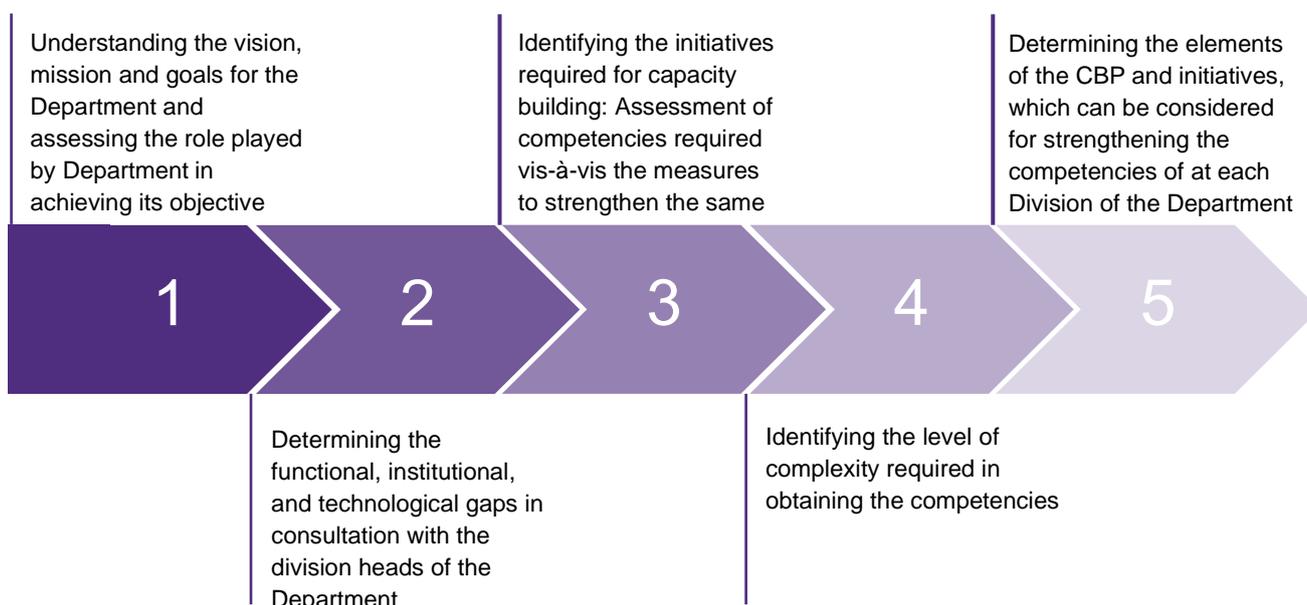
### 3. Approach & Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Department of Animal Husbandry and Dairying (hereinafter referred to as the “Department”) and suggest improvement initiatives which shall assist Department 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 has adopted an agile and consultative approach in defining the broad contours of the CBP. The key steps followed by the team are as follows:

Figure 14 Key steps in undertaking the study



In the initial stage, secondary research was conducted to understand the Vision, Mission, and Goals of the Department, subsequently, focused discussions were held with the Joint Secretaries (JS)/ heads of various Divisions at the Department. The research and discussions assisted in understanding the vision and goals of the Department and understand the role of each division within the Department.

The current capability gaps (in terms of competency, institutional and technological) were identified along with desired competencies for each division based on the self-assessment of the JS/ heads of Divisions at the Department.

After assessing the gaps and competency requirements, appropriate initiatives for capacity building were identified along with their level complexity. Lastly, the elements of the CBP were determined for strengthening the competencies of respective Divisions in the Department.

Based on the goal and focus areas of each division, competency needs of the Ministry have been identified. These competency requirements range from the art of drafting policy, sectoral knowledge to skills related to networking & negotiation and citizen-centric capabilities.

Figure 15 Steps undertaken to conduct CNA

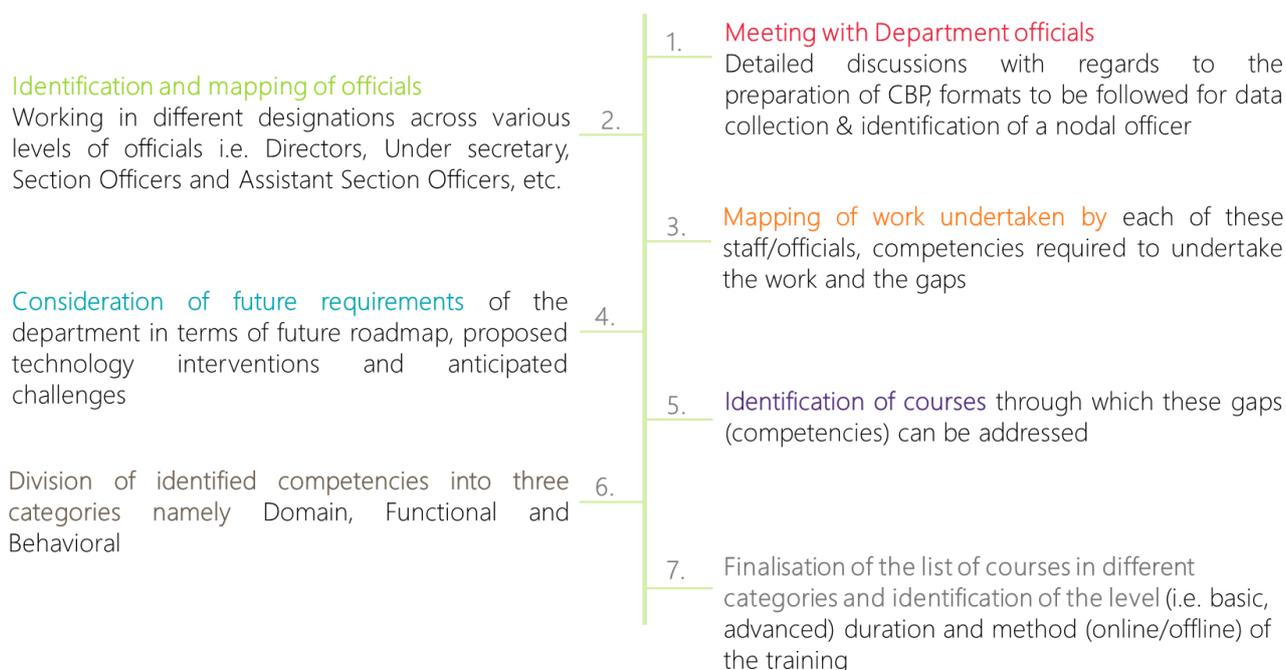


Table 2 Approach to define the broad contours of the CBP

Steps	Details
<b>Step 1: Alignment of objective with the Department</b>	Joint meeting was conducted with Secretary & the JSs. In the meeting, the mandate & the objectives of the CBC were articulated. It was clarified that the framework of CBC is not limited to training, but also incorporates institutional and systemic capacity development. The expectations of Department were also identified from this meeting.
<b>Step 2: Understanding the role &amp; function of the Department</b>	Following the above meeting, team conducted a thorough review of the following areas: <ul style="list-style-type: none"> <li>• Department’s mandate, policies, roles, functions, recent developments and trendlines from Department’s website, portals and documents, web search and study reports</li> <li>• Department’s key programs, priorities, strategic objectives and goals, emerging trends / focus areas</li> <li>• National priorities and how Department fulfils/ contributes to same</li> </ul>
<b>Step 3: Comprehend role &amp; responsibility</b>	The team then further identified the following activities for each Division/unit headed by a JS:

Steps	Details
<b>of each Division of the Department</b>	<ul style="list-style-type: none"> <li>• Areas of responsibility of the Division</li> <li>• Emerging trends, government priorities and Department's objectives that fell within purview of division</li> <li>• Specific schemes/programmes managed by each Division</li> </ul>
<b>Step 4 – Consultation with the division head/JS</b>	<p>Multiple consultations were conducted with JS, Division Heads at the Department, to understand the following areas:</p> <ul style="list-style-type: none"> <li>• Entire spectrum of roles and responsibilities, functions and activities undertaken by each unit and the priority and frequency of respective activities</li> <li>• Interrelationships with other units within the Department and coordination/cooperation with government agencies outside the Department and the larger set of stakeholders the unit engages with for each functional responsibility</li> <li>• Current and emerging trends and future possibilities and how it could impact the role and functioning of the unit</li> <li>• Understand the broad staffing structure and operational practices adopted by the unit to deliver outputs and outcome</li> </ul> <p>Apart from getting a comprehensive understanding of the roles and responsibility of each Division, consultations were held with the Divisions to understand the:</p> <ul style="list-style-type: none"> <li>• Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives</li> <li>• Competency gaps as per the experience of the head of the division based on self-assessment</li> <li>• Competency required to execute the critical functions of the Division</li> </ul>
<b>Step 5 – Situational analysis and key findings</b>	<p>Based on the consultation with the key stakeholders, the team conducted preliminary competency mapping which highlighted competency gaps and skills required in the Department</p> <p>The team then identified the key interventions that the Department can undertake for the identified gaps which included training courses and other systemic / institutional interventions</p>
<b>Step 6 – Workshop on way forward</b>	<p>Workshops were conducted with relevant stakeholders to discuss key observations &amp; findings, synergies, and commonalities. CBP was prepared based on these discussions.</p>

Based on the above methodology of the study, the broad structure and overview of the following sections of the report is provided below:

*Table 3 Scope Coverage of the Plan*

<b>Section</b>	<b>Scope Coverage in the Section</b>	
<b>Section 1</b>	<b>Overview of the Department</b>	This section focuses on the Department's Vision, Mission, and Goals. It includes various areas of responsibilities of the Department's Divisions.
<b>Section 2</b>	<b>Roles &amp; responsibilities of the Divisions and requirements</b>	<p>This section incorporates Division specific mandates and the role these Divisions play as part of the Department to achieve the same. This section also captures the competency, institutional and technological gaps as identified by the various Divisions.</p> <p>The assessment of the requirements is based on the deep dive into the Roles and Responsibilities (R&amp;R) of various Divisions of the Department that have specific focus areas and defined goals that was derived through consultations with these Divisions and assists in identification of the critical areas.</p>
<b>Section 3</b>	<b>Requirements of the Divisions</b>	This section covers the areas of work responsibilities of the Divisions and identification of various competencies required to deliver in a streamlined manner. It further categorizes the competencies into a framework as identified by the officials of the respective organization.
<b>Section 4</b>	<b>Key Insights from CBC's CNA Exercise</b>	This section highlights the insights generated from the Capacity Needs Analysis (CNA) exercise with regards to capacity building.
<b>Section 5</b>	<b>Capacity Building Plan</b>	Initiatives required to address the identified competency gaps have been outlined in this section. Initiatives have been categorized as immediate priority, critical priority, and long-term initiatives, depending upon the ease of implementation and dependencies. This section also provides the larger institutional and technological requirements that are common across all MDOs and can be studied further for more structured action.

## 4. Overview of the Department

This section expands on the Department's vision and mission. It also describes the Department's organizational structure, as well as the various Divisions.

### 4.1 About the Department

The Department of Animal Husbandry and Dairying (AH&D) is one of the Departments of the newly created Ministry of Fisheries, Animal Husbandry & Dairying dated 17.06.2019. The Department is under the overall charge of Shri Parshottam Rupala, Hon'ble Minister for Fisheries, Animal Husbandry & Dairying assisted by two Ministers of State for Fisheries, Animal Husbandry & Dairying namely Dr. Sanjiv Kumar Balyan and Dr. L Murugan. The administrative Head of the Department is Secretary, AHD. Secretary, AHD is assisted by 1 Additional Secretary, 1 Animal Husbandry Commissioner, 3 Joint Secretaries and 1 Adviser.

### 4.2 Business Rules and Mandates of the Ministry

The Department of Animal Husbandry and Dairying was incorporated with certain subjects under the Government of India (Allocation of Business) Rules 1961. The following subjects are allocated to the Department:

#### PART I

The following subjects, which fall within List I of the Seventh Schedule to the Constitution of India:

1. Industries, the control of which by the Union is declared by Parliament by law to be expedient in public interest as far as these relate to development of livestock and birds feed and dairy and poultry products with the limitation that in regard to the development of industries, the functions of the Department of Animal Husbandry and Dairying do not go further than the formulation of the demand and fixation of targets.
2. Promotion and development of livestock, dairy and poultry and its associated activities, including infrastructure development, marketing, exports, and institutional arrangements etc.
3. Welfare of persons engaged in activities relating to livestock, dairy and poultry.
4. Liaison and cooperation with international organizations in matters relating to livestock and poultry development.
5. Livestock Census.
6. Livestock Statistics.
7. Matters relating to loss of livestock due to natural calamities.
8. Regulation of livestock importation, animal quarantine and certification.
9. Gaushalas and Gausadans.
10. Matters relating to pounds and cattle trespass.
11. Prevention of cruelty to animals.

12. The Prevention of Cruelty to Animals Act, 1960 (59 of 1960).

## PART II

The following subjects, which fall within List III of the Seventh Schedule to the Constitution of India (as regards legislation only):

13. Profession of veterinary practice.

14. Prevention of the extension from one State to another of infectious or contagious diseases or pests affecting animals and birds.

15. Conversion of indigenous breeds; introduction and maintenance of Central Herd Books for indigenous breeds of livestock.

16. Pattern of financial assistance to various State Undertakings, Dairy Development Schemes through State agencies/Co-operative Unions.

## PART III

For the Union Territories the subjects mentioned in parts I and II above, so far as they exist in regard to these territories and, in addition, to the following subjects, which fall within List II of the Seventh Schedule to the Constitution of India:

17. Preservation, protection and improvement of stocks and prevention of diseases of animals and birds, veterinary training, and practice.

18. Courts of Wards.

19. Insurance of livestock and birds.

## PART IV

20. Matters relating to cattle utilisation and slaughter.

21. Fodder development.

## 4.3 Vision

Sustainable growth of livestock, poultry and milk & milk products for nutritional security, economic prosperity and livelihood support; and promotion of Disease-Free Zone concept for specific animal diseases.

## 4.4 Mission

Preserve animal genetic resources, conserve indigenous breeds, protect, strengthen, and improve livestock, create employment opportunities and livelihood support for women and other marginalized groups, increase production, productivity and value addition of livestock, dairy and poultry products.

## 4.5 Goals/ Objectives

The focus of the activities of the department is on the following:

- To develop requisite animal husbandry & dairying infrastructure in States/ UTs for improving livestock production & productivity.
- To preserve and protect livestock through provisioning of adequate health care facilities.
- To strengthen central livestock farms (Cattle, Sheep and Poultry) for development of superior germplasm for distribution to States/UTs.
- Promotion and development of dairy and it's associated activities, including infrastructure development, marketing, exports, and institutional arrangements, etc.

## 4.6 Organogram

The Department has various entities under its purview that include Subordinate offices, Autonomous bodies each of them having a specific role which are jointly / independently administered by the key Divisions. The figure below shows the functional structure of the Department.

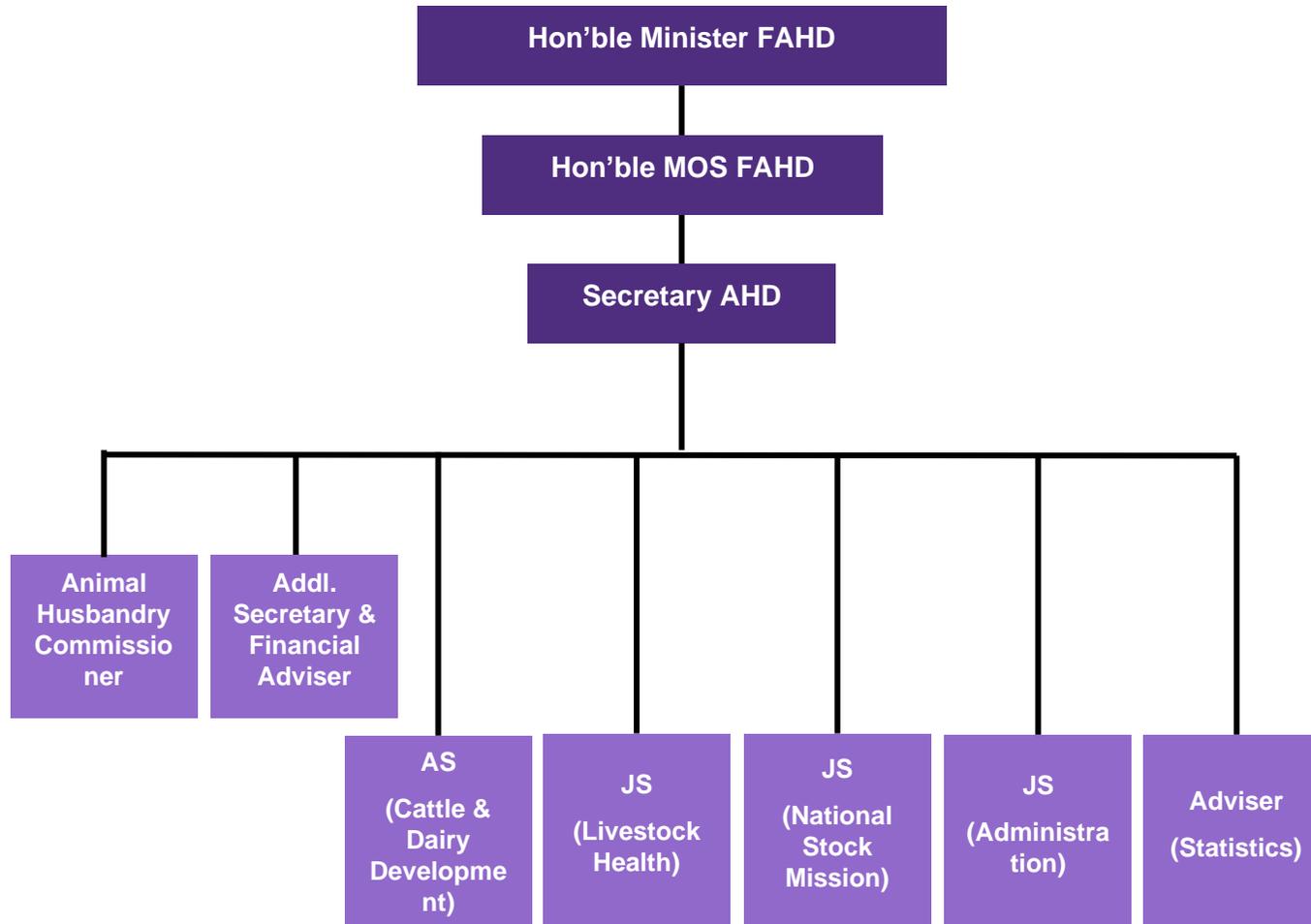
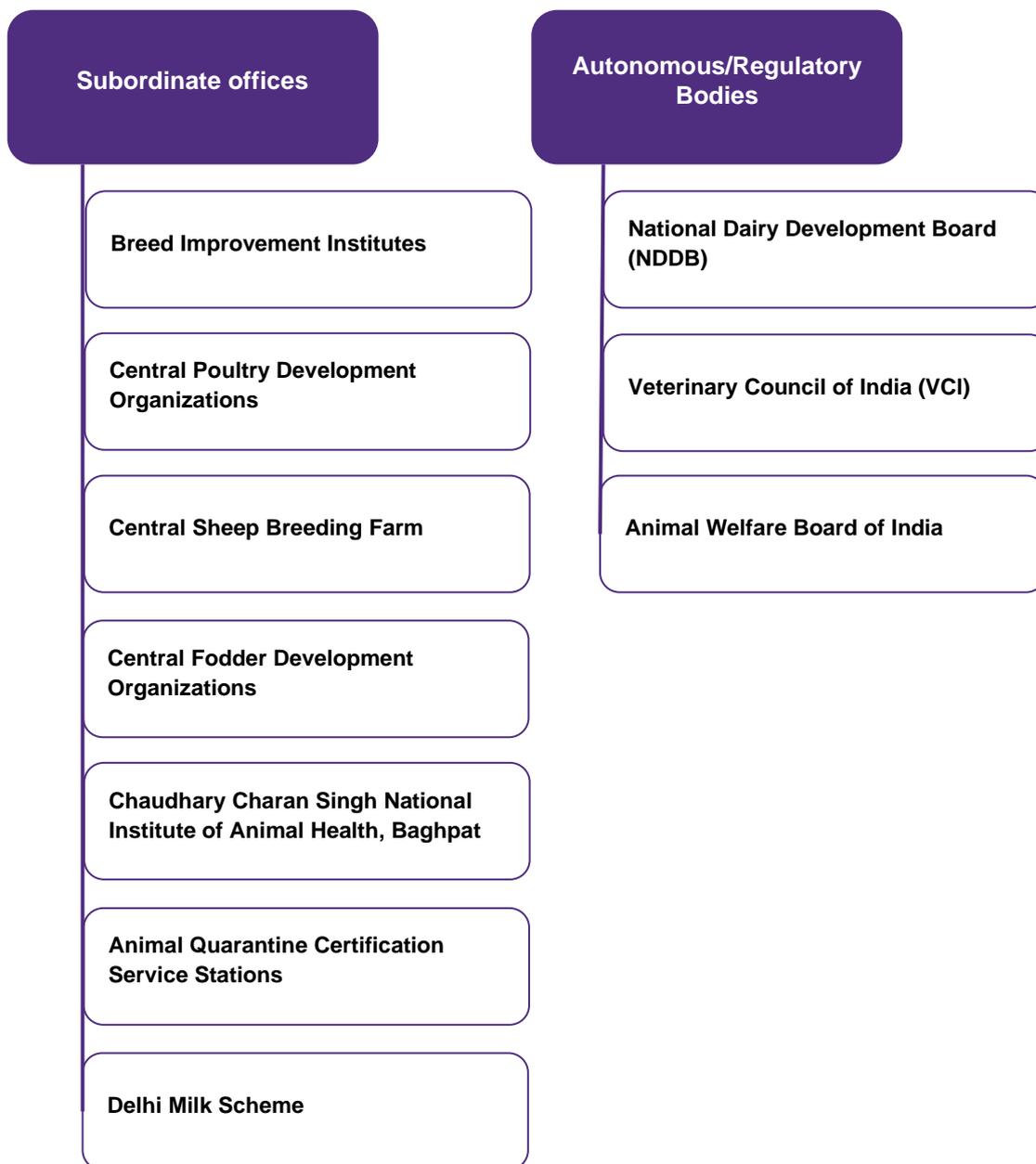


Figure 16 Organogram of DAHD

## 4.7 Associated Organizations



### Statutory/Autonomous Body

The Department administers 3 Statutory / Autonomous Bodies. Brief about them is mentioned below:

#### 1. National Dairy Development Board (NDDB)

The National Dairy Development Board, located at Anand, Gujarat, set up in 1965 and declared as a statutory body corporate in 1987 under the NDDB Act, is a premier institution to accelerate the pace of dairy development on cooperative lines in the country. The Dairy Board was created to promote, finance and support producer-owned and controlled organisations. NDDB's programmes and activities seek to

strengthen farmer owned institutions and support national policies that are favorable to the growth of such institutions. Fundamental to NDDDB's efforts are cooperative strategies and principles.

## 2. Veterinary Council of India

The Veterinary Council of India (VCI) is a statutory body established under the provision of Indian Veterinary Council Act, 1984. The VCI is responsible for regulating veterinary practices as well as for maintaining uniform standards of veterinary education through Minimum Standard of Veterinary Education Regulations in all veterinary institutes across the country. To meet the shortage of trained veterinary manpower in the country, the number of recognized Veterinary Colleges has now increased to 54.

## 3. Animal Welfare Board of India

The Animal Welfare Board of India is a statutory advisory body on Animal Welfare Laws and promotes animal welfare in the country. Established in 1962 under Section 4 of the Prevention of Cruelty to Animals Act, 1960 (No. 59 of 1960), the Animal Welfare Board of India was started under the stewardship of Late Smt. Rukmini Devi Arundale, well known humanitarian. From ensuring that animal welfare laws in the country are diligently followed, to providing grants to Animal Welfare Organizations and advising the Government of India on animal welfare issues, the Board has been the face of the animal welfare movement in the country for the last 50 year.

### Subordinate Offices

The Department also looks after the administration of the following subordinate offices spread across country.

Table 4: Subordinate Offices

S. No.	Subordinate Offices	Numbers
1	Breed Improvement Institutes	12
2	Central Poultry Development Organizations	5
3	Central Sheep Breeding Farm	1
4	Central Fodder Development Organizations	8
5	Chaudhary Charan Singh National Institute of Animal Health, Baghpat	1
6	Animal Quarantine Certification Service Stations	6
7	Delhi Milk Scheme	1
	<b>Total</b>	<b>34</b>

List of Attached/Subordinate Offices of the Department of Animal Husbandry and Dairying

List of Attached/Subordinate Offices
Central Cattle Breeding Farm, Dhamrod, District Surat, Gujarat.
Central Cattle Breeding Farm, Andesh Nagar, District Lakhimpur, (UP).
Central Cattle Breeding Farm, Similiguda, Sunabada (Koraput), Odisha.
Central Cattle Breeding Farm, Suratgarh (Rajasthan).
Central Cattle Breeding Farm, Chiplima, Basantpur, District Sambalpur, (Odisha).

<b>List of Attached/Subordinate Offices</b>
Central Cattle Breeding Farm, Avadi, Alamadhi (Chennai).
Central Cattle Breeding Farm, Hessarghatta, Bengaluru North.
Central Frozen Semen Production and Training Institute, Hessarghatta, Bengaluru North.
Central Herd Registration Unit, Rohtak (Haryana).
Central Herd Registration Unit, Ajmer.
Central Herd Registration Unit, Ahmedabad.
Central Herd Registration Unit, Santhapat, Ongole, District Prakasam (A.P.)
Regional Fodder Station Kalyani, District Nadia, (West Bengal).
Regional Fodder Station, Jammu (J&K).
Regional Fodder Station, Suratgarh (Rajasthan).
Regional Fodder Station Hisar (Haryana).
Regional Fodder Station, Dhamrod (Gujarat).
Regional Fodder Station, Avadi, Alamadhi, Chennai (Tamil Nadu).
Regional Fodder Station, Hyderabad.
Regional Fodder Station, Hessarghatta, Bengaluru North.
Chaudhary Charan Singh National Institute of Animal Health, Baghpat (Uttar Pradesh).
Animal Quarantine & Certification Service Station, Kapashera Village, New Delhi.
Animal Quarantine & Certification Service Station, Pallikarni Village, Chennai.
Animal Quarantine & Certification Service Station, Gopalpur, District 24 Parganas (West Bengal)
Animal Quarantine & Certification Service Station, Mumbai.
Animal Quarantine & Certification Service Station, Hyderabad.
Animal Quarantine & Certification Service Station, Bengaluru.
Central Sheep Breeding Farm, Hissar (Haryana).
Central Poultry Development Organisation, Southern Region, Hessarghatta, Bengaluru.
Central Poultry Development Organisation, Eastern Region, Bhubaneswar (Odisha).
Central Poultry Development Organisation, Western Region, Aarey Milk Colony, Mumbai.
Central Poultry Development Organisation, Northern Region, Industrial Area, Chandigarh.
Central Poultry Performance Testing Centre, Gurgaon (Haryana).
Delhi Milk Scheme, West Patel Nagar, New Delhi.

## 4.8 Schemes Undertaken by Department of Animal Husbandry and Dairying

The Department of Animal Husbandry and Dairying has 10 schemes / programmes focusing mainly on cattle development, dairy development, Animal husbandry and livestock health. The major objective is to enhance production, entrepreneurship development, improve the animal health sector, enhance quality and procurement, provide loan assistance, etc. Below is the list and details of all the schemes/programmes:

### 1. Rashtriya Gokul Mission (RGM)

The Rashtriya Gokul Mission (RGM) is being implemented for the development and conservation of indigenous bovine breeds since December 2014.

Objectives –

- To enhance productivity of bovines and increasing milk production in a sustainable manner using advance technologies.
- To propagate use of high genetic merit bulls for breeding purposes.
- To enhance Artificial insemination coverage through strengthening breeding network and delivery of Artificial insemination services at farmers doorstep.
- To promote indigenous cattle & buffalo rearing and conservation in a scientific and holistic manner.

Funding Pattern –

All the components of the Scheme will be implemented on 100% grant-in-aid basis except the components of:

- Accelerated breed improvement programme under the component subsidy of Rs 5000 per IVF pregnancy will be made available to participating farmers as Gol share;
- Promoting sex sorted semen under the component subsidy up to 50% of the cost of sex sorted semen will be made available to participating farmers and
- Establishment of breed multiplication farm under the component subsidy up to 50% of the capital cost maximum up to ₹2.00 crore of the project will be made available to entrepreneur.

### 2. National Livestock Mission

The focus of the scheme is on entrepreneurship development and breed improvement in poultry, sheep, goat and piggery including feed and fodder development. The scheme is implemented with the following three Sub-Missions:

- Sub-Mission on Breed Development of Livestock & Poultry - The sub-mission proposes to bring sharp focus on entrepreneurship development and breed improvement in poultry, sheep, goat and piggery by providing the incentivization to the individual, FPOs, SHGs, Section 8 companies for entrepreneurship development and also to the State Government for breed improvement infrastructure.
- Sub-Mission on Feed and Fodder development - This sub-mission aims at strengthening of fodder seed chain to improve availability of certified fodder seed required for fodder production and encouraging entrepreneurs for establishment of fodder Block/Hey Bailing/Silage Making Units through incentivization.

- Sub-Mission on Research & Development, Livestock Insurance, Extension and Innovation - The submission aims to incentivize the Institutes, Universities, Organizations carrying out research and development related to sheep, goat, pig and feed and fodder sector, extension activities, livestock insurance and innovation.

### **3. Livestock Health and Disease Control**

The overall aim of the Livestock Health & Disease Control scheme is to improve the animal health sector by way of implementation of prophylactic vaccination programmes against various diseases of livestock and poultry, capacity building, disease surveillance and strengthening of veterinary infrastructure.

Objectives –

- To implement Critical Animal disease control programme to eradicate PPR by 2030 by vaccinating all sheep and goats and to control Classical Swine Fever (CSF) by vaccinating the entire pig population
- To provide veterinary services at the farmers' doorstep through Mobile Veterinary Units (MVUs)
- To assist States/UTs for Control of Animal Disease (ASCAD) by prevention & control of important livestock and poultry diseases prevalent in different States / UTs as per the State /UT's priorities.

The funding pattern is 100% central assistance for the CADCP and the non-recurring components of Establishment and Strengthening of existing Veterinary Hospitals and Dispensaries (ESVHD), and 60:40 between Central and State for the other components as well as for Assistance to States for Control of Animal Diseases (ASCAD), with 90:10 for hilly and NE States and 100% for UTs.

### **4. National Programme for Dairy Development (NPDD)**

The NPDD scheme aims to enhance quality of milk and milk products and increase share of organized milk procurement. The scheme has two components:

- Component 'A' focuses on creating / strengthening infrastructure for quality milk testing equipment as well as primary chilling facilities for State Cooperative Dairy Federations / District Cooperative Milk Producers' Union / SHG run private dairy / Milk Producer Companies / Farmer Producer Organisations. The scheme will be implemented across the country for the period of five year from 2021-22 to 2025-26.
- Component 'B' (Dairying Through Cooperatives) has the aim to increase sale of milk and dairy products by increasing farmer's access to organized market, upgrading dairy product facilities and marketing infrastructure and enhance the capacity of producer owner institutions, thereby contributing in increase in return to milk producers in the project areas. The project is being implemented in 9 States namely Punjab, Bihar, Rajasthan, Uttar Pradesh, Madhya Pradesh, Andhra Pradesh, Telangana, Uttarakhand and West Bengal.

## 5. National Animal Disease Control Programme (NADCP)

National Animal Disease Control Programme (NADCP) is a flagship scheme launched by Hon'ble Prime Minister in September 2019 for control of Foot & Mouth Disease and Brucellosis by vaccinating 100% cattle, buffalo, sheep, goat and pig population for FMD and 100% bovine female calves of 4-8 months of age for brucellosis with the total outlay of ₹13,343 crore for five years (2019-20 to 2023-24). National Animal Disease Control Programme for FMD and Brucellosis (NADCP) is a Central Sector Scheme where 100% of funds shall be provided by the Central Government to the States / UTs.

Objectives –

- To control FMD by 2025 with vaccination and its eventual eradication by 2030.
- To increase domestic production and ultimately in increased exports of milk and livestock products. Intensive Brucellosis Control programme in animals is envisaged for controlling Brucellosis which will result in effective management of the disease, in both animals and in humans.

## 6. Dairy processing & Infrastructure Development Fund (DIDF)

The Scheme envisages providing loan assistance to State Dairy Federations, District Milk Unions, Milk Producers Companies, Multi State Cooperatives and NDDB subsidiaries across the country, which are termed as Eligible End Borrowers (EEBs). The funding period (2017-18 to 2019-20) of the scheme to be revised to 2018-19 to 2022-23 and the repayment period to be extended up to 2030-31 with spill over to first quarter of the FY 2031-32.

Objective –

To modernize the milk processing plants and machinery and to create additional infrastructure for processing more milk.

Scheme Outlay & Funding Pattern –

₹ 11,184 Cr; Total project outlay: ₹ 10,005 Crore (Loan: ₹ 8004 Crore, End Borrowers' contribution: ₹ 2001 Crore); NDDB & NCDC Contribution: ₹ 12 Crore, Interest subvention (Government of India): ₹ 1167 Crore. 2.5% interest subvention loan from National Bank for Agriculture and Rural Development (NABARD) through NDDB/NCDC. NDDB have been allowed for direct funding from its own resources.

## 7. Animal Husbandry Infrastructure Development Fund (AHIDF)

Hon'ble Prime Minister has announced for setting up of ₹ 15000 crore Animal Husbandry Infrastructure Development Fund (AHIDF) under Atma Nirbhar Bharat Abhiyan stimulus package. AHIDF has been approved for incentivizing investments by individual entrepreneurs, private companies, MSME, Farmers Producers Organizations (FPOs) and Section 8 companies to establish (i) the dairy processing and value addition infrastructure, (ii) meat processing and value addition infrastructure and (iii) Animal Feed Plant.

Objectives:

- To help increase milk and meat processing capacity and product diversification thereby providing greater access for unorganized rural milk and meat producers to organized milk and meat market.
- To make available increased price realization for the producer.
- To make available quality milk and meat products for the domestic consumer.
- To fulfill the objective of protein enriched quality food requirement of the growing population of the country and prevent malnutrition in one of the highest malnourished children population in the world.
- Develop entrepreneurship and generate employment.
- To promote exports and increase the export contribution in the milk and meat sector.
- To make available quality concentrated animals feed to the cattle, buffalo, sheep, goat, pig and poultry to provide balanced ration at affordable prices.

Funding Pattern –

The Central Government is providing 3% interest subvention. The Central Government has also set up Credit Guarantee Fund to provide credit guarantee of 25% of the borrowing to those projects which are covered under MSME definition. The interest subvention will be provided to the beneficiaries over a period of 8 years maximum up to 10 years of repayment period provided the beneficiaries are not defaulter. An online portal “ahidf.udyamimitra.in” has been developed by SIDBI for online submission of applications.

### **8. Supporting Dairy Cooperatives & Farmer Producer Organizations (SDCFPO)**

This scheme was approved to provide working capital loan to State Cooperatives and Federations. An amount of ₹ 303 crores have been released to National Dairy Development Board till December 2021 for implementation of the scheme.

Objectives –

- To assist the State Dairy Cooperative Federations by providing soft working capital loan to tide over the crisis on account severely adverse market conditions or natural calamities.
- To provide stable market access to the dairy farmers
- To enable State Cooperative Dairy Federations to continue to make timely payments of dues to the farmers
- To enable the cooperatives to procure milk at a remunerative price from the farmers, even during the flush season.

### **9. Livestock Census and Integrated Sample Survey (LC & ISS)**

The Animal Husbandry Statistics (AHS) Division of Department of Animal Husbandry & Dairying (DAHD) is entrusted with the generation of Animal Husbandry Statistics through the Centrally Sponsored Scheme “Livestock Census and Integrated Sample Survey” under the development programmes category with two components, (i) Livestock Census (LC) & (ii) Integrated Sample Survey (ISS). The scheme is being implemented by the Department of Animal Husbandry and Dairying through State Animal Husbandry Departments.

## Objectives -

- Conducting quinquennial Livestock Census (LC).
- Conducting annual sample survey namely Integrated Sample Survey (ISS).
- Publishing All India Livestock Report consisting of livestock population of major species at National and States/UT level by use, sex and age.
- Publishing Breed-wise report based on the latest Livestock Census consisting of detail breed-wise livestock population at aggregate as well as segregated level.
- Publishing of annual publication title Basic Animal Husbandry Statistics to release the production estimates of four major livestock products like milk, meat, egg and wool.

**10. One Health and Zoonosis**

It is well known that human health and animal health are interdependent and bound to the health of the ecosystems in which they exist. This concept is envisaged to understand risks for human and animal health (including both domestic animals and wildlife) and environment as a whole. Diseases of animal origin that can be transmitted to humans (zoonotic diseases) such as Avian Influenza, Rabies, Brucellosis, Glanders, NIPAH, etc. pose worldwide risks to public health. These risks increase with globalization, climate change and changes in human behaviour, giving pathogens numerous opportunities to colonies new territories and evolve into new forms.

As per OIE (World Organization for Animal Health), 60% of existing human infectious diseases are zoonotic and at least 75% of emerging infectious diseases of humans have an animal origin. Controlling zoonotic pathogens at their animal source is the most effective and economic way of protecting people. The Department of Animal Husbandry and Dairying (DAHD), Government of India and Bill & Melinda Gates Foundation have signed a multi-year Memorandum of Understanding on 22nd September 2021 to work together on sustainably improving India's livestock sector to support the nation's food and nutritional security and protect the economic wellbeing of small-scale livestock producers.

Under this collaboration, One Health Support Unit (OHSU) at the Department of Animal Husbandry and Dairying (DAHD) is established for disease prevention, surveillance and response. The unit is working to create a roadmap for One Health state platforms and institutional partnership and strengthening federal and international (regional, trans-boundary) coordination of OH policy and practices.

## 5. Mapping of organisational goals – Citizen Centricity, Emerging Technologies, and National Priorities

### 5.1 National Priorities Influencing the Department of Animal Husbandry and Dairying: Sustainable Development Goals

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
1	End poverty in all its forms everywhere	SDGs 2, 3, 4, 5, 6, 7, 8, 10, 11, 13	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p>	<p>1. Dairy processing and Dairy Infrastructure Development Fund (DIDF)</p> <p>2. Animal Husbandry Infrastructure Development Fund (AHIDF)</p> <p>3. Supporting Dairy Cooperatives &amp; Farmer Producer Organizations (SDCFPO)</p>
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	SDGs 1, 3, 4, 5, 6, 8, 12	<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants, and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the</p>	<p>1. White Revolution (the umbrella scheme includes National Livestock Mission (NLM), National Programme for Bovine Breeding and Dairy Development, and Livestock Health and Disease Control Programme.</p> <p>2. Animal Science</p> <p>3. Dairy processing and Dairy Infrastructure Development Fund (DIDF)</p> <p>4. Animal Husbandry Infrastructure Development Fund (AHIDF)</p> <p>5. Supporting Dairy Cooperatives &amp; Farmer</p>

			<p>utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p>	<p>Producer Organizations (SDCFPO)</p>
<b>8</b>	<p>Promote sustained, inclusive, and sustainable Economic growth, full and productive employment and decent work for all</p>	<p>SDGs 1, 4, 5, 9, 10, 12</p>	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labor-intensive sector</p>	<p>White Revolution</p>
<b>12</b>	<p>Ensure sustainable consumption and production Patterns</p>	<p>SDGs 2, 6, 7, 8, 9, 11, 13, 14, 15</p>	<p>12.1 Implement the 10-year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>	<p>DAHD</p>

15	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	SDGs 2, 6, 9, 12, 14, 16	15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	<ol style="list-style-type: none"> <li>1. White Revolution (the umbrella scheme includes National Livestock Mission (NLM), National Programme for Bovine Breeding and Dairy Development, etc.</li> <li>2. Animal science</li> </ol>
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## 5.2 Citizen Centric Goals: Citizen-centric services and customer serviceability

This section elaborates on the Department's identified citizen-centric services and customer serviceability. The following are a few of the Department's interventions in which citizens are directly benefitted.

### 1. E-Gopala – An Android app providing real time information for better productivity of dairy animals.

Features –

- Pashu Poshan - Helps farmers to formulate balanced ration for dairy animals using available feed ingredients for optimising feed costs, increasing productivity and reproductive performance of animals. Previously formulated rations can be accessed and compared with optimal solution, Demo videos are also available for ready reference.
- Ayurvedic (Ethno) Veterinary Medicine - To guide farmers on management of nearly 29 common ailments of dairy animals e.g., Mastitis, Indigestion, diarrhoea etc. using Ethno-Veterinary Medicine (EVM). Ingredients of EVM are easily available at farmers' doorstep and cost effective. This section also contains videos in various languages on disease management procedures through EVM
- Pashu Bazaar - Provides digital platform for buying/selling of dairy animals Information on source of quality semen doses available for various breeds of cattle and buffaloes. Contact details for availability of IVF embryos and sex-sorted semen.
- My Pashu AADHAR - Provides details on animals of individual farmer, registered in Information Network for Animal Productivity and Health (INAPH) system. Provides real-time information on breeding, nutrition and health of their animals
- My Alerts - Timely alerts on due date for vaccination, pregnancy diagnosis, calving etc. Information about various schemes on dairying and animal husbandry
- Pashumitra - Farmers can directly connect to NDDDB Call Centre (Pashumitra - 7574835051) for their queries on animal health, nutrition, and breeding

- Your Profile - Registered farmers can view their profile in e-GOPALA at one click
2. **Pashupedia** - It is a repository of the breeds hosted by Department of Animal Husbandry & Dairying which has details of Buffalo, Cattle, Goat, Pig and Sheep where more than 150 breeds details are registered with their name, code name, photo, state breeding tact and characteristics of the breed for easy access and availability for the user.
  3. **INAPH** – Information Network for Animal Productivity and Health is an application is developed on different platform like Desktop Application, Android Application and Web Based Application to provide alerts to take action in Real Time by the farmers. INAPH provides the following major benefits such as Unique identification of animal along with the pedigree facts, lactation yields and owner details, Record keeping of all activities related to Breeding, Nutrition & Health Identification of superior bull & elite female, Tracking disease outbreak & disease pattern for different species/breed/village/district, Healthier/productive animals increase earning of farmers, Assess the efficiency & effectiveness of AI services & Ration Balancing Advisory Services, Monitor and follow up genetic improvement programmes. Below is the list of services provided by the software.
    - Animal Breeding: INAPH application is being used in various projects implemented by NDDDB in partnership with milk unions and AI service providers as well as agencies implementing ration balancing programmes.
    - Ration Balancing Programme: Ration Balancing Programme (RBP) can be implemented with the help of dairy cooperatives, producer companies, service providing organizations (NGOs) etc. Efforts to popularise the concept of RBP on a large scale are continued.
    - Animal Health: The Animal Health sub-module of INAPH is designed to capture the entire gamut of activities related to health that is usually carried out on the animal. The data capturing is broadly based on: (a) Individual activity- wherein entering the unique identification number (tag no.) of each animal is mandatory and, (b) Mass activity- wherein it would suffice to record the village, species, and number of animals etc., without the need to individually identify each animal.
    - Laboratories: Laboratories are vital component of this domain. While providing the services to the farmer, samples of feed, fodder, milk, pathology etc. are collected for different types of examinations and analysis required. A unique sample ID is generated by the application, whenever any sample is collected in the field and transaction is recorded in the system. Later, this sample ID is used for further processing in the application.
  4. **National Digital Livestock Mission (NDLM) and Bharat Pashudhan App** - Department of Animal Husbandry & Dairying, Government of India has taken up a digital mission, "National Digital Livestock Mission (NDLM) and Bharat Pashudhan App has been launched NDLM will help in improving the productivity of the animals, control diseases that affect both animals and humans, ensure quality livestock and livestock both for domestic and export markets. NDLM is about formation of an integrated ecosystem for the livestock sector. NDLM is based on unique identification of all livestock, which will be the foundation for all the state and national level programmes including domestic and international trade. The farmers will be able to effortlessly access the markets, irrespective of their location or holdings through this digital

platform as a wide range of stakeholders will be connected in this ecosystem. This system will also include robust animal breeding systems, nutrition, disease surveillance, disease control programmes and a traceability mechanism for animals and animal products.

### 5.3 Emerging Technologies

Animal Husbandry and Dairying is an integral part of human life since the process of civilization started. Since it plays such an important role in the national economy, the technological growth in this sector is also increasing rapidly. Below are some emerging technologies which are used in this sector for effectively and efficiently managing the sector.

- **Health Tracking Devices for Cattle** - Cattle production, lifespan and reproductivity are all affected by health issues. Farmers spend a lot of money on their cattle's health and well-being every year. Farmers may measure, monitor, and control cattle's health, nutrition, behaviour, pregnancy, milking frequency, milk production anomalies, and activity level in real-time owing to wearable animal electronics that are similar to human fitness trackers.
- **Availability of High genetic Merit Germplasm** - Bull Production Programme such as Progeny Testing, Pedigree Selection, Genomic Selection, Import of Germplasm. Support to semen stations: Strengthening of existing semen stations. Implementation of IVF Technology such as IVF Laboratories, Implementation of In Vitro Embryo. Production Technology like Implementation of IVF technology for getting assured pregnancy. Breed Multiplication Farms.
- **Artificial Insemination and extension of its network** - AI is the process of collecting sperm cells from a male animal and manually depositing them into the reproductive tract of a female. For its extension, government has establishment of MAITRIs (Multi-Purpose AI Technicians in Rural India), Introduced nationwide AI programme, Using sex sorted semen for getting assured pregnancy, implemented of National Digital Livestock Mission where the goal is to build a connected livestock disease programme that can integrate with wildlife and human disease systems to inform us about the movements and control of zoonotic diseases.
- **High tech dairy farming** refers to Integrated Modern Dairy Farm involving temperature control dairy farms, automatic animal milking systems, automatic feeding and watering system, animal health-checkup labs, waste management practices, RFID tags, software, and mobile applications etc. to manage and improve overall cattle health and wellbeing resulting in increased milk productivity, quality, and shelf life. It differs from traditional dairy farm involving manual milking, incompetent feed & water management arrangements, traditional sheds, inadequate drainage and waste management arrangements.
- **Cattle Monitoring Drones** - The livestock surveillance drones can follow the animals and herd them back to the barns from the fields. Some drones include thermal sensor technology, which allows them to follow animals based on their body heat. Drones may also take photographs of pasture areas and provide information on whether they are appropriate for livestock grazing.

- **Feed additives for low methane emission** - Livestock produce significant amounts of methane as part of their normal digestive processes. Methane-reducing feed additives and supplements inhibit methanogens in the rumen, and subsequently reduce enteric methane emissions. They are most effective when grain, hay or silage is added to the diet, especially in beef feedlots and dairies. Modern cryopreservation technology - Cryopreservation is a process that preserves organelles, cells, tissues, or any other biological constructs by cooling the samples to very low temperatures. Sperm cryopreservation is critical for livestock production because it enables and accelerates the spread of genetic diversity and it facilitates the distribution of genetically superior animals around the world. Due to the importance of cryobiology in reproductive technologies, new protocols are being developed and cryoprotectant agents tested for enhanced cryo-survival of sperm.

## 6. Roles & responsibilities of the Divisions and requirements

This section captures the roles and responsibilities of the various Divisions of the Department and also identifies the various requirements of these Divisions that are necessary for them in imparting their responsibilities and in line with the overall vision of the Department. This has been done predominantly based on the interactions undertaken with the Joint Secretaries / heads of the respective Divisions of the Department.

During the consultations with the respective Divisions, it was observed that since the animal husbandry and dairying sector is quite dynamic in nature, there is continuous development in technology, process optimization, operating business models, schemes, etc. These developments are driven by domestic requirements as well as international practices and stipulations. Therefore, in order for the Department to be able to perform its role effectively and meet the objectives, the development of capacity and capability by identifying and meeting the following requirements of its Divisions is imperative.

1. **Competency Requirements:** With emerging technologies, new business models and disruptive forces, the nature of skills required to cater to the demanding needs of the sector have evolved significantly over the years and it is important to ensure that the Department has such skills.

The requirements can be in the form of new skills requirements or upgradation of current skill levels in line with the emerging technologies and global scenarios and these have been identified for each division.

In addition to this, there are requirements that are common across most of the Divisions that contribute towards a better understanding of the Division, the role of the individual, the tools for discharge of tasks, official procedures, rules, law and also soft skills. The specific content may vary from entity to entity, however, the need for capacity building in these areas are mostly common across all Divisions and have been mentioned subsequently in this section.

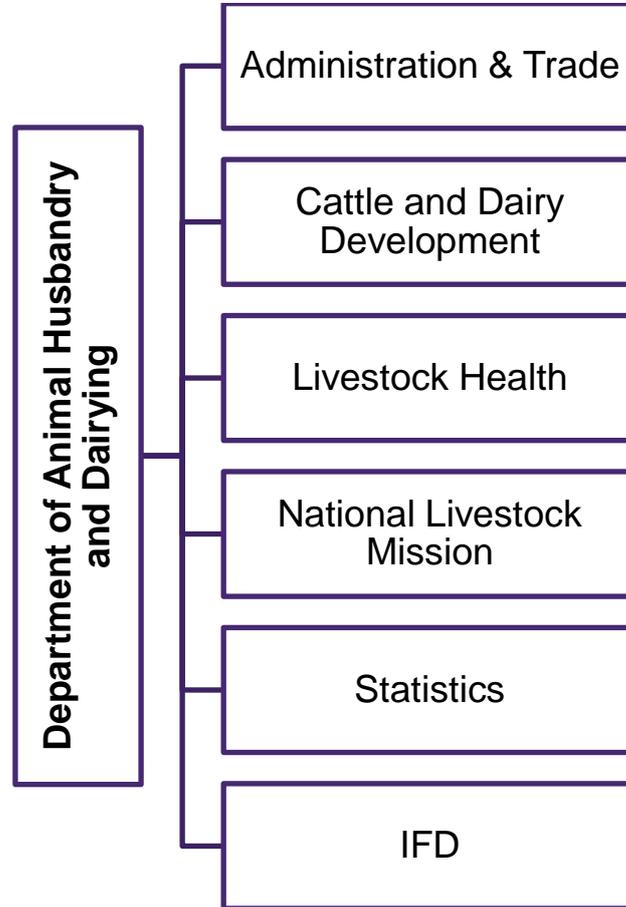
2. **Institutional Requirements:** The various Divisions under the Department have an organization structure and institutional infrastructure that has evolved organically over the years. Therefore, there may be instances where there are constraints, capacity or otherwise, in being able to meet the changing demands of the sector. Such requirements have been identified and addressed to enable the Department to impart its responsibilities efficiently and effectively, in the following section.

In addition to the above, there are requirements in terms of training modules and tools that are common across all Divisions have also been identified and addressed in subsequent sections on competency mapping as well as capacity building plan.

3. **Technological Requirements:** There have been significant technological advancements on livestock and dairying sector operations, management, administration, communications, etc. It is important that the Divisions have the necessary technological tools and techniques for its efficient functioning. Some of the basic tools and technology requirements are common across all Divisions. However, some very domain specific requirements have also been identified that would require interventions.

Hence, for the purpose of this study, the observations based on the discussions with the JS / Department heads/ officials have been considered to identify the current gap areas.

Figure 17 Identified Divisions



In the following sub-sections, we will cover roles and the aligned requirements of each Division in elaborate detail. The requirements are culled out from our consultations with the Divisions we have covered in the first iteration, tabulation exercises and secondary research.

## 6.1 Administration and Trade

The Administration and Trade Division is headed by Mr. G. N. Singh, Joint Secretary and is assisted by 1 Director and 1 Deputy Commissioner. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<p><b>Mr. G. N. Singh, Joint Secretary</b></p>	<p>All matters relating to:</p> <ul style="list-style-type: none"> <li>• Work relating to establishment matters of officers and staff posted in Headquarters (establishment-HQs)</li> <li>• Cash and General Administration</li> <li>• Nodal Officer – ACC Vacancy Monitoring System, Online Monitoring of Court Cases, Swachh Bharat Abhiyan, E-Samiksha, RTI, Public Grievances</li> <li>• Chief Liaison Officer in respect of SCs/STs/OBCs/EWSs/PWDs under the administration control of the DAHD</li> <li>• All matters relating to IT and General Coordination</li> <li>• All matters relating to Official Language and Parliament</li> <li>• All matters relating to International Cooperation and Trade</li> <li>• All matters of AQCS</li> <li>• Coordination with States of Assam, Manipur, Meghalaya, Tripura, Sikkim, and Nagaland</li> <li>• Coordination with Ministry of Tribal Affairs, DONER, Department of Commerce, APEDA, DOP&amp;T, Department of Administrative Reforms &amp; PG, Department for Promotion of Industry and Internal Trade (DPIIT)</li> <li>• National Focal Point for Sanitary and Phyto-sanitary (SPS) matters with WTO and FAO</li> <li>• All matters pertaining to mass communication, media outreach and Investment Promotion Cell, IEC activities, and publicity related activities through all mediums including social media across the country</li> <li>• Chief Vigilance Officer/Probity Portal</li> </ul>

During the discussions with the JS and the Department, the following requirements were identified:

### Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Competency development in efficient use of GeM for procurement and developing SOPs to address issues/challenges faced using GEM
- Developing expertise in fundamentals of undertaking a good APAR and SOP for implementing effective competency mapping
- Skills development in management of legal issues and court procedure on behalf of Ministry/managing lawyers working on behalf of Ministry and knowledge of international negotiations

- As identified for other Divisions, similarly basic skills development and upgradation requirements are identified in understanding of the regulations issued by Department of Administrative Reforms and Public Grievances (DAR&PG) and Department of Personnel and Training (DOPT), Service Rules, General Financial Rules (GFR), rules related submission of cabinet notes and drafting techniques for different categories official communications, presentations, interpersonal communication skills, MS Office applications etc. that are required for performing day-to-day functions.
- Knowledge of various acts and laws related to livestock import, quarantine, functioning in trade, etc.
- Apart from functional and domain specific trainings, some behavioural trainings on leadership, good governance, collaboration, etc. are also required.

### **Institutional Requirements**

Some of the key subjects where there is an institutional gap in the division, are

- A digital glossary as a ready reference document for the Division would also be a helpful guide in this aspect
- A specific Orientation / Induction Module may be developed for all the officials (old or new) to impart comprehensive understanding of the areas of focus of the Department along with role and responsibilities, structure and working of the Department, role of the Department in national programs and information on the Department's flagship projects (RGM, One Health, FIDF, etc.)

### **Technological Requirements**

Some of the key subjects where there is requirement of technological interventions in the Division, are:

- Management of data through technological solutions
- Since one of the key functions of the Division is coordination and collation of response to Parliament Questions, a searchable digital database of previous Parliamentary Q&A, and FAQs with automatic reminder to official whose response is being waited upon to draft response to Parliament Question etc. will be helpful in efficient and timely discharge of the function
- Tool for maintaining database of past requests / requirements of stationery / furniture / equipment and of O/M contracts to allow better planning and procurement practices
- AI based technology for E-office

## 6.2 Cattle & Dairy Development

The Cattle & Dairy Development Division is headed by Ms. Varsha Joshi, Additional Secretary and is assisted by 1 Director and 2 Joint Commissioners. The table below provides role / mandate of the Division.

Division Head	Role of the Division
<p><b>Ms. Varsha Joshi,</b> <b>Additional Secretary</b></p>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>• National Dairy Plans</li> <li>• Dairy Development Schemes</li> <li>• Rashtriya Gokul Mission</li> <li>• Administration (Cattle &amp; Dairy Development) (central Cattle Breeding Farms, Central Frozen Semen Production and Training Institute, Hessarghatta and Central Herd Registration Scheme)</li> <li>• Establishment Matters of Delhi Milk Scheme and National Dairy Development Board</li> <li>• All matters related to credit including Kisan Credit Card</li> <li>• Coordination with States of Gujarat, Goa, Arunachal Pradesh, Mizoram, Maharashtra, Rajasthan, Bihar and all Union Territories (except J&amp;K and Ladakh)</li> <li>• Coordination with Department of Agriculture Cooperation and Farmers' Welfare, Ministry of Food Processing Industries, Ministry of Rural Development, Ministry of Panchayati Raj, Ministry of Skill Development and Entrepreneurship, Ministry of Food &amp; Consumer Affairs, and FSSAI.</li> </ul>

During the discussions with the AS and the Department, the following requirements were identified:

### Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Basic skills such as data research & analysis, presentation, noting & drafting of official communication, data handling, interpersonal communication skills, document and precis writing, MS Office applications etc. are required for performing day-to-day functions.
- Skill development of the officials in project / program management, procurement, general budgeting, change management, financial management, knowledge of extension, etc.
- Since few of the officials are involved in Digital mission, knowledge of handling social media, designing, content writing, creative thinking, effective communication, publicity, product development and marketing, etc.
- Understanding of various topic such as milk procurement, fodder / feed development, value chain, etc. by practical exposure / immersion visits to various dairies, labs, NGOs, etc.
- Due to the unique nature of the sector, it is important that the personnel are well versed with the sector and the basic operations, key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses etc. An AV toolkit, update from time to time, supplemented with

site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.

- As part of its general management, there is a requirement for skills in effectively engaging with the various stakeholder engagement of the Division and state offices, communication and information gathering, information management, reporting and monitoring, etc.

### **Institutional Requirements**

Some of the key subjects where there is an institutional gap in the Division, are:

- A digital glossary as a ready reference document for the Divisions would also be a helpful guide in this aspect
- An orientation / induction training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Department, roles and overall understanding of the sector.

### **Technological Requirements**

Some of the key subjects where there is requirement of Technological interventions in the Division, are:

- Development of AV and digital tools specifically for CDD training needs and online support

### 6.3 Livestock Health

The Livestock Health Division is headed by Ms. Sarita Chauhan, Joint Secretary and is assisted by 2 Joint Commissioners and 1 Deputy Commissioner. The table below provides role/mandate of the Division.

Division Head	Role of the Division
<b>Ms. Sarita Chauhan, Joint Secretary</b>	All matters relating to: <ul style="list-style-type: none"> <li>• Livestock Health including administration of Central Sector scheme “Livestock Health &amp; Disease Control”.</li> <li>• All matters related to Veterinary Council of India</li> <li>• Mission Director, National Animal Disease Control Programme for FMD and Brucellosis</li> <li>• Nodal Officer, Disaster Management</li> <li>• All matters related to CCS-NIAH, Baghpat</li> <li>• All matters related to Parliament, RTI, Public grievances, VIP references, Website, dashboard, Cabinet, e-Samiksha matters related to LH Division</li> <li>• Coordination with States – West Bengal, Chhattisgarh, Odisha, Jharkhand, Tamil Nadu, Telangana, Karnataka, Kerala, and Andhra Pradesh</li> <li>• Coordination with Ministry of Health and Family Welfare, Ministry of AYUSH, Ministry of Pharmaceuticals</li> </ul>

During the discussions with the JS and the Department, the following requirements were identified:

#### Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are

- Keeping in mind as most of the officials have technical background hence knowledge of functional competencies such as E-office, RTI Act 2005, understanding of GeM portal, procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities.
- Understanding of various act and policies, Data analysis, Power BI, Supply chain management & logistics, Accounting & budgeting, public policy, etc.
- The officials are also required to be well versed with project implementation and management, Man-management skills, Financial Management, contract management, etc.
- It is important that the officials are well versed with the sector and the basic operations, key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel such as knowledge related to schemes, vaccinations, policies, etc.

### **Institutional Requirements**

Some of the key subjects where there is an institutional gap in the Division, are

- Knowledge management has become of the critical requirement of the Division in terms of development of secure databases for filing electronic version of different categories of documents SOP for submission of all documents by all officers/staff generating and managing documents to these databases, organized by broad subject matter, for proper record keeping and to be able to retrieve the necessary information as and when required
- Training/Module in organization leadership, stress and time management, communication skills, etc.
- Motivational training and team building among the employees

### **Technological Requirements**

Some of the key subjects where there is requirement of Technological interventions in the division, are:

- Knowledge management tools for retaining institutional memory
- Development of dashboard for vaccines from the time of manufacturing to entire supply chain.

## 6.4 National Livestock Mission

The National Livestock Mission Division is headed by Dr O. P. Chaudhary, Joint Secretary and is assisted by 2 Joint Commissioners. The table below provides role/mandate of the division.

Division Head	Role of the Division
<p><b>Dr O. P. Chaudhary, Joint Secretary</b></p>	<p>All matters relating to:</p> <ol style="list-style-type: none"> <li>1. Mission Director, National Livestock Mission, subsuming:               <ol style="list-style-type: none"> <li>i. Poultry Development;</li> <li>ii. Goat and Sheep Development;</li> <li>iii. Piggery Development;</li> <li>iv. Development of Meat Animals;</li> <li>v. Rural Slaughter House Scheme;</li> <li>vi. Feed and Fodder including Testing;</li> <li>vii. Livestock Insurance Schemes; and</li> <li>viii. Animal Husbandry Extension Schemes</li> </ol> </li> <li>2. Administration (NLM) (work relating to 8 Regional Station of Forage Production &amp; Demonstration Farms, 4 Central Poultry Development Organisations, Central Poultry Products Testing Centre, Gurgaon, Central Sheep Breeding Farm, Hissar).</li> <li>3. All matters related to Rashtriya Kamdhenu Aayog.</li> <li>4. All matters related to Plan Coordination of DAHD.</li> <li>5. Coordination with States of Himachal Pradesh, Uttarakhand, Punjab, Haryana, Uttar Pradesh, Madhya Pradesh, UTs of J&amp;K and Ladakh.</li> <li>6. Coordination with NITI Aayog, Ministry of Environment &amp; Forests, MNRE, Ministry of Electronics and Information Technology, Ministry of Jal Shakti, Ministry of Textiles</li> <li>7. Matters relating to Equine Development, registration of Stud Farms of India</li> <li>8. All matters relating to Animal Welfare Board</li> </ol>

During the discussions with the JS and the Department, the following requirements were identified:

### Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are:

- Introduction to global best practices and latest technologies related to the sector
- Understanding of Operation of Single stage Hatchery, Upgradation with respect to Modern Feed mill operation and other techniques, Disease diagnosis technology, different livestock products processing, conservation of threatened breed, etc.
- Keeping in mind as most of the officials have technical background hence knowledge of functional competencies such as E-office, RTI Act 2005, understanding of GeM portal, procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities.

- Skill development of the officials on Power BI, Data analysis and introduction to Artificial intelligence, block chain technology, etc.
- Due to the unique nature of the sector, it is important that the personnel are well versed with the sector and the basic operations, key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.

### **Institutional Requirements**

Some of the key subjects where there is an institutional gap in the Division, are

- Training/Module in organization emotional quotient, role awareness/consciousness, open to feedback, effective communication skills, ethics and moral, etc.

### **Technological Requirements**

Some of the key subjects where there is requirement of Technological interventions in the Division, are

- Knowledge management tools for retaining institutional memory

## 6.5 Statistics

The Statistics Division is headed by Mr. Sumedh Sopan Nagrare, Adviser and is assisted by 1 Director and 3 Assistant Directors. The table below provides role/mandate of the division.

Division Head	Role of the Division
<b>Mr. Sumedh Sopan Nagrare, Adviser</b>	All matters relating to: <ul style="list-style-type: none"> <li>• Breed-wise Livestock Census</li> <li>• Integrated Sample Survey</li> <li>• Basic Animal Husbandry Statistics</li> <li>• Work relating to Staff posted in AHS Division</li> </ul>

During the discussions with the Adviser and the Department, the following requirements were identified:

### Competency Requirements

Some of the key subjects where there is requirement of competency upgradation or new competencies are-

- Due to the unique nature of the sector, it is important that the personnel are well versed with the sector such as key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses, etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.
- Basic skills such as presentation, drafting of official communication, interpersonal communication skills, document and precis writing, GeM, RTI rules, MS Office applications etc. are required for performing day-to-day functions.
- As part of its general management, there is a requirement for skills in effectively engaging with the various stakeholder engagement of the division and state offices, communication and information gathering, information management, reporting and monitoring, etc.
- Since officials are involved in data handling and analysis, skill development on R software, Advanced excel, python, big data analysis, Power BI, coding, data visualization, etc.

### Institutional Requirements

Some of the key subjects where there is an institutional gap in the division, are

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the department, roles and overall understanding of the sector.
- A digital glossary as a ready reference document for the Divisions would also be a helpful guide in this aspect

### **Technological Requirements**

Some of the key subjects where there is requirement of Technological interventions in the division, are

- Updating technology of collection data from state government officials. The ELISS tool for collection and providing the data by state government needs to be updated.

Please note that no one on one discussion and FGD were conducted from IFD department. Hence, the competency analysis was done via survey analysis and accordingly the details are mentioned in the next chapter.

## 7. Capacity Needs Analysis

This section provides the key work areas for the Department and the required competencies for efficient and smooth execution of all the areas of its work responsibility.

Competencies required at an individual level can be typically classified into three categories:

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

**Institutional and Technological capacity:** These include the capacities required to be developed or augmented in terms of process improvements, knowledge management and resources planning for increasing efficiency. Some of the issues also include high attrition, shortage of staff, limited development opportunities and the performance appraisal criterion. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently

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

### 7.1 Methodology adopted for Competency Needs Assessment

#### 7.1.1 Insights from One-on-one Discussions and Focused Group Discussions (FGDs)

- **Visioning exercise** held with the Secretary – Department of Animal Husbandry and Dairying
- **One-on-One Meetings** held with Ms. Varsha Joshi, Additional Secretary, Dr. Abhijit Mitra, AHC, Mr. Upamanyu Basu, Joint Secretary, Dr. Om Prakash Chaudhary, Joint Secretary, Mr. G. N. Singh, Joint Secretary, Mr. Sumedh Sopan Nagrare, Adviser
- **FGDs** conducted with **25+ officials** from the Department
- Multiple valuable inputs came through these discussions which are mentioned below:
  - Veterinary doctors could be sent for immersion programs on vaccines etc. understand how vaccines are made for FMD (disease) etc.
  - State visits for understanding the implementation of schemes at state level

- Refresher courses for technical officials to stay up to date with latest changes
  - Basic level of cross-skilling could be helpful for technical and non-technical officials
  - Immersion trainings for non-technical staff to understand technical aspects (vaccines etc.)
  - A knowledge repository could be created to track older cases and newer staff can check how they were dealt with in the past
  - RTI answers and parliamentary questions could be templated for ease or convenience for repeat questions
  - Industry-based immersion program for officials with Licious, Amul etc.
  - Exposure to modern labs for milk and milk products
- Insights from the meetings and FGDs regarding the high priority competencies are the following:
    - **Behavioral:**
      - Creative thinking
      - Communication skills
      - Office etiquettes
      - Stakeholder management
      - Stress management
      - Ethics and values
      - Work prioritization
      - Leadership, Multi-tasking, and Decision-making, Problem-solving (For JS level)
      - Public policy design and understanding
    - **Functional:**
      - Financial management, Budgeting and PFMS
      - Social media management
      - MIS handling
      - Supply-chain management, backward and forward linkages
      - Program management and implementation
      - Report writing, GeM, RTI Act 2005
      - R software, Python, power BI, Tableau, Data visualization
      - Filing affidavits, drafting legal statements
      - Procurement
      - Entrepreneurship development for livestock officials
      - E-Office
      - MS Office
    - **Domain:**
      - Induction module for Department – Schemes and basics of AHD
      - Breeding and feeding management
      - Subject matter knowledge related to Poultry, Fodder, IVF, Animal welfare, Disease control
      - Understanding of Livestock Importation Act
      - Understanding of Quarantine
      - Knowledge of technological developments in Dairy
      - Food laws and certifications
      - International Cooperation/treaties/relations w.r.t. dairy sector

### 7.1.2 Survey Response Summary

- Overall summary:
  - The questionnaire was circulated among the staff of the Ministry and 64 officials responded to the questionnaire
  - Average years of experience of the officials in the Ministry = 9.7 years

- **Past trainings:** Only 12 officials have attended 1 or more trainings conducted in the last 1 year: mainly Level D trainings, mandatory trainings linked to promotions, basic foundational training programs
- The most commonly used technical skills were MS Office, E-Office
- **Behavioral competencies:** Time management, Ethical behavior, Communication skills, Result orientation, Attention to detail were the most highly used behavioral competencies identified
- **Functional competencies:** E-Office, NIC Applications, MS Office, PFMS and GFR were the most frequently used functional competencies
- Procurement and tender writing, Vigilance, Bookkeeping, and accounting are not used very frequently by most officials
- For the officials among Principal Private Secretaries, Senior Secretariat Assistants, Personal Assistants and Stenos, the top behavioral competencies were Communication skills, Time management, giving attention to detail and Result orientation. While the top functional competencies were E-Office and MS Office
- **Challenges** faced by the officials includes the following - inadequate staff strength, no induction module for familiarization with the Department, lack of understanding of latest changes in rules regarding AHD, IT related skills, troubleshooting issues faced in portals such as GeM

The Domain specific capacity building requirements have been highlighted by the officers of the Department of Animal Husbandry and Dairying to enhance their domain knowledge.

The most common requirement highlighted by the officers is that of an Induction Training Module, which can help the officers in getting acquainted with the Department's activities, mandates, objectives, Divisions and various other bodies associated with the Department of Animal Husbandry and Dairying. It has been learned that a significant amount of time is spent by the officers in getting acquainted with the usual practices and information about the Department. An Induction Training Module would help the incoming, newly posted officers in learning about various aspects of the livestock and dairy sector in a much faster and convenient manner

## 7.2 Detailed Insights from CNA

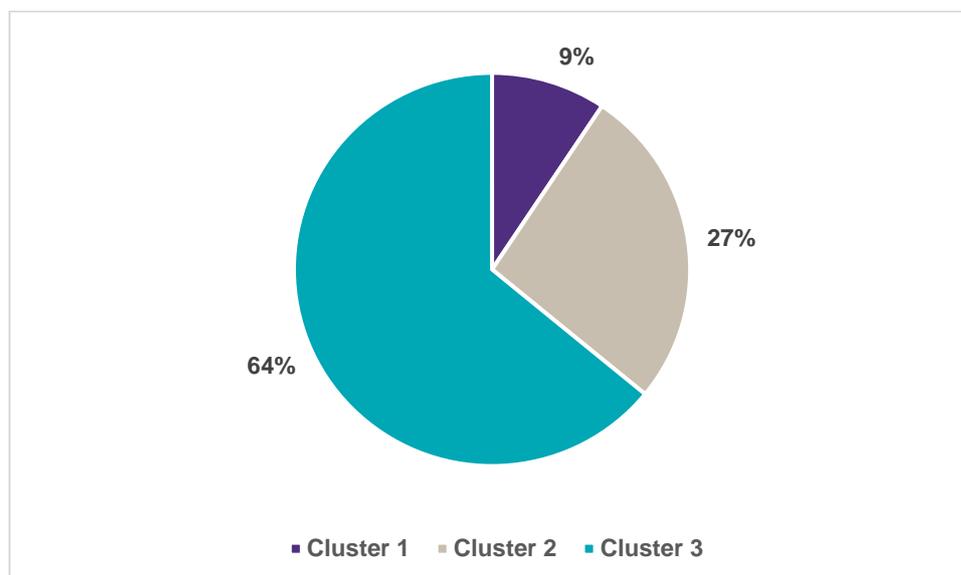
The detailed analysis of the survey responses from the CNA is given below:

\*Key for Designations:

S. No.	Division	Cluster	Designations
1	Administration	1	Joint Secretary, Director
		2	Deputy Commissioner, Under Secretary, Assistant Commissioner, Deputy Director, Assistant Director
		3	ASO, SO, Senior Statistical Officer, Others
2	Cattle & Dairy Development	1	Additional Secretary, Director, Joint Commissioner
		2	Deputy Commissioner, Assistant Commissioner, Under Secretary, Deputy Director
		3	Livestock Officer, Technical Officer, ASO, Senior Technical Assistant, Others

S. No.	Division	Cluster	Designations
3	IFD	1	Director
		2	Under Secretary
		3	NA
4	Livestock Health	1	Joint Secretary, Director, Joint Commissioner
		2	Deputy Commissioner, Under Secretary, Assistant Commissioner
		3	Quarantine Inspector, Livestock Officer, ASO, Others
5	Statistics	1	Adviser, Director
		2	Assistant Director
		3	Senior Statistical Officer, ASO, Junior Statistical Officer
6	National Livestock Mission	1	Joint Secretary, Joint Commissioner
		2	Assistant Director, Assistant Commissioner, Deputy Director
		3	Farm Manager, Animal Nutritionist, Fodder Agronomist, Sr. Technical Officer, Technical Officer, Others

Figure 18 Cluster-wise responses received



S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
1	Administration	Domain Competency	1	NA	
			2	NA	
			3	NA	
		Functional Competency	1	E-office	I
				RTI Act 2005	A
				GFR 2017	A
				HRMS rules	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	A
				Financial management	A
				Vigilance	A
				Cabinet note, EFC or office order, Noting and drafting	I
				NIC applications	A
				MS office	I
				Quantitative and analytical skills	A
			<b>2</b>	E-office	A
				PFMS	A
				RTI Act 2005	A
				GeM	A
				GFR 2017	A
				HRMS rules	A
				Procurement and tender writing	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Financial management	I
				Cabinet note, EFC or office order, Noting and drafting	A
				NIC applications	A
				MS office	A
				Quantitative and analytical skills	I
			<b>3</b>	E-office	A
				PFMS	I
				RTI Act 2005	B
				GeM	A
				GFR 2017	B
				HRMS rules	I
				Establishment Rules & General Administration Matters of Government Departments	I
				Vigilance	I
				Cabinet note, EFC or office order, Noting and drafting	A
				NIC applications	A
				MS office	A
				Procurement and tender writing	A
				Budgeting	B
				Bookkeeping and accounting	B

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard	
				Financial management	B	
				Quantitative and analytical skills	B	
				Project management	B	
		Behavioural Competency	1	Leadership	A	
				Decision making	A	
				Communication skills	A	
				Empathy	S	
				Critical thinking	A	
				Time management	S	
				Negotiation	A	
				Stress management	S	
				Conflict resolution	A	
				Gender sensitivity	S	
				Rule consciousness	S	
				Ethical behaviour	S	
				Attention to detail	S	
				Result orientation	A	
			Innovation	A		
			Giving feedback	S		
				2	Leadership	I
			Decision making		I	
			Communication skills		A	
			Empathy		S	
			Critical thinking		I	
			Time management		S	
			Negotiation		I	
			Stress management		S	
			Citizen centricity		S	
			Gender sensitivity		S	
			Rule consciousness		S	
			Ethical behaviour		S	
			Attention to detail		S	
			Result orientation		A	
			Innovation	I		
		Giving feedback	S			
			3	Leadership	B	
		Decision making		B		
		Communication skills		A		
		Empathy		S		

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Critical thinking	B
				Time management	S
				Stress management	S
				Conflict resolution	I
				Citizen centricity	S
				Gender sensitivity	S
				Rule consciousness	S
				Ethical behaviour	S
				Attention to detail	S
				Result orientation	A
				Innovation	B
				Giving feedback	S
				Stakeholder management	B
				Negotiation	B
<b>2</b>	<b>Cattle &amp; Dairy Development</b>	Domain Competency	<b>1</b>	Rural infrastructure management and Milk Processing Technology	A
				Understanding of recent advances in Breeding and Animal Health management.	A
				Cattle breeding and Dairy development.	A
			<b>2</b>	Knowledge of sex sorting technology	I
				Dairy Technology - Chilling, Processing, Quality Assurance, Preservation, Research and Development, Dairy Plant Management etc.	I
				Animal genomics and breeding – advanced techniques, management etc.	I
				Understanding of ETT-IVF	I
				Quality control testing of Frozen Semen Production.	I
				Knowledge of Export-Import policy	I
		<b>3</b>	Understanding of value chain of milk from collection to consumers	B	
			Animal genomics and breeding – advanced techniques, management etc.	I	
			Dairy Technology - Chilling, Processing, Quality Assurance, Preservation, Research and Development, Dairy Plant Management etc.	B	
		Functional Competency	<b>1</b>	E-office	I
				PFMS	I
				GFR 2017	A
HRMS rules	A				
Establishment Rules & General Administration Matters of Government Departments	A				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Budgeting	A
				Financial management	A
				Cabinet note, EFC or office order, Noting and drafting	I
				NIC applications	I
				MS office	I
				Public private partnership	A
				RTI Act 2005	A
				GeM	I
				Procurement and tender writing	I
				Bookkeeping and accounting	I
				Vigilance	A
				Quantitative and analytical skills	A
				Project management	A
			<b>2</b>	PFMS	A
				GeM	A
				GFR 2017	A
				HRMS Rules	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	I
				Financial Management	I
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				E-office	A
				RTI Act 2005	A
				Bookkeeping and accounting	I
				Cabinet note, EFC or office order, Noting and drafting	I
				Public private partnership	I
				Procurement and tender writing	A
				Vigilance	A
				Quantitative and analytical skills	I
				Project management	I
			<b>3</b>	E-office	A
				PFMS	B
				RTI Act 2005	B
				GFR 2017	B
				HRMS rules	B

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Establishment Rules & General Administration Matters of Government Departments	I
				Budgeting	B
				Bookkeeping and accounting	B
				Financial management	B
				Cabinet note, EFC or office order, Noting and drafting	A
				NIC applications	A
				MS office	A
				Public private partnership	B
				GeM	A
				Procurement and tender writing	A
				Vigilance	B
				Quantitative and analytical skills	B
				Project management	B
		Behavioral Competency	1	Leadership	A
				Decision making	A
				Communication skills	A
				Empathy	S
				Critical thinking	A
				Stakeholder management	A
				Time management	S
				Stress management	S
				Citizen centricity	S
				Gender sensitivity	S
			Rule consciousness	S	
			Ethical behaviour	S	
			Attention to detail	S	
			Result orientation	A	
			Giving feedback	S	
			Conflict resolution	A	
			Innovation	A	
			2	Leadership	I
				Decision Making	I
				Communication Skills	A
		Empathy		S	
		Critical Thinking		I	
		Time Management		S	
		Negotiation		I	

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Stress Management	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical behaviour	S
				Attention to Detail	S
				Result Orientation	A
				Giving Feedback	S
				Stakeholder management	I
				Conflict resolution	I
				Citizen centricity	S
				Innovation	I
			<b>3</b>	Decision making	B
			Communication skills	A	
			Empathy	S	
			Critical thinking	B	
			Stakeholder management	B	
			Time management	S	
			Stress management	S	
			Citizen centricity	S	
			Rule consciousness	S	
			Ethical behaviour	S	
			Attention to detail	S	
			Result orientation	A	
Innovation	B				
Giving feedback	S				
Leadership	B				
Negotiation	B				
Conflict resolution	B				
Gender sensitivity	S				
<b>3</b>	<b>IFD</b>	Domain Competency	<b>2</b>	NA	
		Functional Competency		E-office	A
			<b>2</b>	PFMS	A
				RTI Act 2005	A
				GFR 2017	A
				Budgeting	A
				Financial management	A
				Cabinet note, EFC or office order, Noting and drafting	I
				NIC applications	I

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				MS office	A
				Quantitative and analytical skills	I
		Behavioral Competency	2	Leadership	I
				Decision making	I
				Communication skills	A
				Critical thinking	I
				Time management	S
				Conflict resolution	I
				Citizen centricity	S
				Rule consciousness	S
				Ethical behaviour	S
				Attention to detail	S
				Result orientation	A
				Giving feedback	S
4	Livestock Health	Domain Competency	1	Disease management - testing, diagnosis, reporting, investigation etc.	A
				Survey & surveillance	A
			2	Disease management - testing, diagnosis, reporting, investigation etc.	I
				Pharmacological Techniques	I
			3	One health	I
				Knowledge of inhouse microbiological and pathological techniques	B
		Functional Competency	1	Pharmacological Techniques	B
				E-office	I
				RTI Act 2005	A
				GFR 2017	A
				HRMS rules	A
				Budgeting	A
				Financial management	A
				Cabinet note, EFC or office order, Noting and drafting	I
2	NIC applications	I			
	MS office	I			
	Quantitative and analytical skills	A			
	Project management	A			
	Code of Conduct for Government Employees	I			
	E-office	A			
PFMS	A				
RTI Act 2005	A				
Government e-marketplace (GeM)	A				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				GFR 2017	A
				HRMS rules	A
				Procurement and tender writing	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	I
				Bookkeeping and accounting	I
				Financial management	I
				Cabinet note, EFC or office order, Noting and drafting	I
				NIC applications	I
				MS office	A
				Public private partnership	I
				Quantitative and analytical skills	A
				Project management	A
				Code of Conduct for Government Employees	I
				Data analysis	I
				Record Management	I
			<b>3</b>	E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Establishment Rules & General Administration Matters of Government Departments	I
				Bookkeeping & Accounting	B
				Financial Management	B
				Vigilance	B
				Cabinet note, EFC or office order, Noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Quantitative and analytical skills	B
				Code of Conduct for Government Employees	A
				Project management	B
		Behavioral Competency	<b>1</b>	Leadership	A
				Decision making	A
				Communication skills	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Empathy	S
				Critical thinking	A
				Stakeholder management	A
				Citizen centricity	S
				Attention to detail	S
				Result orientation	A
				Innovation	A
				Risk Bearing Capacity Management	A
				Personality Development	A
				Giving feedback	S
			<b>2</b>	Leadership	I
				Decision making	I
				Communication skills	A
				Empathy	S
				Critical thinking	I
				Stakeholder management	I
				Time management	S
				Negotiation	I
				Stress management	S
				Conflict resolution	I
				Citizen centricity	S
				Gender sensitivity	S
				Rule consciousness	S
				Ethical behaviour	S
				Attention to detail	S
				Result orientation	A
				Innovation	I
				Scientific Attitude Development	S
				Giving feedback	S
			<b>3</b>	Leadership	B
				Decision Making	B
				Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Negotiation	B
				Stress Management	S
				Citizen Centricity	S

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Rule Consciousness	S
				Ethical behaviour	S
				Attention to Detail	S
				Sustainable Use of Resources/ Natural Resources	S
				Conservational Attitude/ Biodiversity Attitude	S
				Giving Feedback	S
5	Statistics	Domain Competency	2	NA	
			3	NA	
		Functional Competency	2	E-office	A
				PFMS	A
				RTI Act 2005	A
				HRMS Rules	A
				Budgeting	I
				MS Office (Excel, PPT, Word)	A
			3	Financial Management	I
				E-office	A
				PFMS	B
				RTI Act 2005	B
				GeM	A
				GFR 2017	B
				Procurement and tender writing	A
				Establishment Rules & General Administration Matters of Government Departments	I
				Budgeting	B
				Bookkeeping and accounting	B
				Financial management	B
				Cabinet note, EFC or office order, Noting and drafting	A
				NIC applications	A
		MS office	A		
		HRMS Rules	B		
Quantitative and analytical skills	B				
Project management	B				
Behavioral Competency	2	Leadership	I		
		Decision Making	I		
		Communication Skills	A		
		Empathy	S		
		Critical Thinking	I		
		Time Management	S		

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Stress Management	S
				Conflict Resolution	I
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behaviour	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	I
				Giving Feedback	I
				Project Management	I
			<b>3</b>	Leadership	B
				Decision making	B
				Communication skills	A
				Empathy	S
				Critical thinking	B
				Stakeholder management	B
				Time management	S
				Negotiation	B
				Stress management	S
				Conflict resolution	B
				Citizen centricity	S
				Gender sensitivity	S
Rule consciousness	S				
Ethical behaviour	S				
Attention to detail	S				
Result orientation	A				
Innovation	B				
Giving feedback	S				
<b>6</b>	<b>National Livestock Mission</b>	Domain Competency	<b>1</b>	NA	
			<b>2</b>	Operations of Single stage Hatchery	I
				Modern Feed mill operations and other techniques	I
				Disease diagnosis technology other than post-mortem	I
				Disease management - testing, diagnosis, reporting, investigation etc.	I
				Prevention of Cruelty to Animal Act 1960	I
			<b>3</b>	Understanding of mechanization involvement in major areas of field work	B

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
		Functional Competency	1	Artificial intelligence Data Analytics Block chain IoT etc.	A
			2	E-Office	A
				PFMS	A
				MS Office (Excel, PPT, Word)	A
				RTI Act 2005	A
				Public Private Partnership	I
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	A
				Procurement and Tender Writing	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	I
				Bookkeeping & Accounting	I
				Financial Management	I
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				Quantitative and analytical skills	I
			Project management	I	
			3	Public Financial Management System (PFMS)	B
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Establishment Rules & General Administration Matters of Government Departments	I
				Budgeting, Bookkeeping & Accounting	B
				Financial Management	B
				Vigilance	B
				MS Office (Excel, PPT, Word)	A
				RTI Act, 2005	B
		Cabinet note, EFC or office order, Noting and drafting		A	
		NIC applications (email, messenger, cloud storage and others)		A	
		Quantitative and analytical skills	B		
		Project management	B		
		Behavioral Competency	1	NA	
			2	Communication Skills	A
				Empathy	I

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner/ Intermediate/ Advanced/ Standard
				Critical Thinking	I
				Stakeholder Management	I
				Time Management	S
				Conflict Resolution	I
				Leadership	I
				Decision Making	I
				Negotiation	I
				Stress Management	S
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behaviour	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	I
				Giving Feedback	S
			<b>3</b>	Leadership	B
				Decision Making	B
				Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Negotiation	B
				Stress Management	S
				Conflict Resolution	B
				Rule Consciousness	S
				Ethical behaviour	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	B
				Giving Feedback	S

## 8. Capacity Building Plan

The previous section identified the competencies which are required to strengthen the effective functioning of the Divisions. This section covers the elements of capacity building plan and initiatives, which can be considered for strengthening the various competencies of the Divisions under the Department.

### 8.1 Capacity Building Initiatives

Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), stakeholder buy-in, etc., the competency related initiatives have been categorized into **immediate priority initiatives and critical initiatives**. Additionally, certain requirements have been identified that are common across Divisions and are necessary for meeting the overall objective of the Program and these have been categorized under institutional and technological requirements that also need immediate resolution.

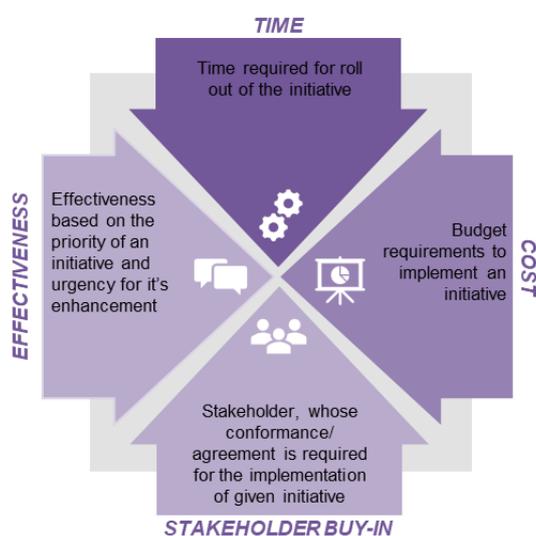


Figure 6 - Key considerations for identification of initiatives in short - medium term

**Immediate priority initiatives** are those that can be implemented on an immediate basis for high impact and can resolve many key concerns without requiring enormous budget and planning. The **critical initiatives** are also very important to be undertaken that can be operationalized in a very short span of time to address the critical competency development / upgradation requirement on a priority.

With respect to the **long-term capacity enhancement initiatives**, these can be undertaken in the medium term based on the outcome of the in-depth study and assessment of larger institutional and technological issues that can be common across the MDOs. These assessments would need to be a continuous and iterative process and the initiatives recommended may be required to be updated / modified from time to time with customization at a division / department level. The benefit of such capacity building planning is that it would build expertise in the Divisions and better align them with the organizational goals/ objectives.

However, based on the preliminary assessment, Government may undertake and implement the immediate priority initiatives, and critical initiatives followed by long-term capacity enhancement initiatives.

Certain key issues have been identified by the various Divisions of Department of Animal Husbandry and Dairying that are also common across the various other MDOs with whom consultations have been undertaken under the NPCSCB. However, such issues may require a further detailed study to develop action plan for their addressal that can be in the as institutional capacity building plans.

## 8.2 Identification of Training Interventions based on CNA

### 8.2.1 Immediate Priority Initiatives

The **Immediate priority initiatives** have been identified in this section based on the domain, functional and behavioral competency requirements identified in section 6 and 7, along with the implementation strategy and these can be to be taken up on an urgent basis for high impact.

- Domain specific competencies development  
**Immersion programs** that expose the staff to various Divisions / Autonomous Bodies / Subordinate Offices /PSUs, etc. of the Department and provides them a broad overview of the work undertaken by each of such entity along with providing them with new skills / upskilling the existing skills set to be able to discharge their responsibilities efficiently in view of the changing business scenarios and technologies.
- Functional competencies development  
A formal upskilling process related to the functional aspects of the role such as stakeholder engagements that activity has multiple impacts hence very vital for the Department and to ensure that the objectives are met. Upskilling on the administrative functions for each role.
- Behavioral competencies development  
Training on ethics, work values, leadership and motivation.

The table below provides the description of the various immediate priority initiatives (Quick Wins for Department):

Behavioural Competencies	Functional Competencies	Domain Specific Competencies
1. iGoT: Managing Personal Relationships by Art of Living	1. DAKSHATA Module - iGoT Module for SO and ASO	1. Field Immersion for officers with no domain-based education in Animal Husbandry and Dairying sector to NDDDB. (Officials 2 batches already sent)
2. iGOT: Effective Communication	2. VIKAS Module – iGoT Module for Director, DS and US	2. Capacity Building Workshop on conserving and enhancing Productivity of indigenous cows and buffaloes
3. iGOT: Ethics and Values by Aditya Pratap	3. Karmayogi Prarambh Module: Preparation of Cabinet Notes	3. Know your Ministry - Induction course
4. iGOT: Gender equality and development – Overview	4. iGOT: Public Procurement Framework of GOI	
	5. iGOT: Introduction to Leveraging AI and Chat GPT	

5. iGOT: Prevention of Sexual Harassment of Women at Workplace (POSH)	6. iGOT: Introduction to Emerging Technologies	
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## Interventions Initiated

### 1. Training-cum-exposure programme for the officials of DAHD

**Trainer** – National Dairy Development Board

**Trainees** - A total of 50 officials has been targeted to complete the training within 3-months

**Place** - The programme was conducted in the Anand, Gujarat

**Target Audience** – All the officials of the Department ranging from Deputy Directors/Under Secretaries to Stenographers. The list of attendees of first 2 batches is attached in Annexure 5

**Duration of the training** - 5 days residential programme

**Training Overview** - Below are the list of activities covered during the session. Minute to minute agenda is attached in Annexure 5

- One the first day, the officials were given an introduction to the sector, domestic and international scenario in the dairy sector, evolution of cooperatives and understanding the basics of it's functioning, Animal Nutrients initiatives to augment productivity and dairy farm profitability and GHG emission.
- Moving forward, the second day was more towards learning about Animal Health and breeding. The topics which were covered were fodder development, genetic improvement, visiting the labs and dairy farms.
- In the third day, the officials were introduced to trends in animal health, understanding milk, managing quality through value chain, new product development, evolution of Food safety and quality regulations.
- Day four was a field visit to various cooperative societies, laboratory, processing center, etc.
- In day five, the officials visited 2 dairy plants i.e. AMUL and Vidya Dairy and concluded their visits.

### Snapshot of the Immersion visit to NBBD





### 8.2.2 Critical Initiatives

The critical initiatives, competency wise, for operationalization in a very short span of time have been identified in this section.

#### I. Domain specific competencies development

- On-site training programs to enable practical and on-ground understanding of technical matters / latest developments in the concerned focus areas. For instance, organizing a workshop at a dairy farm to understand the operational aspects associated with dairying and animal husbandry.

However, it is important to note that all the training programs need to be continually updated and kept abreast with the latest technology and best practices for which a systematic approach. One such example is illustrated below in Box 1

#### Box 1: Immersion Training Program at BAIF Development Research Foundation

##### Immersion Training Program at BAIF

BAIF has been promoting the annual demand for milk steeply rising from livestock breeding and critical support services to produce high yielding animals. With the annual demand for milk steeply rising from 140 million tons in 2013-14 to 180 million tons by 2022.

They have their expertise in Linkages (backward/forward), Embryo transfer, Genetic improvement, Genome Technology, latest technological advancements, Green House Gas (GHG) emission reduction, etc.

##### Potential

The institution could offer one day training program to the senior veterinarian officials on few of the latest technologies and regulatory aspects related to animal husbandry.

Other line Department may be trained over a one-day program on functional aspects and also including exposure visits to farms in the region.

- Project Management Program that strengthens the capacities of staff in various aspects of managing schemes, particularly in areas such as monitoring, budget management, effective implementation, risk assessment & mitigation, etc.

- Policy Formulation and/or Evaluation
- Business Case tools – Divisions require deep understanding of strategic, economic, financial, commercial and management aspects for formulating a comprehensive business case for schemes and programs formulated by it. Advanced level trainings to decision-makers could be beneficial.
- Development of case studies / use cases-based approach to enable learning/ understanding of various technologies

Additionally, domain specific initiatives may also be required for enhancing the capacity of critical domains such as latest technologies / best practices in animal husbandry and dairy sector. Once such example for immersion visits of officials to build the domain expertise is provided in Box 2 below.

### **Box 2: Immersion Training Program at National Dairy Development Board (NDDB)**

Immersion Training Program at NDDB
<p>The National Dairy Development Board (NDDB) plays a crucial role in promoting, planning, and organizing dairy development programs in the country. The primary objective of NDDB is to strengthen and support the cooperative dairy sector in India. It aims to improve the livelihoods of millions of small-scale dairy farmers by providing them with technical expertise, training, and resources. The organization strives to enhance milk production, quality, and productivity through innovative practices and technology adoption.</p> <p>They offers various training programs and initiatives to enhance the skills, knowledge, and capacities of individuals and organizations involved in the dairy sector. These training programs are designed to cater to the needs of government officials, dairy farmers, dairy cooperative members, professionals, and other stakeholders such as Dairy Cooperative Management, Dairy Farming and Animal Husbandry, Milk Processing and Quality Management, Dairy Extension Services, etc.</p>
<p><b>Potential</b></p> <p>The institution could offer 4-5 days training cum exposure programme to the officials of DAHD with limited domain knowledge to get an overview about the sector, latest technologies, global trends, visit to various labs, dairy farms and cooperatives to get a better knowledge which would help in increasing the efficiency in day to day activities and domain knowledge.</p>

## **II. Functional competencies development**

- A formal upskilling process related to the functional aspects of the role such as administration, accounting, standard operating procedures, legal aspects and communication management in order to increase the overall efficiency of the personnel to meet the objectives of the Department.
- Additionally, IT enabled systems can be developed for transparent communication and leverage institutional knowledge and learning as enumeration in the Box 3 below:

**Box 3: Leveraging technology for Institutional capacity building****Development of IT Enabled Systems**

- Decision support systems (DSS): A dedicated DSS, that is integrated across all the schemes and programs of the Department, with advanced big data analytics, MIS – Dashboard development & maintenance, AI capabilities, and alert systems that can go beyond mere data entry to situation analysis including automated monitoring and alerts systems with different interfaces for decision makers and operational staff, would greatly improve operational efficiencies and support evidence-based policy making.
- Development of knowledge bank / institutional memory / data repository systems to enable to data management and analysis, which would help in efficient knowledge management, effective policy designing, process efficiency, preparing responses for Parliamentary / public meetings, marketing initiatives, trends analysis.

**III. Behavioral competencies development**

- Inculcate output-driven attitude in the employees. Work responsibilities linked to measurable goals for performance evaluation and appraisals
- Orientation training program to inculcate necessary behavioral/ individual skills

The table below provides the description of the various critical initiatives along with the key target staff for these training with content and the implementation strategy.

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
<b>E-Office</b>	Administration & Trade	1,2,3	• DAKSHTA Courses: Office Procedures	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	1,2,3			
	National Livestock Mission	1,2,3			
<b>RTI Act 2005</b>	Administration & Trade	1,2,3	• DAKSHTA courses: RTI Act Part-1	•	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3	• DAKSHTA courses: RTI Act Part-2		
	IFD	2			
	Livestock Health	1,2,3			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>GeM</b>	Administration & Trade	2,3	<ul style="list-style-type: none"> <li>• DAKSHTA Course: Government e-Marketplace</li> <li>• iGoT: Introduction to Government e-Marketplace by NeGD LMS Team Content Creator One</li> <li>• iGoT: Introduction to GeM for Buyers by Content Publisher GeM</li> <li>• iGoT: Mode of Procurement</li> <li>• iGoT: Payment Process for Buyers</li> </ul>	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3		• Online	
	IFD	-			
	Livestock Health	2,3		• Online	
	Statistics	3		• Online	
	National Livestock Mission	2,3		• Online	
<b>GFR 2017</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>• iGoT: Course on GFR 2017</li> </ul>	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	3			
	National Livestock Mission	2,3			
<b>HRMS Rules</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>• Human resource management: ISTM</li> </ul>	• Classroom	To facilitate digital working environment in Central Government, an electronic Human Resources Management System (e-HRMS) has been introduced in all the Departments. This will help Government to digitally manage the service matters of officials leading to reduction in transaction time and cost,
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2,3			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3			availability of digital records, dashboards for MIS, real time monitoring of manpower deployment as well as serving as a productivity enhancement tool amongst others.  The e-HRMS needs to be integrated with the iGOT-Karmayogi platform.
	National Livestock Mission	2,3			
<b>Project management</b>	Administration & Trade	3	<ul style="list-style-type: none"> <li>iGOT: Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>Appropriate coursework available on iGOT.</p> <p>For Level 2 course, ISTM can be considered.</p>
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Procurement and tender writing (RFP)</b>	Administration & Trade	2,3	<ul style="list-style-type: none"> <li>iGOT: Public Procurement Framework of GOI by Susheel Mangain</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	2,3			
	Statistics	3			
	National Livestock Mission	2,3			
<b>Budgeting</b>	Administration & Trade	1,3	<ul style="list-style-type: none"> <li>iGoT: Budgetary System in Govt</li> <li>iGoT: Budget by ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Financial Management</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Course getting curated in iGOT</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework will be available in 60 days
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Establishment Rules &amp; General Administration Matters of Government Departments</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Office Procedure (ISTM)</li> <li>Public Administration (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	2,3			
	Statistics	3			
	National Livestock Mission	2,3			
<b>NIC applications</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Customised Programmes for NIC applications</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>NIC training centre, UP may customize a course basis the requirement.</p> <p>Course to be curated on iGOT platform by NIC</p>
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	3			
	National Livestock Mission	1,2,3			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
<b>MS office</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Microsoft Suite (Word, PowerPoint, Excel: Beginner and Advanced)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	1,2,3			
	National Livestock Mission	1,2,3			
<b>Quantitative and analytical skills</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Statistical tools and techniques: ISTM</li> <li>Big Data Analytics in Government – Basic: ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Classroom/ Hybrid</li> <li>Classroom/ Hybrid</li> </ul>	Hybrid training available with ISTM
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	1,2,3			
	National Livestock Mission	1,2,3			
<b>Vigilance</b>	Administration & Trade	1,3	<ul style="list-style-type: none"> <li>iGOT: Preventive Vigilance (Ministry of Steel)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	3			
	Statistics	-			
	National Livestock Mission	3			
<b>Public Private Partnership</b>	Administration & Trade	1,2	<ul style="list-style-type: none"> <li>Workshop on Public Private Partnership: Institute of Secretariat Training and Management (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Classroom</li> </ul>	Course material available with ISTM on PPP.
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	2			

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	-			
	National Livestock Mission	2			
<b>Bookkeeping and accounting</b>	Administration & Trade	2,3	<ul style="list-style-type: none"> <li>iGOT: Govt Accounting System</li> <li>iGoT: Introduction to functions and organization of accounts department</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	2,3			
	Statistics	3			
	National Livestock Mission	2,3			
<b>Cabinet note, EFC or office order, noting and drafting</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>DAKSHTA Course: Noting and Drafting</li> <li>Karmayogi Prarambh Module: Preparation of Cabinet Notes</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Existing iGOT modules/curated Karmayogi Prarambh and Dakshta course already available.
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	3			
	National Livestock Mission	1,2,3			
<b>PFMS</b>	Administration & Trade	2,3	<ul style="list-style-type: none"> <li>Orientation Training Programme on PFMS: ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Classroom/ Hybrid</li> </ul>	Hybrid training available with ISTM of PFMS
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>CSS Rule</b>	Administration & Trade	2,3		<ul style="list-style-type: none"> <li>Online</li> </ul>	

Functional Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Cattle and Dairy Development	2,3	<ul style="list-style-type: none"> <li>DAKSHTA Courses: Course on Code of Conduct for Government Employees</li> </ul>		Appropriate coursework available on iGOT
	IFD	2,3			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Data Analysis</b>	Administration & Trade	-	<ul style="list-style-type: none"> <li>iGOT - Data Driven Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	2			
	Statistics	-			
	National Livestock Mission	-			
<b>Record Management</b>	Administration & Trade	-	<ul style="list-style-type: none"> <li>Advanced course on Record Management: ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Online training available with ISTM
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	2			
	Statistics	-			
	National Livestock Mission	-			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
<b>Quality control testing of Frozen Semen Production</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<ul style="list-style-type: none"> <li>*Central Frozen Semen Production and Training Institute, Hessargatta, Bangalore:</li> <li>Specific content to be added and curated by CFSP&amp;TI and</li> </ul>
	Cattle and Dairy Development	2			
	IFD	-			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Livestock Health	-			DAHD for Quality control testing of Frozen Semen production.
	Statistics	-			
	National Livestock Mission	-			
<b>Animal genomics and breeding – advanced techniques, management etc.</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*Central Frozen Semen Production and Training Institute</b> , Hessargatta, Bangalore:  Specific content to be added and curated by CFSP&TI and DAHD for animal genomics breeding on the following topics- a. Advanced techniques for animal genomics b. Breeding and management and recent advances c. Sex sorting
	Cattle and Dairy Development	<b>2,3</b>			
	IFD	-			
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	-			
<b>Dairy Technology - Chilling, Processing, Quality Assurance, Preservation, Research and Development, Dairy Plant Management etc.</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*NDDB</b>  Specific content to be added and curated by NDDB and DAHD for Dairy technology on the following topics - a. Chilling b. Processing c. Quality assurance d. Preservation e. R&D f. Dairy plant management
	Cattle and Dairy Development	<b>2,3</b>			
	IFD	-			
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	-			
<b>Disease diagnosis technology other than postmortem</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>IVRI, Izatnagar</b>  Specific content to be added and curated by IVRI and DAHD for Disease diagnosis technology.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>2</b>			
	Statistics	-			
	National Livestock Mission	<b>2</b>			
<b>Disease management - testing, diagnosis, reporting, investigation etc.</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>IVRI, Izatnagar</b>  Specific content to be added and curated by IVRI and DAHD
	Cattle and Dairy Development	-			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	IFD	-			for Disease management on the following topics- a. Testing b. Diagnosis c. Reporting d. Investigation
	Livestock Health	1,2			
	Statistics	-			
	National Livestock Mission	2			
<b>Knowledge of Export-Import policy</b>	Administration & Trade	1,2	Classroom training content to be curated	Classroom	<b>IIFT:</b>  Specific content to be added and curated by IIFT in collaboration with DAHD for export & import policies, functioning in trade, etc.
	Cattle and Dairy Development	2			
	IFD	-			
	Livestock Health	2			
	Statistics	-			
	National Livestock Mission	2			
<b>Knowledge of in house microbiological and pathological techniques</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>IVRI, Izatnagar:</b>  Specific content to be added and curated by IVRI and DAHD for in-house micro-biological and pathological techniques.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	2,3			
	Statistics	-			
	National Livestock Mission	-			
<b>Modern Feed mill operations and other techniques</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*NDDB:</b>  Specific content to be added and curated by NDDB and DAHD for modern Feed mill operations and other techniques.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	2			
<b>Operations of Single stage Hatchery</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*Central Poultry Development Organization and Training Institute, Bangalore</b>
	Cattle and Dairy Development	-			

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	IFD	-			Specific content to be added and curated by CPDO&TI and DAHD for operations of Single stage Hatchery, Automation\ Hatchery management and feed conversion efficiency of poultry birds.
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	2			
<b>Rural infrastructure management and Milk Processing Technology</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	* <b>NDDB:</b>  Specific content to be added and curated by NDDB and DAHD for Rural infrastructure management and Milk Processing Technology.
	Cattle and Dairy Development	1,2			
	IFD	-			
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	-			
<b>Induction Module/Refresher course that are specific to the needs of every division providing a 360o view of the work and functions of that department. Separate Modules each for:</b> <ul style="list-style-type: none"> <li>• One module for Administration &amp; Trade</li> <li>• One module for Cattle &amp; Dairy Development</li> <li>• One module for Livestock Health</li> <li>• One module for Statistics</li> <li>• One module for National Livestock Mission</li> </ul>	All divisions of the department	1,2,3	Hybrid training content to be curated	Classroom/ Online	<b>To be developed by DAHD</b>  Curriculum development based on comprehensive feedback from the officers of the respective division with the support of an consultant.  Online module to be interactive with audio-visual experiential content wherever required. Field visits and 'situational role play' and problem solving using actual past scenarios to be incorporated.
		1,2,3			
		1,2,3			
		1,2,3			
		1,2,3			
		1,2,3			
<b>Advanced technology for</b>	Administration & Trade	-		Classroom	<b>MOSPI:</b>

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
<b>data collection and analysis with R, Python, etc.</b>	Cattle and Dairy Development	-	Classroom training content to be curated		Specific content to be added and curated by MoSPI in collaboration with DAHD for new ways for data collection from state/UT and analysis
	IFD	-			
	Livestock Health	-			
	Statistics	<b>2,3</b>			
	National Livestock Mission	-			
<b>Prevention of Cruelty to Animal Act 1960</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*ICAR</b> Specific content to be added and curated by ICAR in collaboration with DAHD.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	-			
	Statistics	-			
	National Livestock Mission	<b>1,2</b>			
<b>Survey &amp; surveillance</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>*University of Trans-Disciplinary Health Sciences and Technology, Bengaluru</b> Specific content to be added and curated by University of Trans-Disciplinary Health Sciences and Technology, Bengaluru in collaboration with DAHD.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>1</b>			
	Statistics	-			
	National Livestock Mission	-			
<b>Pharmacological Techniques</b>	Administration & Trade	-	Classroom training content to be curated	Classroom	<b>IVRI, Izatnagar</b> Specific content to be added and curated by IVRI and DAHD for in-house micro-biological and pathological techniques.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>2,3</b>			
	Statistics	-			
	National Livestock Mission	-			
<b>One Health</b>	Administration & Trade	-		Classroom	

Domain Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Cattle and Dairy Development	-	Classroom training content to be curated		<b>*University of Trans-Disciplinary Health Sciences and Technology, Bengaluru</b>  Specific content to be added and curated by University of Trans-Disciplinary Health Sciences and Technology, Bengaluru in collaboration with DAHD.
	IFD	-			
	Livestock Health	2			
	Statistics	-			
	National Livestock Mission	-			

\*Further to our discussion with the institutes/organization, suggested domain trainings are already conducted by them for the central/state govt. organizations, agricultural universities, bank and insurance corporations, cooperative sector, poultry and meat corporations, private sector poultry organizations, entrepreneurs, and farmers of the country. Hence, courses are already developed and can be curated bases the Department's requirement.

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
<b>Attention to detail</b>	Administration & Trade	1,2,3	iGOT: Yoga for Excellence by The Art of Living	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Citizen Centricity</b>	Administration & Trade	2,3	• iGOT: Service Delivery Management by IIPA	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	2,3			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	National Livestock Mission	2,3			
<b>Communication Skills</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Karmayogi Prarambh Module: Effective Communication</li> <li>iGoT: Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations and official words</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	1,2,3			
	National Livestock Mission	1,2,3			
<b>Conflict Resolution</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Conflict Resolution and Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	2			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Decision Making</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Problem Solving &amp; Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	1,2,3			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	National Livestock Mission	1,2,3			
<b>Empathy</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Increasing your Emotional Quotient by The Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Ethical Behavior</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Ethics and Values by Aditya Pratap</li> <li>Ethics and Value in Public Governance: Institute of Secretariat Training and Management (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Classroom</li> </ul>	<p>Appropriate coursework available on iGOT</p> <p>ISTM training to be provided with Ethics and Value in Public Governance</p>
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Gender Sensitivity</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Gender Sensitivity by Ministry of Power</li> <li>iGOT: Gender Equality and Development – Overview (World Bank)</li> <li>iGOT: Gender Sensitization - 1</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> <li>Classroom</li> </ul>	<p>Appropriate coursework available on iGOT</p> <p>An external party needs to be involved to give gender sensitization workshop at the ministry</p>
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	2			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3	<ul style="list-style-type: none"> <li>Workshop needs to be curated – Gender sensitization</li> </ul>		
	National Livestock Mission	2,3			
<b>Ability to give feedback</b>	Administration & Trade	1,2,3	Suggested reads: Giving and Receiving Feedback by Patti Hathaway	<ul style="list-style-type: none"> <li>Reading Material</li> </ul>	Self-paced reading material available on various E-commerce portals
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Innovation</b>	Administration & Trade	1,2,3	iGOT: Design Thinking	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework is getting curated on iGOT in 60 days
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Leadership</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Karmayogi Prarambha Module: Self Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2,3			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Negotiation</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Conflict Resolution and Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	2,3			
	IFD	-			
	Livestock Health	2,3			
	Statistics	3			
	National Livestock Mission	2,3			
<b>Result Orientation</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li><sup>1</sup>Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji (IIMA, IRMA) most recently applied to produce extraordinary results in a short period of time in PMUY and Health Department of Government of Odisha</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>An interactive module needs to be added on iGOT for result orientation. The importance of the same and how to create a review mechanism around it.</p> <p>It can also be addressed by curating course material for classroom session and case study basis</p>
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	1,2			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Rule Consciousness</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Ethics and Values in Public Governance: Institute of Secretariat Training and Management (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Classroom</li> </ul>	ISTM course to be leveraged
	Cattle and Dairy Development	1,2,3			
	IFD	2			

<sup>1</sup>Module 1: To understand the CIP Framework through activities-based learning and Module 2: To apply the CIP Framework to cause incredible performance in Key result area at work

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Livestock Health	2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Stakeholder Management</b>	Administration & Trade	2,3	<ul style="list-style-type: none"> <li>iGoT: Managing Personal Relationships by Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2,3			
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Stress Management</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>Karmayogi Prarambh Module: Stress Management</li> <li>iGoT: Yoga for Excellence by Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	<p>Appropriate coursework available on iGOT</p> <p>Art of Living can also be considered as an option. They have curated courses online/physical platforms</p>
	Cattle and Dairy Development	1,2,3			
	IFD	-			
	Livestock Health	1,2,3			
	Statistics	1,2,3			
	National Livestock Mission	1,2,3			
<b>Time Management</b>	Administration & Trade	1,2,3	<ul style="list-style-type: none"> <li>iGOT: Time Management</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	Cattle and Dairy Development	1,2,3			
	IFD	2			
	Livestock Health	2,3			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	Statistics	2,3			
	National Livestock Mission	2,3			
<b>Risk Bearing Capacity Management</b>	Administration & Trade	-	Classroom training content to be curated	• Classroom	* <b>Institute of Rural Management, Anand:</b> Specific content to be added and curated by IRMA and DAHD for Risk Bearing Capacity Management.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	1			
	Statistics	-			
	National Livestock Mission	-			
<b>Personality Development</b>	Administration & Trade	-	IIT Roorkee: Personality Development	• Online	IIT Roorkee course to be leveraged
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	1			
	Statistics	-			
	National Livestock Mission	-			
<b>Critical Thinking</b>	Administration & Trade	-	iGOT: Critical Thinking by ISB	• Online	Appropriate coursework will be available on iGOT in 60 days
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	1			
	Statistics	-			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	National Livestock Mission	-			
<b>Scientific Attitude Development</b>	Administration & Trade	-	Classroom training content to be curated	• Classroom	* <b>Institute of Rural Management, Anand:</b>  Specific content to be added and curated by IRMA and DAHD for Scientific Attitude Development.
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>2</b>			
	Statistics	-			
	National Livestock Mission	-			
<b>Sustainable Use of Resources/ Natural Resources</b>	Administration & Trade	-	iGOT: Natural Resource Management	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>3</b>			
	Statistics	-			
	National Livestock Mission	-			
<b>Conservational Attitude/ Biodiversity Attitude</b>	Administration & Trade	-	iGOT: Biodiversity Conservation	• Online	Appropriate coursework available on iGOT
	Cattle and Dairy Development	-			
	IFD	-			
	Livestock Health	<b>3</b>			
	Statistics	-			

Behavioral Competency Requirements	Division	Cluster Requirement	Training Intervention	Mode of Training	Intervention Detail
	National Livestock Mission	-			

### 8.3 Long-term capacity enhancement initiatives

There have been certain key issues identified by the various Divisions of Department of Animal Husbandry and Dairying as well across the other MDOs with whom consultations have been undertaken under the NPCSCB. These concerns encompass staff shortage, restricted growth prospects, performance evaluation criteria, and inter/intra ministerial coordination, among other things. However, a more comprehensive investigation might be necessary to formulate a detailed action plan to address these matters. This plan could be part of institutional capacity building initiatives.

Some such key issues requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

#### Box 4: Engagement of retired or existing employees of the Ministry to conduct Domain training

##### Engagement of retired or existing employees of the Ministry to conduct Domain training

There has been a restriction of hiring of on roll staff which has led to severe manpower shortage. The existing staff currently provides training to the other personnel in addition to their assigned functions and responsibilities. Given the critical nature of day-to-day port operations management, sparing officers for training presents a big challenge as it adversely impacts the day-to-day functions

##### Potential

Retired employees / senior employees would have relevant and experiential learnings which would help in establishing a direct connect with the staff and likely to be more impactful

Appropriate mechanism needs to be developed for the selection of suitable employees for conducting training sessions across various competency categories

Table 5 List of issues requiring Institutional and Technological interventions

#	Institutional Issues and Technological Requirements	Proposed Action
1)	Parliamentary questions often have queries on a different aspect of a matter that can only be replied to by subject matter of the Departments. However, the Department to whom the first part of the question is addressed, ends up having the primary responsibility of responding all queries even though these may not be relevant to it.	Segregation of Parliamentary questions should be done based on the subject matter and allocated to the responsible subject matter Department instead of holding the Department, to which only first part of the question is applicable, responsible for responding to the entire query.
2)	Coordination with the State offices staffs needs a formal framework for coordination and information exchange	The coordination and engagement with State can improve significantly by formulation of standard operating procedure for periodic engagement and

#	Institutional Issues and Technological Requirements	Proposed Action
		<p>through some of the following recommended methods:</p> <ul style="list-style-type: none"> <li>a) Single Point of Contact to be nominated</li> <li>b) Regular Online meetings be schedule</li> <li>c) Online Message board for updated information exchange</li> </ul>
3)	<p>Due to a variety of reasons, officials working in Ministries may encounter difficulties in obtaining up-to-date information regarding schemes, projects, and sectors. This can be attributed to factors such as communication gaps, delays in information dissemination, bureaucratic processes, and limited access to relevant data sources. Consequently, these officials may not always be fully equipped with the most recent and comprehensive information necessary for their work within the Ministries.</p>	<p>To ensure that officials working in the Ministry are consistently updated, a comprehensive solution would involve the implementation of a weekly newsletter. The weekly newsletter could be designed to include a variety of information, such as:</p> <ul style="list-style-type: none"> <li>a) Scheme Updates</li> <li>b) Project Progress</li> <li>c) Sector Insights</li> <li>d) Policy and Legislative Updates</li> <li>e) Success Stories and Best Practices</li> </ul> <p>To ensure widespread distribution, the weekly newsletter could be circulated through digital platforms, email, or an intranet system accessible to all officials. Additionally, feedback mechanisms, such as surveys or suggestion boxes, could be incorporated to encourage officials to provide input, share their concerns, or suggest topics they would like to see covered in future newsletters.</p>
4)	<p>The personal development in terms of training undertaken, certifications, upskilling etc. are not evaluated and given due credit as part of performance appraisal for promotion and career growth</p>	<p>This would require a systematic change in the way the Annual Appraisal is done and consider due weightage be allocated to the learning and certification outcomes in the Annual Performance Appraisal report (APAR) and link these to promotion and career growth</p>

## 8.4 Non-Training interventions identified at Organizational level

Some key issues requirements have been listed in the Table below with the recommended action that has been derived from the discussions with the diverse stakeholders. However, considering the nature of these issues, further in-depth study may be required to develop an implementation strategy for the same.

Table 6 List of Non-training interventions

Behavioral Non-Training Interventions	Domain Specific Non-Training Interventions
<ul style="list-style-type: none"> <li>• Knowledge sharing through monthly Get-togethers amongst staff.</li> <li>• Supercoach program: Establish program to map officials as per designation with higher ups (mentor and mentee) to foster a collaborative culture within team by encouraging a one-Firm approach, promote non-work camaraderie, increase engagement.</li> <li>• Adherence to Time: Informal celebrations/rewards for adherence to timeliness in office. Framework can be designed on frequency, levels, and Divisions</li> </ul>	<ul style="list-style-type: none"> <li>• Taxonomy of Domain specific Terms</li> <li>• Process automation such as creating online tools for data collection. This may involve use of simple tools such as Google Forms, Google Spreadsheets, etc. to ensure uniformity in data collection and dynamic updation. Moreover, NIC may be involved to create specific tools similar to google forms/spreadsheets, etc. considering the data security concerns related to the Department.</li> <li>• Creating a <b>knowledge hub /bank</b> including Internal Wikipedia, Newsletters, Process documentation, Research papers, Reports</li> <li>• Initiatives such as <b>Learning Hour*</b> to develop confidence, inspire staff, cover newly introduced initiatives/ circulars and build capabilities regarding various policies/act changes.</li> </ul>

1. **Developing Feedback Systems:** To gather information about performance, skills, and teamwork that employees of a company exchange with each other. The idea is that managers and peers provide positive and negative feedback to promote best practice, to create a harmonious working environment. Employee feedback systems are the methods used for capturing feedback data, analyzing it, and using the results to drive improvements. This can be implemented by establishing clear objectives, determine feedback channels, defining the criteria, encouraging regular feedback, analyzing feedback data, tracking and evaluating progress, and recognizing and rewarding.
2. **Commissioning Innovative Research Projects and Studies:** Innovation should be treated as a way of organizational life, managers/organisational leaders must help develop new skills and tools for staff applications to support design, foresight, and systems thinking, foresight processes should be an integral part of strategy, new process/operational models must be created and supported at the unit level.

## 9. Operational Plan

The Operational plan of the Annual capacity building exercise will be implemented by the Capacity Building Unit of the Department. As first part of the implementation phase, all the available training programs with iGoT, ISTM, etc. will be concluded in the first year of implementation.

CBU will coordinate the following activities as mentioned below:

1. Collaboration with knowledge partners
2. Implementation of ACBP and monitoring in first year
3. Evaluation of initiatives during the last quarter.
4. Strengthening activities before initiation of second year

The non- training programmes will be initiated from the first year of implementation. Evaluation will be completed in simultaneously. The Non training interventions will be strengthened basis the evaluation assessment before initiation of third year.

## 9.1 ACBP Blueprint

ACBP Blueprint		
Department of Animal Husbandry and Dairying		
Vision for Capacity Building		
<p>Enabling the officials of DAHD through demand-driven capacity building interventions focusing on the use of technology and partnerships to contribute towards economic prosperity and well-being of farmers and other stakeholders, food and nutritional security of the country in a sustainable and responsible manner.</p>		
Three Lenses of Capacity Building		
National Priorities	Emerging Technologies	Citizen Centricity
<p>Enhancing the share of Animal husbandry and dairying sector in GDP by focusing on following SDGs:</p> <ul style="list-style-type: none"> <li>• End poverty in all its forms everywhere</li> <li>• End hunger, achieve food security and improved nutrition and promote sustainable agriculture</li> <li>• Promote sustained, inclusive, and sustainable Economic growth, full and productive employment and decent work for all</li> <li>• Ensure sustainable consumption and production patterns</li> <li>• Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</li> </ul>	<ul style="list-style-type: none"> <li>• Health Tracking Devices for Cattle</li> <li>• Availability of High genetic Merit Germplasm</li> <li>• Artificial Insemination and extension of its network</li> <li>• Establishment of MAITRIs (Multi-Purpose AI Technicians in Rural India) introduced nationwide AI programme, using sex sorted semen for getting assured pregnancy</li> <li>• High tech dairy farming i.e., involving temperature control dairy farms, automatic animal milking systems, automatic feeding and watering system, animal health-checkup labs, waste management practices, RFID tags, software, and mobile applications etc.</li> <li>• The livestock surveillance drones which follow the animals and herd them back to the barns from the fields</li> <li>• Feed additives for low methane emission</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen centric service delivery through the use of latest technology to reduce the overall turn-around-time.</li> <li>• E-Gopala – An Android app providing real time information for better productivity of dairy animals</li> <li>• A repository named Pashupedia which has details of Buffalo, Cattle, Goat, Pig and Sheep where more than 150 breeds details are registered</li> <li>• Information Network for Animal Productivity and Health (INAPH) is an application is developed on different platform like Desktop Application, Android Application and Web Based Application to provide alerts to take action in Real Time by the farmers</li> <li>• Making credit available to the needy farmers.</li> <li>• Training services to skill farmers</li> </ul>
Identifying Capacity Gaps		
Vision, Mission, and Goals of the DAHD		
<p><b>Vision</b></p> <p>Sustainable growth of livestock, poultry for nutritional security, economic prosperity and livelihood support; and promotion of Disease-Free Zone concept for specific animal diseases.</p>		
<p><b>Mission</b></p>		

Preserve animal genetic resources, conserve indigenous breeds, protect, strengthen and improve livestock, create employment opportunities and livelihood support for women and other marginalized groups, increase production, productivity and value addition of livestock, and poultry products.

Note: Goal and Work Allocation of the Department are described, in detail, in Sections 4.

**Three Pillars of Capacity Building**

<b>Individual Capacity Building</b>	<b>Organisational Capacity Building</b>	<b>Institutional Capacity Building</b>
<p>Detailed competency gap assessment for all the officials of the Department of Animal Husbandry and Dairying in terms of:</p> <ul style="list-style-type: none"> <li>• Domain Competencies</li> <li>• Functional Competencies</li> <li>• Behavioural Competencies</li> </ul>	<p>An organizational capacity assessment for:</p> <ul style="list-style-type: none"> <li>• To ensure that officials working in the Ministry are consistently updated, a comprehensive solution would involve the implementation of a weekly newsletter.</li> <li>• Knowledge Management</li> <li>• Capacity Building Workshop on conserving and enhancing Productivity of indigenous cows and buffaloes</li> </ul>	<p>Institutional frameworks for:</p> <ul style="list-style-type: none"> <li>• Formal framework for coordination and information exchange with state officials</li> <li>• Ensuring that the cloud data is updated regularly with optimum accuracy.</li> </ul>

**Capacity Building Interventions**

<b>Training Interventions</b>	<b>Non-Training Interventions</b>
<ul style="list-style-type: none"> <li>• Induction training module</li> <li>• Functional training at ISTM, iGOT Karmayogi Platform, etc.</li> <li>• Domain training at NDDDB, CPDO&amp;TI, CFSP&amp;TI, etc.</li> <li>• Behavioural training at ISTM, iGOT Karmayogi Platform, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Farm Immersion Modules and brainstorming sessions with industry</li> <li>• Taxonomy of Domain specific Terms</li> <li>• Process automation such as creating online tools for data collection.</li> <li>• Creating a knowledge hub / bank</li> <li>• Supercoach program</li> <li>• Newsletters</li> </ul>

**SMART GOALS FOR EACH INTERVENTION**

**Year 1**

**Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals**

Provide trainings as per Training Calendar	<p>A. Establish CBU</p> <p>B. Deploy staff</p> <p>C. Hold regular review meetings to keep track of the developments. Identify training partner institutions to</p> <p>a) develop course curriculum and training modules</p> <p>b) provide online and offline trainings</p>	<ul style="list-style-type: none"> <li>• Measure reduction in the turn-around-time with regards to matters related to e-Office, GeM Procurement, e-HRMS cycle, e-office, etc.</li> <li>• Measure quality of data analyses done using MS Excel</li> <li>• Measure quality of reports generated</li> <li>• Measure reduction in turn-around-time with respect to financial evaluation of the proposals</li> </ul>
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	<p>c) certification Domain competency, Functional competency</p> <p>D. Develop Training Calendar for Department staff</p> <p>E. Create separate Budget Head for CBP implementation</p>	
<b>SMART GOALS FOR EACH INTERVENTION</b>		<b>Year 2</b>
<b>Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals</b>		
Collaborate with training institutions for specific needs	<p>CBU to ensure that various institutions highlighted in the ACBP Report are onboarded for curating training programs for the officials of the DAHD.</p>	<ul style="list-style-type: none"> <li>• Design the training calendar with the help of the onboarded training institutions and ensure that the officials are timely released to attend the training programs.</li> <li>• Take feedbacks from the participants to find out the quality of the training programs and the learnings of the officials</li> </ul>
<b>SMART GOALS FOR EACH INTERVENTION</b>		<b>Year 3</b>
<b>Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals</b>		
Refer to the ACBP Report and take a note of all the national-level conclaves / seminars / workshops proposed for the DAHD officials	<p>A. CBU to enlist the participants of the conclaves / seminars / workshops in consultation with the Joint Secretaries of various Divisions</p> <p>B. CBU to develop a timeline for organising the events</p> <p>C. CBU to take note of the outcome / learnings of the events and share a report to the Secretary, DAHD.</p>	<ul style="list-style-type: none"> <li>• CBU to submit to the Secretary, DAHD a list of total number of training programs attended by each official of the DAHD.</li> <li>• CBU to develop a report of the conclaves / seminars / workshops / brainstorming sessions and submit it to the Secretary, DAHD for review and effective implementation.</li> <li>• CBU to ensure that all the identified interventions have been implemented.</li> </ul>

## 9.2 Training Calendar

The Training Calendar depicts the Division wise required training interventions. Identified Quick wins can be implemented immediately in the first year of implementation of ACBP, and other training interventions can be classified as Mandatory or Optional trainings for each level of Officers and can be implemented in further progress of plan. Optional trainings should have an essential quota of completion as well. The Optional and Mandatory trainings for a Division will be decided by the CBU in consultation with Divisional heads.

Further, the detailed Division wise classification of training calendar is listed below for reference.

Training Calendar for addressing the identified CB Requirements of the officials of the Department of Animal Husbandry and Dairying:

### 9.2.1 Administration & Trade

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Module	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Livestock Officer, SO, SSO, ASO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, DC, US, DD, AD	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017, Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	DC, UD, AC, DD, AD, SO, SSO, ASO, Others	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	JS, Director, ASO, SO, SSO, Others	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	All Officials	L1	Q3
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	JS, DC, US, AC, DD, AD	L3	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	JS, Director, ASO, SO, SSO, Others	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat	Institute of Secretariat	JS, DC, US, AC, DD, AD	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Training and Management	Training and Management			
<b>Functional</b>	Bookkeeping and accounting	Govt Accounting System	0:54 hours	Online	National Academy Of Defence Financial Management (NADFM)	iGOT	DC, US, AC, DD, AD, ASO, SO, SSO, Others	L3	Q4
<b>Functional</b>	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC, DD, AD, ASO, SO, SSO, Others	L3	Q4
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	DC, US, AC, DD, AD, ASO, SO, SSO, Others	L2	Q3
<b>Behavioural</b>	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Conflict Resolution and Negotiation	Conflict Resolution and Negotiation	1:35 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Decision Making	Problem Solving & Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	All Officials	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced reading	Self-paced reading	Patti Hathaway	Self-paced reading material available on various E-commerce portals	All Officials	L1	Q4
Behavioural	Innovation	Design Thinking	1:55 hours	Online	Capacity Building Commission	iGOT	All Officials	L1	Q2
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Time Management	Time Management	1:15 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
<b>Domain</b>	Legal issues and court procedure	Workshop on Legal Module	2 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q3
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DAHD	iGOT	All Officials	L2	Q2
<b>Domain</b>	Knowledge of Export Import policies	Knowledge of Export Import policies	*1 day	*Physical	IIFT	IIFT	JS, Director, DC, US, AC, DD, AD	L2	Q3
<b>Domain</b>	Animal quarantine measures and certification	Animal quarantine measures and certification	*1 day	*Physical	AQCS Station, Delhi	AQCS Station, Delhi	DC, US, AC, DD, AD, ASO, SO, SSO, Others	L2	Q3
<b>Domain</b>	Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Scrutiny and appraisal of Projects	*1 day	*Physical	Grant Thornton Bharat LLP	Grant Thornton Bharat LLP	JS, Director, DC, US, AC, DD, AD	L2	Q2

\*To be decided by CBU after discussions with the Administration & Trade Division, and the mentioned training institutes/ partner organisations.

## 9.2.2 Cattle and Dairy Development

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Module	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Livestock Officer, Technical Officer, ASO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, JC, DC, US, AC, DD	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017, Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	All Officials	L1	Q3
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	All Officials	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Bookkeeping and accounting	Govt Accounting System	0:54 hours	Online	National Academy Of Defence Financial Management (NADFM)	iGOT	All Officials	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	DC, AC, US, DD, Livestock Officer, Technical Officer, ASO, Others	L2	Q3
Behavioural	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
Behavioural	Conflict Resolution and Negotiation	Conflict Resolution and Negotiation	1:35 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q3
Behavioural	Decision Making	Problem Solving & Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	All Officials	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced reading	Self-paced reading	Patti Hathaway	Self-paced reading material available on various E-commerce portals	All Officials	L1	Q4
<b>Behavioural</b>	Innovation	Design Thinking	1:55 hours	Online	Capacity Building Commission	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Behavioural</b>	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	All Officials	L4	Q3
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Behavioural</b>	Time Management	Time Management	1:15 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DAHD	iGOT	All Officials	L2	Q2
<b>Domain</b>	Dairy Technology - Chilling, Processing, Quality Assurance, Preservation, Research and Development, Dairy Plant Management etc.	Dairy Technology - Chilling, Processing, Quality Assurance, Preservation, Research and Development, Dairy Plant Management etc.	3 days	*Physical	NDDDB	Immersion visit at NDDDB	All Officials	L3	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Modern Laboratories for Milk and Milk Products	Modern Laboratories for Milk and Milk Products	2 day	*Physical	NDDDB	Immersion visit at NDDDB	AS, Director, JC, DC, AC, US, DD	L2	Q1
<b>Domain</b>	Co-operatives and similar Laws, Foreign Trade Policies and RTI	Co-operatives and similar Laws, Foreign Trade Policies and RTI	*1 day	*Online	NDDDB	NDDDB	All Officials	L2	Q3
<b>Domain</b>	Quality Assurance/Management, Food Laws and Certifications. International Trade/laws/trade barriers	Quality Assurance/Management, Food Laws and Certifications. International Trade/laws/trade barriers	*1 day	*Online	BIS	BIS	DC, AC, US, DD	L2	Q2
<b>Domain</b>	International Cooperation/treaties/relations w.r.t. dairy sector	International Cooperation/treaties/relations w.r.t. dairy sector	*1 day	*Online	FSSAI	FSSAI	DC, AC, US, DD	L2	Q3
<b>Domain</b>	Quality control testing of Frozen Semen Production	Quality control testing of Frozen Semen Production	*1 day	*Online	CFSP&TI	CFSP&TI	DC, AC, US, DD	L2	Q3
<b>Domain</b>	Animal genomics and breeding – advanced techniques, management etc.	Animal genomics and breeding – advanced techniques, management etc.	*1 day	*Online	CFSP&TI	CFSP&TI	DC, AC, US, DD, AC, DD, Livestock Officer, Technical Officer, ASO, Others	L2	Q3
<b>Domain</b>	Knowledge of Export Import policies	Knowledge of Export Import policies	*1 day	*Physical	IIFT	IIFT	AS, Director, JC, DC, AC, US, DD	L2	Q3
<b>Domain</b>	Rural infrastructure management and Milk Processing Technology	Rural infrastructure management and Milk Processing Technology	*1 day	*Online	NDDDB	NDDDB	AS, Director, JC, DC, AC, US, DD	L2	Q3
<b>Domain</b>	Scrutiny and appraisal of Projects related to Fisheries Infrastructure Projects	Scrutiny and appraisal of Projects	*1 day	*Physical	Grant Thornton Bharat LLP	Grant Thornton Bharat LLP	AS, Director, JC, DC, AC, US, DD	L2	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Social Media for Agricultural Extension	Social Media for Agricultural Extension	*1 day	*Physical	MANAGE, Hyderabad	MANAGE, Hyderabad	DC, AC, US, DD	L2	Q3

\*To be decided by CBU after discussions with the Cattle and Dairy Development Division, and the mentioned training institutes/ partner organisations.

## 9.2.3 Livestock Health

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Module	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Livestock Officer, SO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, JC, DC, US, AC, DD	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017, Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mangain	01:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	JS, Director, JC, DC, US, AC	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC, Livestock Officer, SO, Others	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Functional</b>	Data Analysis	Data Driven Decision Making	4:30 hours	Online	Institute of Secretariat Training and Management	iGOT	DC, US, AC	L2	Q2
<b>Functional</b>	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q2
<b>Functional</b>	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Livestock Officer, SO, Others	L1	Q2
<b>Functional</b>	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC	L3	Q4
<b>Functional</b>	Bookkeeping and accounting	Govt Accounting System	0:54 hours	Online	National Academy Of Defence	iGOT	DC, US, AC	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Financial Management (NADFM)				
<b>Functional</b>	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC, Livestock Officer, SO, Others	L3	Q4
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Functional</b>	Record Management	Advanced course on Record Management	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC	L3	Q4
<b>Behavioural</b>	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Citizen Centricity	Service Delivery Management	3:11 hours	Online	Indian Institute of Public Administration	iGOT	All Officials	L2	Q3
<b>Behavioural</b>	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Conflict Resolution and Negotiation	Conflict Resolution and Negotiation	1:35 hours	Online	Department of Personnel and Training DoPT	iGOT	DC, US, AC	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Decision Making	Problem Solving & Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
Behavioural	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	DC, US, AC, Livestock Officer, SO, Others	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	DC, US, AC	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced reading	Self-paced reading	Patti Hathaway	Self-paced reading material available on various E-commerce portals	All Officials	L1	Q4
Behavioural	Innovation	Design Thinking	1:55 hours	Online	Capacity Building Commission	iGOT	JS, Director, JC, DC, US, AC	L1	Q2
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	DC, US, AC, Livestock Officer, SO, Others	L3	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	DC, US, AC, Livestock Officer, SO, Others	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Behavioural	Time Management	Time Management	1:15 hours	Online	Department of Personnel and Training DoPT	iGOT	DC, US, AC, Livestock Officer, SO, Others	L1	Q2
Behavioural	Risk Bearing Capacity Management	Risk Bearing Capacity Management	*1 day	*Physical	Institute of Rural Management, Anand	Institute of Rural Management, Anand	JS, Director, JC	L2	Q4
Behavioural	Personality Development	Personality Development	*3 day	*Physical	IIT Roorkee	IIT Roorkee	JS, Director, JC	L3	Q4
Behavioural	Critical Thinking	Critical Thinking	TBC	Online	ISB	iGOT	JS, Director, JC	L2	Q4
Behavioural	Scientific Attitude Development	Scientific Attitude Development	*1 day	*Physical	Institute of Rural Management, Anand	Institute of Rural Management, Anand	JS, Director, JC	L2	Q4
Behavioural	Sustainable Use of Resources/ Natural Resources	Natural Resource Management	3:07 hours	Online	Indian Institute of Public Administration	iGOT	Livestock Officer, SO, Others	L2	Q2
Behavioural	Conservational Attitude/ Biodiversity Attitude	Biodiversity Conservation	2:21 hours	Online	Indian Council of Forestry Research and Education	iGOT	Livestock Officer, SO, Others	L2	Q3
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DAHD	iGOT	All Officials	L2	Q2
Domain	Disease diagnosis technology other than postmortem	Disease diagnosis technology other than postmortem	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	DC, US, AC	L3	Q3
Domain	Disease management - testing, diagnosis,	Disease management - testing, diagnosis,	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	JS, Director, JC, DC, US, AC	L3	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
	reporting, investigation etc.	reporting, investigation etc.							
<b>Domain</b>	Knowledge of Export Import policies	Knowledge of Export Import policies	*1 day	*Physical	IIFT	IIFT	DC, US, AC	L3	Q3
<b>Domain</b>	Knowledge of in house microbiological and pathological techniques	Knowledge of in house microbiological and pathological techniques	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	DC, US, AC, Livestock Officer, SO, Others	L3	Q3
<b>Domain</b>	Survey & surveillance	Survey & surveillance	*2 day	*Physical	University of Trans-Disciplinary Health Sciences and Technology, Bengaluru	University of Trans-Disciplinary Health Sciences and Technology, Bengaluru	JS, Director, JC,	L3	Q3
<b>Domain</b>	Pharmacological Techniques	Pharmacological Techniques	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	DC, US, AC, Livestock Officer, SO, Others	L3	Q3
<b>Domain</b>	One Health	One Health	*1 day	*Physical	University of Trans-Disciplinary Health Sciences and Technology, Bengaluru	University of Trans-Disciplinary Health Sciences and Technology, Bengaluru	DC, US, AC	L3	Q3

\*To be decided by CBU after discussions with the Livestock Health Division, and the mentioned training institutes/ partner organisations.

## 9.2.4 National Livestock Mission

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, JC, US, DC, AC, DD	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017, Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mamgain	01:55 hours	Online	Department of Expenditure	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	AC, DD, Animal Nutritionist, Fodder	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Agronomist, ASO, Others		
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Financial Management	Financial Management	TBC	Online	ICAI	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q3
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Functional</b>	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q2
<b>Functional</b>	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Animal Nutritionist, Fodder	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Agronomist, ASO, Others		
<b>Functional</b>	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	AC, DD	L3	Q4
<b>Functional</b>	Bookkeeping and accounting	Govt Accounting System	0:54 hours	Online	National Academy Of Defence Financial Management (NADFM)	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L3	Q4
<b>Functional</b>	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L3	Q4
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L2	Q3
<b>Behavioural</b>	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Conflict Resolution and Negotiation	Conflict Resolution and Negotiation	1:35 hours	Online	Department of Personnel and Training DoPT	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q3
<b>Behavioural</b>	Decision Making	Problem Solving & Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced reading	Self-paced reading	Patti Hathaway	Self-paced reading material available on various E-commerce portals	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q4
Behavioural	Innovation	Design Thinking	1:55 hours	Online	Capacity Building Commission	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L3	Q4
Behavioural	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L4	Q3
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Time Management	Time Management	1:15 hours	Online	Department of Personnel and Training DoPT	iGOT	AC, DD, Animal Nutritionist, Fodder Agronomist, ASO, Others	L1	Q2
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DAHD	iGOT	All Officials	L2	Q2
<b>Domain</b>	Disease diagnosis technology other than postmortem	Disease diagnosis technology other than postmortem	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	AC, DD	L3	Q3
<b>Domain</b>	Disease management - testing, diagnosis, reporting, investigation etc.	Disease management - testing, diagnosis, reporting, investigation etc.	*1 day	*Physical	IVRI, Izatnagar	IVRI, Izatnagar	AC, DD	L3	Q3
<b>Domain</b>	Knowledge of Export Import policies	Knowledge of Export Import policies	*1 day	*Physical	IIFT	IIFT	AC, DD	L2	Q3
<b>Domain</b>	Prevention of Cruelty to Animal Act 1960	Prevention of Cruelty to Animal Act 1960	*1 day	*Online	ICAR	ICAR	JS, Director, JC, DC, AC, DD	L2	Q3
<b>Domain</b>	Operations of Single stage Hatchery	Operations of Single stage Hatchery	*1 day	*Physical	CPDO&TI	CPDO&TI	AC, DD	L3	Q4

\*To be decided by CBU after discussions with the National Livestock Mission Division, and the mentioned training institutes/ partner organisations.

## 9.2.5 Statistics Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	SSO, ASO, Others	L1	Q1
Functional	Appropriate coursework for day-to-day function	VIKAS Module	31:40 hours	Online	Institute of Secretariat Training and Management	iGOT	Director, AD	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017, Procurement and tender writing (RFP)	Public Procurement Framework of GOI by Susheel Mangain	01:55 hours	Online	Department of Expenditure	iGOT	SSO, ASO, Others	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	AD, SSO, ASO, Others	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	AD, SSO, ASO, Others	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi	Financial Management	TBC	Online	ICAI	iGOT	AD, SSO, ASO, Others	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
	on Financial Management								
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	SSO, ASO, Others	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	SSO, ASO, Others	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Functional</b>	Data Analytics	Big Data Analytics in Government – Basic	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q2
<b>Domain</b>	Data Visualization	Data Driven Decision Making for Government	2:30 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	AD, SSO, ASO, Others	L2	Q3
<b>Functional</b>	Bookkeeping and accounting	Govt Accounting System	0:54 hours	Online	National Academy Of Defence Financial Management (NADFM)	iGOT	SSO, ASO, Others	L3	Q4
<b>Functional</b>	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat	Institute of Secretariat	AD, SSO, ASO, Others	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Training and Management	Training and Management			
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	AD, SSO, ASO, Others	L1	Q2
<b>Behavioural</b>	Citizen Centricity	Service Delivery Management	3.11 hours	Online	Indian Institute of Public Administration	iGOT	AD, SSO, ASO, Others	L2	Q3
<b>Behavioural</b>	Communication Skills	Module nos. 2,3,4,5,6,7,8,9,10,11,12 by Meghna Yadav for grammar, conversations and official words	10:15 hours	Online	SVPNPA	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Conflict Resolution and Negotiation	Conflict Resolution and Negotiation	1:35 hours	Online	Department of Personnel and Training DoPT	iGOT	AD, SSO, ASO, Others	L1	Q3
<b>Behavioural</b>	Decision Making	Problem Solving & Decision Making	1:45 hours	Online	Department of Personnel and Training DoPT	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient, by Art of Living	1:07 hours	Online	The Art of Living	iGOT	AD, SSO, ASO, Others	L1	Q2
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	AD, SSO, ASO, Others	L1	Q2
<b>Behavioural</b>	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	AD, SSO, ASO, Others	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
		Gender Equality and Development – Overview	1:45 hours		World Bank				
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced reading	Self-paced reading	Patti Hathaway	Self-paced reading material available on various E-commerce portals	AD, SSO, ASO, Others	L1	Q4
<b>Behavioural</b>	Innovation	Design Thinking	1:55 hours	Online	Capacity Building Commission	iGOT	AD, SSO, ASO, Others	L1	Q2
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	AD, SSO, ASO, Others	L3	Q4
<b>Behavioural</b>	Result Orientation	Mod 1 and 2 of Causing Incredible Performance developed by Prof Balaji	3 days	Physical	Athulya Performance Facilitators	Athulya Performance Facilitators	AD, SSO, ASO, Others	L4	Q3
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Behavioural</b>	Time Management	Time Management	1:15 hours	Online	Department of Personnel and Training DoPT	iGOT	AD, SSO, ASO, Others	L1	Q2
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DAHD	iGOT	All Officials	L2	Q2
<b>Domain</b>	Advanced technology for data collection and	Advanced technology for data collection and analysis with R, Python, etc.	*1 day	*Physical	NSSTA	NSSTA	AD, SSO, ASO, Others	L3	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
	analysis with R, Python, etc.								
<b>Domain</b>	Sampling Methods and Techniques used in large Scale Sample Surveys	Sampling Methods and Techniques used in large Scale Sample Surveys	*1 day	*Physical	NSSTA	NSSTA	AD, SSO, ASO, Others	L3	Q3

\*To be decided by CBU after discussions with the Statistics Division, and the mentioned training institutes/ partner organisations.

## 9.3 ACBP Standardized Templates

### 9.3.1 Responsibility Allocation

The responsibility allocation matrix mentioned below serves as a guideline for the CBU to effectively and efficiently implement the ACBP plan.

#	Activities	Responsibility of	Reporting and Accountable to	In Consultation of	Approval by	Informed to
1	Organisational Interventions	CBU head	Nodal Officer*	Senior Leadership (AS and JS)	Hon'ble Secretary	CBC
2	Institutional Interventions	CBU head	Nodal Officer*	CBU	Hon'ble Secretary	CBC
3	Divisional Trainings	Divisional heads/ POC appointed by Divisional head	Nodal Officer*	Division heads	Hon'ble Secretary	CBC

\*The CBU Head will be delegating the responsibility to various CBU members based on their discretion.

9.3.2 Monitoring and Evaluation Matrix

The CBU will assess the performance of all trainings based on the matrix provided below. This matrix serves as a tool to gauge the effectiveness and efficiency of the training. An indicative entry has also been included for future reference, allowing for evaluation and comparison.

#	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 (eg: attendance sheet, IGOT records, etc.)	Start date	End date	KPI Completed (Y/N)	General feedback for the course
1	26-May-23	Office Procedure	iGOT	US SO ASO	US (8), SO (10), ASO (38)	SO (5), ASO (20)	iGOT Records	1-April-23	26-May-23	Yes	The included course covers all the aspects of Office procedures Average rating out of 10, given by all the participants in the feedback form

9.3.3 KPIs

The KPIs for productivity improvement are divided into two levels: Organizational and Individual. Additionally, the KPI matrix will assist the CBU in assessing the quality and effectiveness of each course recommended in the ACBP plan, as well as identifying any delays in completing training modules. The CBU is obligated to adhere to the KPI matrix provided below. An indicative entry has also been included for future reference.

#	Target Competency	Name of the course	Name of the training institution/ platform	Mode of training delivery	Stipulated timeline	Delay (Yes /No)	Delayed by (how many days/ months )	Effectiveness of the course (through survey instrument)	Any other skill retained/ gained (NA/ Name of the skill(s))	Employee engagement (How many officials turned up and completed the training/course)	Improvement in productivity (individual / organisational)	Quality of the course (for assessed course whether there has been any significant improvement in assessment score over a long term)
1	Functional	Office Procedure	iGOT - ISTM	Online	2h 17m	Yes	15 days	Effective	NA	25	Individual	Average rating out of 10 given by all the participants in the feedback form

## Annexure 1 – CBU Formation Letter

NO. A-43011/30/2022-ESTT.(HQS) (E-23723)  
GOVERNMENT OF INDIA  
MINISTRY OF FISHERIES, ANIMAL HUSBANDRY & DAIRYING  
DEPARTMENT OF ANIMAL HUSBANDRY AND DAIRYING

Krishi Bhawan, New Delhi – 110 001  
Dated, the 19<sup>th</sup> December, 2022

**OFFICE ORDER**

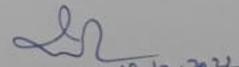
Subject: Constitution of Standing Capacity Building Unit (CBU) in Department of Animal Husbandry & Dairying – reg.

The undersigned is directed to say that in pursuance of the advisory issued by the Capacity Building Commission (CBC) under the Department of Personnel & Training, a standing Capacity Building Unit (CBU) for the Department of Animal Husbandry and Dairying is hereby constituted with the following composition: -

1.	Shri G.N. Singh, Joint Secretary (Admin)	-	Chairman
2.	Shri S.C. Srivastav, Director (Admin)	-	Member
3.	Dr. R.G. Bambal, Joint Commissioner	-	Member
4.	Dr. Mahesh P.S., Joint Commissioner	-	Member
5.	Shri Madhusudanan V.K., US (Admin)	-	Member
6.	Shri Vikas Kumar Vikrosy, SO (General)	-	Member
7.	Shri Naveen Kumar, SO (Estt) (Hqrs.)	-	Member
8.	Shri Siddharth Shankar, SSO	-	Member

2. The CBU, D/o AHD shall be responsible for coordination with CBC and implementation of various capacity building programmers/ interventions for all personnel/ employees under the D/o AHD on a continuing basis based upon Training Need Assessment (TNA). It shall meet as often as necessary to draw up capacity building plans for various employees.

3. This issues with the approval of the Secretary, AHD.

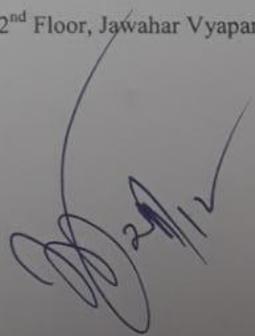
  
 19.12.2022  
 (S.C. Srivastav)  
 Director (Admin)  
 Tel. # 23389606

To,

1. The Chairman and Members of CBU. DAHD
2. Member (Admin), Capacity Building Commission (CBC)
- ✓ 3. Secretary, Capacity Building Commission (CBC), 20<sup>th</sup>, 21<sup>st</sup> & 22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi – 110 001
4. All Officers and Sections of D/o AHD
5. General/Hindi/RTI Sectiona/ NIC Unit
6. Order Bundle

Copy also for information to: -

1. PS to Hon'ble Minister, FAHD
2. PS to Hon'ble MOS (SKB), FAHD
3. Sr.PPS to Secretary (AHD)
4. PSO to AS&FA, DAHD
5. PPS to AS (VJ)/AHC/JS (OPC)/JS(UB)/JS(GNS)/Advisor (Stat.)



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 21/12/2022

## Annexure 2 – Kick-off Meeting Minutes

### Meeting Minutes-Kick Off Meeting with Department of Animal Husbandry and Dairying

1. Kick off meeting for Department of Animal Husbandry and Dairying was held on 15<sup>th</sup> December, 2022 at IST 14:30. The meeting was chaired by Sh. Rajesh Kumar Singh, Secretary, Department of Animal Husbandry and Dairying. The meeting was participated by:
  - a. Mr. Praveen Pardeshi, Member Administration, CBC
  - b. Ms. Varsha Joshi, Add. Sec., DAHD
  - c. Dr. Abhijit Mitra, AHC, DAHD
  - d. Mr. Sumedh Sopan Nagrare, Adviser, DAHD
  - e. Mr. Upamanyu Basu, JS, DAHD
  - f. Dr. Mahesh PS, Joint Commissioner, CPDO&TI
  - g. Ms. Nidhi Tewari, Director, Athulya
  - h. Mr. Yuvraj, Consultant, CBC
  - i. Mr. Chetan Bhakkad, Partner, GT
  - j. Mr. Chandan Sangal, Director, GT
  - k. Mr. Karan Sharma, Director, GT
  - l. Mr. Nishant Singh, Director, GT
  - m. Ms. Upasana Aggarwal, Manager, GT
  - n. Mr. Bharat Mathur, Asst. Manager, GT
  - o. Mr. Sameer Sahai, Consultant, GT
2. During the meeting Sh. Pardeshi acquainted the participants about the PMHRC, Mission Karmayogi, the 3 lenses and the understanding of the department's key opportunities, functions and challenges. He had also informed that this year the agenda would be to focus on individual competency development and comprehensive organizational development would follow later. Sh. Pardeshi established that the next step would be the Competency Needs Analysis (CNA) which would be a self-assessment from the employees within AHD.
3. Sh. Pardeshi also mentioned that modules for functional trainings like PFMA, GEM, Parliamentary questions, Cabinet queries, Procurement of G&S, are available on iGOT. Also, IIPA is engaged for performance evaluation of existing training which it will do via supervisor checks, exit test results etc
4. AHD has less than 10 SO and less than 20 ASOs
5. Dr. Mahesh presented his slides on the two training institutions based out of Bangalore namely CPDO&IT and CFSPTI, for poultry and semen. He also discussed the recent developments that are happening in the space.
6. Veterinary and Pregnancy diagnosis to be provided special focus

#### **Key action points:**

- a) CBU formation order to be released by the Secretary of AHD
- b) Yuvraj to share a list of common courses available on iGOT for ASOs and SOs. Post which, the ASOs and SOs of AHD to be enrolled in the basic courses on ISTM

- c) Meetings to be 1 on 1 meetings and FGDs to be scheduled next week onwards. The interventions to be proposed in 6 weeks.
- d) The questionnaires to be prepared and shared with the team to understand the competency gaps and training needs.

## Annexure 3 – Minutes of Meeting - Minister, Fisheries, Animal Husbandry and Dairying of India

### Meeting Minutes- Meeting with Minister, Fisheries, Animal Husbandry and Dairying of India

1. Meeting with Department of Animal Husbandry & Dairying and Fisheries was held on 11<sup>th</sup> January, 2023 at IST 09:30 AM. The meeting was chaired by Shri Parshottam Rupala, Minister of Fisheries, Animal Husbandry and Dairying of India. The meeting was participated by:
  - i. Sh. Parshottam Rupala, Hon'ble Minister for FAHD
  - ii. Sh. Praveen Pardeshi, Member Administration, CBC
  - iii. Sh. Ram Singh, PS to Hon,ble Minister for FAHD
  - iv. Sh. Rajesh Kumar Singh, Secretary, AHD
  - v. Sh. Jantindra Nath Swain, Secretary, Fisheries
  - vi. Ms. Varsha Joshi, AS (C&DD)
  - vii. Dr. O. P. Chaudhary, JS (NLM)
  - viii. Sh. Upamanyu Basu, JS (LH)
  - ix. Sh. G. N. Singh, JS (Admn)
  - x. Dr. Jujjavarapu Balaji JS (Marine Fisheries & CVO) Fisheries
  - xi. Sh. Sagar Mehra , J.S Fisheries
  - xii. Sh. A.N. Tiwari, OSD to Hon,ble Minister for FAHD
  - xiii. Sh. S.C. Srivastava, Director
  - xiv. Sh. P.S. Raghuvanshi, SO
  - xv. Sh. Vikas Kumar, SO (Gen)
  - xvi. Sh. Naveen kumar, SO (Estt)
  - xvii. Sh. Siddharth Shankar, SSO
  - xviii. Sh. Yuvraj Saswade, CBC
  - xix. Sh. Chetan Bhakkad, CBC Consultant
  - xx. Ms. Varsha Menon, CBC Consultant
  - xxi. Sh. Sameer Sahai, CBC Consultant
  - xxii. Dr. Mohan Lal, CBC Consultant
2. During the meeting Sh. Praveen Pardeshi acquainted the participants about the PMHRC, Mission Karmayogi, the 3 lenses, best practices and progress so far for both the departments.
3. Sh. Praveen Pardeshi also mentioned that modules for functional trainings like PFMA, GEM, Parliamentary questions, etc. are available on IGOT portal. Also, CBC will start monitoring courses completed by the officials of the departments in IGOT platform.
4. Sh. Purushottam Rupala established that the Competency Needs Analysis (CNA) for all the officials of the departments to be completed in a week and a framework is required to be created post the assessment. He further added that he also would like to undergo with functional trainings.
5. Sh. Rajesh Kumar Singh, Secretary that the department is proposing to combine the training institutes CFSP&TI and CPDO&TI, Bangalore and create a CoE for DAHD.

6. Sh. Praveen Pardeshi further added that DoPT has shared the norms to create a CoE with all the departments. He also established that the ACBP of the departments will be prepared by February 2023.

**Key action points:**

- a. Departments to provide the list of trainings needs.
- b. Yuvraj to share the list of online courses available on IGOT for Dakshata programme
- c. CNA to be completed in a week for both the departments.

## Annexure 4 – Snapshots of various meetings with the Minister, Secretary, FGDs with officials

Snapshot of meeting with Minister



Snapshot of meeting with Secretary





**Snapshot of FGDs conducted with department officials**



## Annexure 5 – Gaps identified and capacity building initiatives

Details of the competency gaps identified of the Department are provided herein.

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
1	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on working of Cattle and Dairy Development, Health, Schemes, etc.
2	Basic soft skills for day-to-day functions	Providing basic training on document writing along with training in MS-tools like PowerPoint, Excel focused on data representation (graphs, bar charts figures etc.)
3	Knowledge of general legal procedures	Training Module for management of legal issues and court procedures and lawyers working for the Department
4	General Finance Rules, introductory and advanced module on financial planning and development of the business	Training module for management of financial issues and understanding the general financial rules of the Department including strategic pricing/costing and developing long term investment plan
5	Business analytics and livestock economy	Advanced course on business analytics and livestock economy, with specific modules on: <ul style="list-style-type: none"> <li>Global trends in international commerce/trade patterns and its implications for the sector</li> <li>Recent industrial development patterns in India and trade lane priorities</li> </ul>
6	Basic drafting techniques for official communication & rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.
7	Mandatory courses for level transitions	Special modules for officers undergoing level transition to fully familiarize them with changed expectations, roles, and duties. Such modules would have to be customized to specific roles/departments and respective hierarchies and would best be delivered by experienced former officers, in combination with faculty who are experienced in the overall domain expertise
8	Manpower shortage	Appropriate recruitment of the staff as required
9	Knowledge of Project management and Risk management	Training Module focusing on Project evaluation, project proposals, DPR appraisal, milestones monitoring and KPI's, identifying bottlenecks and risk mitigation strategies to the officials handling schemes and projects

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
10	Lack of practical exposure	Immersion training programs to institute NDDDB, CPDO&TI, CFSP&TI, etc. farms, quarantine centers, etc. to increase the practice knowledge
11	Behavioral training for the officials	Training on various behavioral competencies such as <ul style="list-style-type: none"> <li>• Motivation</li> <li>• Time Management</li> <li>• Stress Management</li> <li>• Moral &amp; Ethics</li> </ul>
12	Data management through technological solutions	<ul style="list-style-type: none"> <li>• SOPs for Drafting of Parliamentary Question Responses, GeM portal, Cabinet Notes, Notifications, Circulars, Public Notice, Press Releases, etc.</li> <li>• SOPs for submission of all documents by all officers/staff generating and managing documents to these databases for proper record keeping</li> <li>• Development of secure databases for filing electronic version of different categories of documents, organized by broad subject matter</li> <li>• Developing a 'Search' application for this database for easy retrieval of relevant documents later</li> </ul>
13	Orientation module for freshers	Develop an online 'Orientation' Module for all freshers in the Department that would include 360 understanding of the Department's work, role and responsibilities, structure and working of the Department, role of Department in national and flagship programs like Atmanirbhar/PM Gati Shakti, RGM, One health, AHIDF, etc.
14	Basic understanding to perform day-to-day functions	Procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities
15	Accounting modules	Training Module on Basic Accounting/Cash Management, SOPs in LTA/travel booking/event management to be developed for Administration division
16	Use of Government portals for procurement management	Training module for efficient use of GeM for procurement including developing SOPs for special requirements of Ministries/common issues and challenges and their resolution when using GeM
17	Understanding latest technologies and best practices of the sector	Knowledge of Milk Processing Technology, Operations of Single stage Hatchery, Modern Feed, Disease management, Animal genomics and breeding, etc.

<b>S. No</b>	<b>Gap Identified</b>	<b>Skills/Competency Related Intervention Suggested</b>
18	Knowledge of various policies/rules/acts w.r.t. animal husbandry and dairying sector	Training module on various policies/rules/acts such as policies to develop livestock, trade policies, Code of conduct, Export Import policies, Quarantine laws, etc.

## Annexure 6 – List of training courses available on IGOT

DAKSHTA Module

Course Name				
Leave Rules	Noting and Drafting	Office Procedure	Government E Marketplace	Right to Information Act - Part 1
Right to Information Act, 2005 - Part 2	Code of Conduct for Government Employees	Public Procurement Framework of GOI	Parliamentary procedures	Pay Fixation
Annual Performance Appraisal Report (APAR)				

Apart from mandatory DAKSHTA module several effective modules are curated such as:

1. VIKAS Module
2. Karmayogi Prarambh Module
3. Karmayogi Prarambh Module for newly appointed DS/Directors
4. Karmayogi Prarambh Module for newly appointed JS
5. Microsoft Courses

## Annexure 7 – Training-cum-exposure visit to NDDB – Office Notice and Minute to Minute Agenda

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)  
167287/2023/ADMIN\_1-DADF

**BY MAIL**

**No.A-43011/30/2022-Admn\_1/(E-23723)**  
**Government of India**  
**Ministry of Fisheries, Animal Husbandry and Dairying**  
**Department of Animal Husbandry and Dairying**

Krishi Bhavan, New Delhi-110001  
Dated, the 31<sup>st</sup> March, 2023

To

The CEO  
National Dairy Development Board,  
Anand, Gujarat-388001  
Telephone: 02692-226349/226135  
E-mail: anand@nddb.coop

**Subject:- Training-cum-exposure for officials of Department of Animal Husbandry & Dairying at NDDB, Anand -reg.**

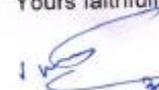
Sir,

I am directed to refer to this Department's letter of even number dated 29.03.2023 and to inform that following revised officers/officials are hereby deputed to National Dairy Development Board for training cum exposure during the period from 10-14th April, 2023 [First Batch]

S.No.	Name of the Official	Designation
1.	Shri B.D. Panwar	Under Secretary
2.	Shri Manish Kumar Diwaker	Under Secretary
3.	Smt. Poonam Handa	Section Officer
4.	Shri Siddhartha Shankar	Senior Statistical Officer
5.	Shri Hemant Kumar	Assistant Section Officer
6.	Ms. Divya Pandey	Assistant Section Officer
7.	Shri Sunil Kumar	Assistant Section Officer
8.	Shri Jai Prakash Singh	Assistant Section Officer
9.	Shri Anurag Kumar	Junior Statistical Officer
10.	Shri Mahesh Chand	Senior Secretariat Assistant

2. You are therefore requested to arrange the boarding & lodging of the participants during the period of training. The expenses incurred by NDDB will be reimbursed from this Department. The concerned officials are being requested to intimate their travel plan to enable NDDB to make necessary arrangements.

Yours faithfully

  
(Madhusudanan V.K)  
31/3/23

Under Secretary to the Government of India  
Tel: 011-23382779

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File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)  
167287/2023/ADMIN\_1-DADF

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**Copy to:**

1. All the officers/officials concerned. The above training is mandatory and part of Capacity Building guidelines and no request for change or exemption (except on medical grounds/exceptional circumstances) will be entertained and all officers/officials will have to compulsorily attend the same. They are hereby advised to chalk-out their travel plan and intimate the itinerary of the same to NDDDB under intimation to Estt(Hqrs.) Section so that necessary arrangement for their boarding & lodging could be made in time by NDDDB.
2. DDO/Cash Section.
3. Shri Siddhartha Shankar, SSO has been nominated as Nodal officer for said training programme. He is requested to take all necessary actions and liaisoning work. He will facilitate the booking of tickets etc. of all the officials.

**Copy for information to:**

1. Chairman, National Dairy Development Board, Anand, Gujarat-388001.
2. Dr. R.S. Sodhi, Managing Director, Gujarat Co-operative Milk Marketing Federation Limited, Anand, Gujarat-388001
3. Shri Praveen Pardeshi, Member(Admin), Capacity Building Commission (CBC) ), 20<sup>th</sup>, 21<sup>st</sup> & 22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi-110001.
4. Secretary, Capacity Building Commission (CBC), 20<sup>th</sup>, 21<sup>st</sup> & 22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi-110001.
5. Sr. PPS to Secretary, AHD
6. PPS to AS&FA/AS(VJ)/JS(OPC)/JS(GNS)/Dir(GC)

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)  
168114/2023/ADMIN\_1-DADF

**BY MAIL**

**No.A-43011/30/2022-Admn\_1/(E-23723)**  
**Government of India**  
**Ministry of Fisheries, Animal Husbandry and Dairying**  
**Department of Animal Husbandry and Dairying**

Krishi Bhavan, New Delhi-110001  
Dated, the 6<sup>th</sup> April, 2023

To

The CEO  
National Dairy Development Board,  
Anand, Gujarat-388001  
Telephone: 02692-226349/226135  
E-mail: anand@nddb.coop

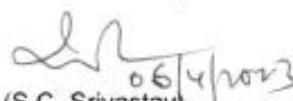
**Subject:- Training-cum-exposure for officials of Department of Animal Husbandry & Dairying at NDDB, Anand -reg.**

Sir,

I am to refer to this Department's letter of even number dated 31.03.2023 and to inform that in place of Ms. Divya Pandey, ASO who is not well and is not in a position to attend the training scheduled from **10-14th April, 2023 [First Batch]**. In place of her, Competent Authority has approved the nomination of Mrs. Sonia George, PPS for the said training in National Dairy Development Board.

2. This is for kind information and necessary action.

Yours faithfully

  
(S.C. Srivastav)  
Director (Admn.)  
Tel: 011-23382779

**Copy to:**

1. Ms. Sonia George, PPS. The above training is mandatory and part of Capacity Building guidelines
2. DDO/Cash Section.
3. Shri Siddhartha Shankar, SSO He is requested to take all necessary actions and liasioning work. He will facilitate the booking of tickets etc. of all the officials.

**Copy for information to:**

1. Chairman, National Dairy Development Board, Anand, Gujarat-388001.
2. Dr. R.S. Sodhi, Managing Director, Gujarat Co-operative Milk Marketing Federation Limited, Anand, Gujarat-388001
3. PPS to JS(OPC)/JS(GNS)/

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)

169274/2023/ADMIN\_1-DADF

**BY MAIL****No.A-43011/30/2022-Admn\_1/(E-23723)****Government of India****Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Animal Husbandry and Dairying**

Krishi Bhavan, New Delhi-110001

Dated, the 26 April, 2023

To

The CEO  
National Dairy Development Board,  
Anand, Gujarat-388001  
Telephone: 02692-226349/226135  
E-mail: anand@nddb.coop

**Subject:- Training-cum-exposure for officials of Department of Animal Husbandry & Dairying at NDDB, Anand -reg.**

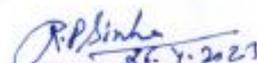
Sir,

I am directed to refer to your letter No. CEO:DAHD-21/2023 dated 11<sup>th</sup> March, 2023 on the subject mentioned above and to inform that following officers/officials are hereby deputed to National Dairy Development Board for training cum exposure during the period from **08-12th May, 2023 [Second Batch]**.

S.No.	Name of the Official	Designation
1.	Shri Deepak Verma	Deputy Director
2.	Shri V.K. Sharma	Deputy Director
3.	Ms. Ritu Singh	Assistant Director
4.	Shri Sunil Kumar	Senior Statistical Officer
5.	Shri Kamal Kumar	Senior Statistical Officer
6.	Ms. Divya Pandey	Assistant Section Officer
7.	Shri P.K. Sarkar	Assistant Section Officer
8.	Shri Manish Bisht	Assistant Section Officer
9.	Shri Ashok Kumar	Junior Statistical Officer
10.	Shri Manish Kumar Meena	Stenographer

2. You are therefore requested to arrange the boarding & lodging of the participants during the period of training. The expenses incurred by NDDB will be reimbursed from this Department. The concerned officials are being requested to intimate their travel plan to enable NDDB to make necessary arrangements.

Yours faithfully

  
(R.P. Sinha)  
26.4.2023

Under Secretary to the Government of India  
Tel: 011-23382779

.....contd 2/-

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)

169274/2023/ADMIN\_1-DADF

::2::

**Copy to:**

1. All the officers/officials concerned. The above training is mandatory and part of Capacity Building guidelines and no request for change or exemption (except on medical grounds/exceptional circumstances) will be entertained and all officers/officials will have to compulsorily attend the same. They are hereby advised to chalk-out their travel plan and intimate the itinerary of the same to NDDDB under intimation to Estt(Hqrs.) Section so that necessary arrangement for their boarding & lodging could be made in time by NDDDB.
2. DDO/Cash Section.

**Copy for information to:**

1. Chairman, National Dairy Development Board, Anand, Gujarat-388001.
2. Dr. R.S. Sodhi, Managing Director, Gujarat Co-operative Milk Marketing Federation Limited, Anand, Gujarat-388001
3. Shri Praveen Pardeshi, Member(Admin), Capacity Building Commission (CBC) ), 20<sup>th</sup>, 21<sup>st</sup> & 22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi-110001.
4. Secretary, Capacity Building Commission (CBC), 20<sup>th</sup>, 21<sup>st</sup> & 22<sup>nd</sup> Floor, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi-110001.
5. Sr. PPS to Secretary, AHD
6. PPS to AS&FA/AS(VJ)/JS(OPC)/JS(GNS)/Dir(GC)

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)

I61939/2023/ADMIN\_1-DADF

**National Dairy Development Board, Anand****Training-cum-exposure programme for officials of Department of Animal Husbandry and Dairying (DAHD), Government of India**

Sr. No.	Module/Topic	Facilitator	Time
<b>Day 1</b>			
1	Introduction	HRD Group	0930 - 0945 hrs
2	Visit to Parikrama	PRCH Group	0945 - 1100 hrs
3	Domestic & International scenario in dairy sector	SA&P Group	1115 - 1200 hrs
4	Evolution of cooperatives in India with particular emphasis on Dairy Cooperative	CS Group	1200 - 1245 hrs
5	Producer Owned Institutions – Concept and Relevance in the Indian Context		1245 - 1330 hrs
6	Understanding the basics of functioning of Dairy cooperatives		1430 - 1545 hrs
7	Animal Nutrition initiatives to augment productivity and dairy farm profitability & mitigating GHG emission	AN Group	1600 - 1800 hrs
<b>Day 2</b>			
8	Fodder development activities and its future prospects	AN Group	1000 - 1100 hrs
9	Genetic Improvement of Bovine – Strategies and Technological Interventions	AB Group	1115 - 1330 hrs
10	Visit to Fodder demonstration unit, Seed technology Lab & ANFT Lab	AN Group	1430 - 1600 hrs
11	Visit to OPU-IVF Lab & Genomics Lab	AB Group	1600 - 1700 hrs
12	Visit to dairy farms		1700 - 1800 hrs
<b>Day 3</b>			
13	Trends in Animal Health	AH Group	1000 - 1200 hrs
14	Understanding Milk and its Role in Human Nutrition	QA Group	1215 - 1330 hrs
15	Managing Quality through the Dairy Value Chain		1430 - 1545 hrs
16	New Product Development in Dairy Industry	PPD Group	1600 - 1700 hrs
17	Evolution of Food Safety and Quality Regulations for Milk & Dairy Products in India		1700 - 1800 hrs
<b>Day 4</b>			
18	Visit to Mujkuva DCS	IPM Cell	0830 - 0945 hrs
19	Visit to MSPICE and Sakhi Khad Mandli		0945 - 1015 hrs
20	Visit to SuDhan Processing Centre		1015 - 1230 hrs
21	Brief Presentation/Discussion on various activities		1245 - 1330 hrs
22	Exposure to laboratory operations – Quality and Safety in Food & Feed.	CALF Laboratory	1430 - 1800 hrs
<b>Day 5</b>			
23	Orientation to Dairy Plant Operations	Vidya Dairy	1000 - 1330 hrs
24	Visit to Amul Dairy & Chocolate Plant	AMUL	1430 - 1700 hrs
25	Conclusion/Feedback	HRD Group	1715 - 1730 hrs

I61939/2023/ADMIN\_1-DADF

File No. A-43011/30/2022-Admin\_1 (Computer No. 23723)

**Abbreviations:**

AB	: Animal Breeding
AH	: Animal Health
AN	: Animal Nutrition
ANFT	: Animal Nutrition & Feed Technology
CALF	: Centre for Analysis and Learning in Livestock and Food
CS	: Cooperative Service
DCS	: Dairy Cooperative Society
HRD	: Human Resource Development
IPM	: Innovation & Project Management Cell
MSPICE	: Mujkuva Solar Pump Irrigators' Cooperative Enterprise
OPU-IVF	: Ovum Pick-Up and In Vitro Fertilization
PPD	: Process & Product Development
PRCH	: Public Relations, Communications & Hospitality
QA	: Quality Assurance
SA&P	: Sectoral Analysis & Planning