



CAPACITY  
BUILDING  
COMMISSION

# CAPACITY BUILDING COMMISSION

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**DEPARTMENT OF BIOTECHNOLOGY**  
CGO COMPLEX, NEW DELHI

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## List of Acronyms

AAU	Assam Agricultural University
AD	Assistant Director
ADBS	Accelerator program for discovery in brain disorders using stem cells
ADMaC	Advanced Animal Diagnostic and Management Consortium
AI	Autonomous Institutions
AMR	Mission Antimicrobial Resistance
APAR	Annual Performance Assessment Report
ASO	Assistant Section Officer
ATGC	Accelerated Translational Grant for Commercialization
BIBCOL	Bharat Immunological and Biologicals Corporation Limited
BIRAC	Biotechnology Industry Research Assistance Council
CBC	Capacity Building Commission
CBPs	Customs and Border Protection
CIAB	Centre of Innovative and Applied Bioprocessing
CNA	Capacity Need Assessment
CoE	Centre of Excellence
CoHRPICA	The National HIV Cohort Program
CSIR	Council of Scientific and Industrial Research
CTEP	Conference, Travel, Exhibition and Popular Lectures
DBT	Department of Biotechnology
DEO	Data Entry Operator
DGFT	Directorate General of Foreign Trade
DNA	Deoxyribonucleic acid
DS	Deputy Secretary
e-HRMS	Electronic Human Resource Management System
e-THSTI	Electronic Translational Health Science and Technology Institute

ERP	Enterprise Resource Planning
FAB	Fisheries Aqua Biotechnology
FGD	Focus Group Discussion
GeM	Government e Marketplace
GFR	General Financial Rules
GLP	Good Lab Practice
HR	Human Resource
HRDC	Human Resource Development Centre
iGOT	Integrated Government Online training
GWAS	Genome-wide association studies
IAS	Indian Administrative Service
IAVI	International AIDS Vaccine Initiative
IBIN	Indian Bioresource Information Network
ICGEB	International Centre for Genetic Engineering and Biotechnology
ICMR	Indian Council of Medical Research
IFD	Integrated Finance Division
IP	Internet Protocol
IPR	Intellectual Property Rights
ISRO	Indian Space Research Organization
ISTM	Institute of Secretariat Training and Management
IT	Information Technology
IUSSTF	India- US Science & Technology Forum
IYBA	Innovative Young Biotechnologist Award
JA	Junior Analyst
JS	Joint Secretary

## 1. Introduction

### 1.1. Mission Karmayogi

The Government of India launched the National Programme for Civil Services Capacity Building ('NPCSCB') – "Mission Karmayogi" in September 2020 with the objective of enhancing governance through Civil Service Capacity Building. Mission Karmayogi comprises six pillars of (i) policy framework, (ii) institutional framework, (iii) competency framework, (iv) digital learning framework (integrated government online training Karmayogi platform (iGOT-Karmayogi), (v) electronic Human Resource Management System (e-HRMS), and (vi) monitoring and evaluation (M&E) framework.

The institutional framework of the Mission includes (i) the apex body, Prime Minister's Public Human Resource Council (PMHRC), to provide strategic direction and drive policy reforms and capacity building, (ii) Cabinet Secretariat Coordination Unit to monitor NPCSCB implementation, align stakeholders and provide mechanism for overseeing capacity building plans (CBPs), (iii) Capacity Building Commission (CBC) for functional supervision of training institutions and facilitate preparation of annual CBPs, (iv) Special Purpose Vehicle (SPV) to own and operate all the digital assets created for NPCSCB, and (v) programme management unit (PMU) to provide program management and support services.

### 1.2. Capacity Building Commission

The CBC was formally constituted as an independent body in April 2021 to drive standardization and harmonization across the Indian civil services landscape. The CBC, as the custodian of civil services capacity building reforms, is central to the government's capacity building programme.

The CBC has been engaging and supporting several Ministries as part of its mandate to support preparation of annual CBP. This document is the draft Annual Capacity Building Plan for the Department of Biotechnology (DBT) developed as per the framework and guidelines set up by the CBC and prepared in consultation with the officials of Department of Biotechnology.

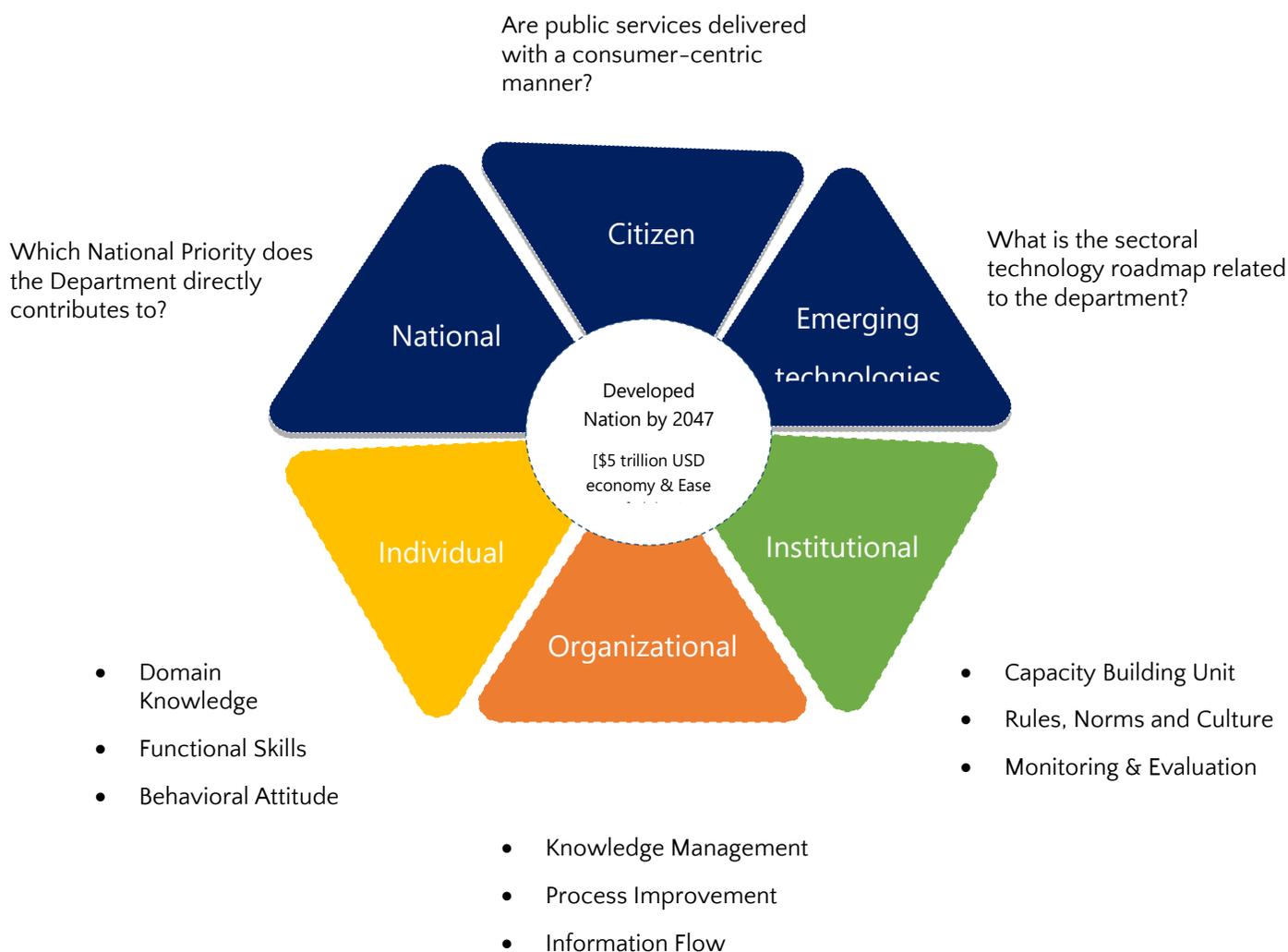
### 1.3. Annual Capacity Building Plan (ACBP)

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

## 1.4. Approach & Methodology

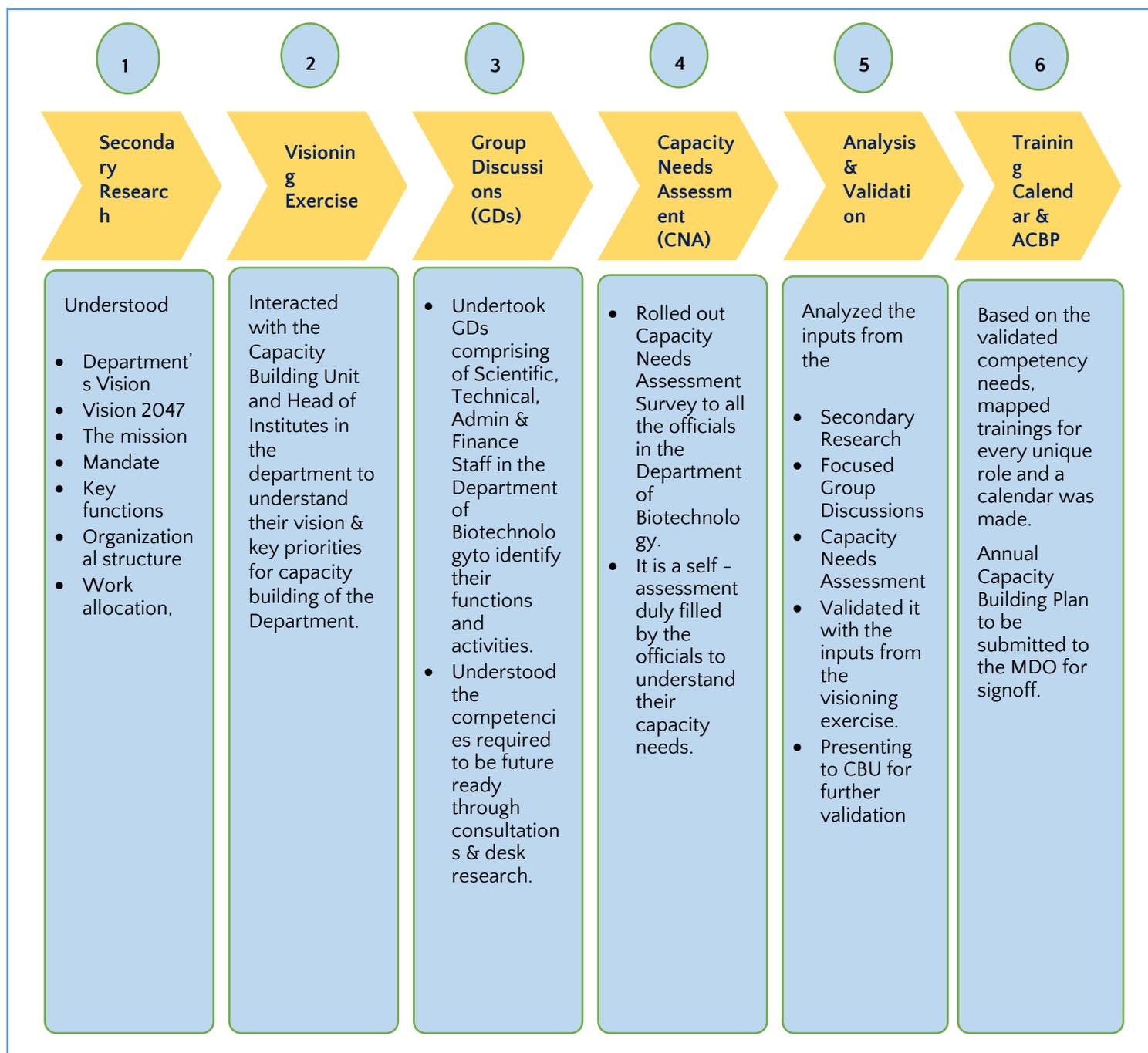
### 1.4.1. Approach

The following illustration describes the approach suggested by CBC for the goal-oriented Capacity Building of MDOs. The capacity building of the department shall be identified through the three overarching lenses to help identify the goals of capacity building plan: National Priorities, Citizen Centricity, and Emerging Technologies and capacity to be developed by identifying interventions at three levels also referred to as the three pillars: Individual, Organizational and Institutional



## 1.4.2. Methodology

The following section describes the approach followed for preparation of the Capacity Building Plan for the Department:



- 1. Secondary Research:** As the first step, team understood & conducted a thorough review of the MDOs vision, mission, mandate, organizational structure and key functions, schemes/ programs, strategic objectives and goals, emerging trends from the Ministries website, annual report, strategy document, reports etc. Also comprehend MDOs dependence and influence on other MDOs.
- 2. Visioning Exercise:** Understood the leaderships vision for the department through meeting with the senior leadership[ and understand the key priorities and department's expectation from the program
- 3. Group Discussions (GDs):** Team undertook the Group Discussions (GDs) to have a clear and complete understanding of the areas of responsibility of each division/ unit, the functions & activities, mapping of work undertaken by staff/ officials working in the unique designations/ roles across various levels in the ministry/ department, identify the competency gap, the competencies required by a position in present times or in the future. In terms of the capacity at the individual level, competencies required for a position were assessed for three categories of competencies i.e., Behavioural, Functional and Domain Competencies. Team held GDs with the identified divisions inviting representation from top and bottom levels and conducted the exercise by having homogenous grouping of the MDO staff at different administrative tier/ scientific/ technical staff levels associated with different division/ scheme/ program/ unit of the ministry/ department.
- 4. Capacity Needs Analysis (CNA) Survey:** A Google survey form was prepared & finalized in consultation with CBC and the MDO to assess the Capacity Needs Assessment at the individual level for each unique role in an organization and its subordinate/ attached offices/institutions/ labs. The survey is based on the self-declaration of capacity gaps by the ministry officials, capturing the competency gaps in Behavioural, Functional and Domain competencies.
- 5. Analysis & Validation:** Team synthesized and prepared the CNA survey data to analyse the survey responses & findings. For verification of the competency gaps, mapping of interventions with the trainings was done, the analysis was first validated by Capacity Building Commission (CBC) and thereafter by the Capacity Building Unit (CBU) of the Ministry/Department for further approval of the training and non-training Interventions for the capacity needs.
- 6. Training Calendar & ACBP:** Prepared the training calendars of Department of Biotechnology and its institutes incorporated to the ACBP of DBT. The training calendars are the result of the above steps performed. Starting from secondary research to validating the findings with the Department.

## 2. Overview of the Department

The Department of Biotechnology (DBT), Ministry of Science and Technology, Government of India was created in 1986 with the objective to give greater focus and thrust on the development of a strong ecosystem for promotion of excellence and innovation for discovery, blue sky research, basic, early and late stage translational research in the areas of agriculture, animal biotechnology, affordable healthcare and medical technology, food and nutritional security, environmental safety, clean energy and bio-fuel, bio-manufacturing etc. The Department has also formulated Biotechnology Industry Research Assistance several guidelines/policies/legislations in all Councils (BIRAC) and Bharat Immunological and sectors of biotechnology, Capacity building in Biologicals Corporation Ltd. (BIBCOL).

DBT has a current Staff strength of 165, which includes both scientific & non-scientific staff.

### 2.1. Vision and Mission

The vision<sup>1</sup> of the department is “Attaining new heights in biotechnology research, shaping biotechnology into a premier precision tool of the future for creation of wealth and ensuring social justice – specially for the welfare of the poor”.

Furthermore, the mission<sup>2</sup> is primarily focused “to make India globally competitive in biotechnology research, innovation, translation, entrepreneurship and industrial growth and be a USD 150 billion Bioeconomy by 2025”.

### 2.2. Functions

The Department of Biotechnology is responsible for a wide range of functions<sup>3</sup>

- Promote Biotechnology Research and Development in diverse sectors
- Capacity Building of Human Resource and Research Infrastructure in the Country
- Fostering Academia Industry collaboration for Biotechnology Research and Innovation
- Strengthening international collaboration in biotechnology to harness technology transformation for global good
- Develop regulatory frameworks for biotechnology research and bio based products

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<sup>1</sup><https://dbtindia.gov.in/about-us/vision-mission-and-core-values>

<sup>2</sup><https://dbtindia.gov.in/about-us/vision-mission-and-core-values>

<sup>3</sup><https://dbtindia.gov.in/about-us/mandate>

## 2.3. Focus Areas

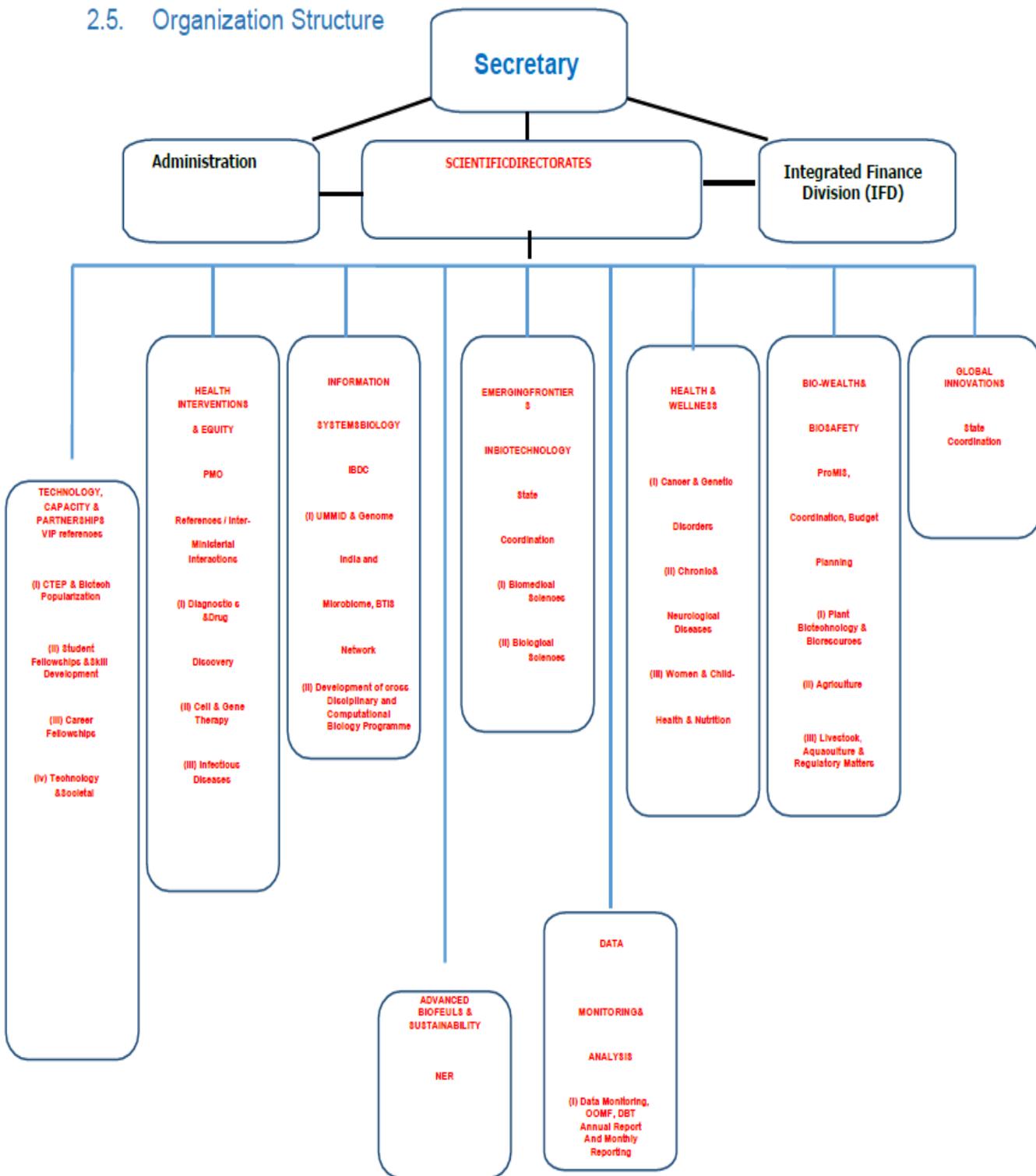
The Department of Biotechnology has the following focus areas-

- Encourage use-inspired discovery research to address real-world challenges.
- Focus on developing and deploying biotechnology tools for inclusive development.
- Nurture innovation, translational capacity, and entrepreneurship to promote commercialization of biotechnology.
- Build a skilled workforce and leadership pipeline for the biotechnology sector.
- Create and strengthen state-of-the-art research facilities and translational centers.
- Build strong partnerships between research institutions and industry to promote innovation and commercialization.
- Develop and implement an integrated approach to promote circular economy for green, clean, and prosperous India.
- Develop a transparent, efficient, and globally best regulatory system and communication strategy for biotechnology.
- Ensure quality assurance of Indian biotechnology products as per international standards.

## 2.4. Scientific Decision Units, Autonomous Institutions and PSUs

Department of Biotechnology has nine (09) Scientific Directorates at its headquarters, fifteen (15) Autonomous Institutions (AIs) across the country and three (3) Public Sector Undertakings (PSUs).

## 2.5. Organization Structure



## 2.6. Citizen centric services & goals

The department has been able to contribute directly towards empowering the citizens by creating more wealth, technology solutions and better quality of life. Some of the key citizen centric activities are given below:

- Establish Biotech-Krishi Innovation Science Application Network (Biotech-KISAN) Hubs in all Aspirational Districts and 15 agro-climatic regions across India.
- Setting up Rural Bioresource Complexes/ Rural Technology Clusters in Aspirational districts for social enterprises.
- DNA Clubs (DBT's Natural Resource Awareness clubs) at school level for 6th-10th standard in all Aspirational districts.
- Wider outreach of hands-on training in frugal science programmes for teacher and student training.
- Focus on a bottom-up approach to feel the pulse of society.
- Establish biotech innovation hubs for societal development, including in the Aspirational Districts.
- Promote rural bio-entrepreneurship and upscaling of grass-root innovations through the demonstration of viable and ecologically compatible technologies to the target group for adoption in a holistic and sustainable manner.
- Promote scientist-farmer partnership for agriculture innovation through participatory research to connect science laboratories with the farmers to find innovative solutions and technologies to be developed and applied at the farm level.
- Promote frugal innovation and awareness of natural resources
- Strengthening and nurturing of a strong basic research innovation driven ecosystem across Research Institutes and Laboratories, both public and private sector, with complete engagement of Start-ups, Small Industry, Large Industry and reaching out to tier 2 and tier 3 cities.
- Promote the translation and product development commercialization ecosystem which necessarily needs to engage public and private sector and encourage PPP models of co-development. This will require special focus on moving research leads from laboratory towards technology development

## 2.7. Sectoral Technology Roadmap<sup>4</sup>

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<sup>4</sup><https://dbtindia.gov.in/about-us/strategy-nbds#>

The Department has identified following sectors to accelerate the pace of growth of biotechnology sector at par with global requirements.

- To strengthen agricultural research in basic and applied domains with a focus on addressing the challenges and boosting agricultural productivity and income.
- To develop and deploy cost-effective and sustainable biofuel technologies with emphasis on municipal solid waste conversion, bioenergy waste-to-value technologies, cellulase enzyme technology, marine algae cultivation etc along with bioprospecting for value-added biomass & products.
- To understand and address the major health challenges facing the country through data-driven research & and novel vaccines, tools, and therapies for diseases such as TB, non-communicable diseases, and emerging infections etc.
- To support societal development through biotechnology-based solutions for addressing societal challenges, such as poverty, hunger, malnutrition etc.
- To build a strong pipeline of skilled and talented biotechnologists to address the challenges and opportunities facing the country.
- To nurture Entrepreneurship, IP Landscaping, Technology Transfer, Incubators, SME support systems
- Fostering high performance bio-manufacturing for safeguarding environment and promoting circular Bio-economy.

## 3. Capacity Needs of the Department

As part of the process of preparing the Annual Capacity Building Plan, the Department established a Capacity Building Unit (CBU) to effectively manage its capacity building initiatives. Further the Department undertook the focus group discussions and employed a survey of capacity needs to seek inputs and responses on the capacity needs of the officials across the DBT HQ and Autonomous Institutions under the Department. The requirements and data received as a part of this exercise was further analyzed and the following activities were performed to identify multiple competency requirements across scientific decision units, highlighting behavioral, functional level competencies.

### 3.6. Focused Group Discussion (FGD)

Focus Group Discussion (FGD) is a qualitative research method and data collection technique in which the team held FGDs with the identified divisions inviting representation from top and bottom levels. FGDs were conducted by having homogenous grouping of the MDO staff at different levels including scientific, technical and administration & finance staff that are associated with different division/ scheme/ program/ unit of the ministry/ department.

In Department of Biotechnology the Focused Group Discussions were conducted in THSTI, NIPGR, NBRC, RGCB & DBT. The FGD's covered total of 271 number of staff in both the institute which consisted of scientific and non-scientific staff both. Sample of 4 AIs (out of 14 from diverse regions was considered for FGDs conducted at the attached institutes of DBT. The attached institutes were taken as representatives for understanding capacity building needs of the officials. A snapshot of the same has been attached as Annexure 4.

### 3.7. Department of Biotechnology

Department of Biotechnology is attaining new heights in biotechnology research, shaping biotechnology into a premier precision tool of the future for creation of wealth and ensuring social justice – specially for the welfare of the poor.

The Department since its inception has been providing an enabling ecosystem to promote biotechnology research and improve capacity building across the country. The emphasis has been on fostering cutting edge-research and innovation, with strong emphasis on translation research. Through its various initiatives towards promoting innovative research, empowering people, building world class infrastructure, supporting public-private partnership,

Department has made a huge impact on Indian agriculture, healthcare, industry, and environment on one hand, while raising global standing of India in the sphere of biotechnology on the other.

To understand the capacity needs of the officials of the DBT Headquarter. Focus group discussions (FGD) were held with the homogenous grouping of staff in different sessions at DBT Headquarters on 13<sup>th</sup> February 2023.

Roles	Number of Officials covered
Joint Secretary	1
Scientist H & G	4
Scientist F	10
Scientist E	3
Scientist C	18
Under Secretary	5
Other	12
<b>Total</b>	<b>53</b>

The competency needs conveyed during the FGDs at DBT HQ are as follows:

Grouping of cadre/ Scientists	Functional competency	Behavioral competency
<b>Scientists-</b> Scientist C to H	<ul style="list-style-type: none"> <li>○ Policy formulation</li> <li>○ Policy impact assessment</li> <li>○ Emerging Technologies in S&amp;T</li> <li>○ Trainings on TRL</li> <li>○ Technology Commercialization</li> <li>○ Government e-Marketplace</li> <li>○ General Financial Rules 2017</li> <li>○ Data modelling and analysis</li> <li>○ Grants Management</li> <li>○ Science Leadership</li> </ul>	<ul style="list-style-type: none"> <li>○ Interpersonal skills</li> <li>○ Team working</li> <li>○ Delegation</li> <li>○ Time management</li> <li>○ Motivation</li> <li>○ Stress Management</li> <li>○ Emotional Quotient</li> </ul>

Grouping of cadre/ Scientists	Functional competency	Behavioral competency
	<ul style="list-style-type: none"> <li>○ Project Monitoring &amp; evaluation</li> <li>○ Financial Management</li> <li>○ Intellectual Property Rights (IPR)</li> <li>○ Negotiation skills</li> <li>○ Parliamentary procedure</li> <li>○ Science Diplomacy</li> <li>○ Cabinet Note preparation</li> <li>○ Review of proposals</li> </ul>	
<b>Technical</b>	<ul style="list-style-type: none"> <li>○ GeM</li> <li>○ General Financial Rules</li> <li>○ Noting &amp; drafting</li> <li>○ Fund &amp; Grants Management</li> <li>○ Monitoring &amp; Evaluation</li> <li>○ Project assessment</li> <li>○ Financial Management</li> <li>○ Program Management</li> <li>○ Leadership</li> </ul>	<ul style="list-style-type: none"> <li>○ Motivation</li> <li>○ Stress Management</li> <li>○ Leadership</li> </ul>
<b>Administrative</b>	<ul style="list-style-type: none"> <li>○ Fund Management</li> <li>○ General Financial Rules</li> <li>○ Financial Due Diligence</li> <li>○ Processing a case</li> <li>○ Government e-Marketplace</li> </ul>	-

## 3.8. Capacity Needs Analysis (CNA)

Capacity Needs Analysis is a framework that assesses the desired capacity against existing capacity in order to identify the capacity gaps. For Capacity Needs Analysis survey, a Google survey form was prepared & finalized in consultation with CBC and MDO to assess the Capacity Needs Assessment of individuals in the unique role in an organization. The survey is a self-evaluation, where the competency gaps are captured for both training needs and collective organizational needs of the MDO. The Capacity Need Analysis focused on Behavioral, Functional and Domain competencies.

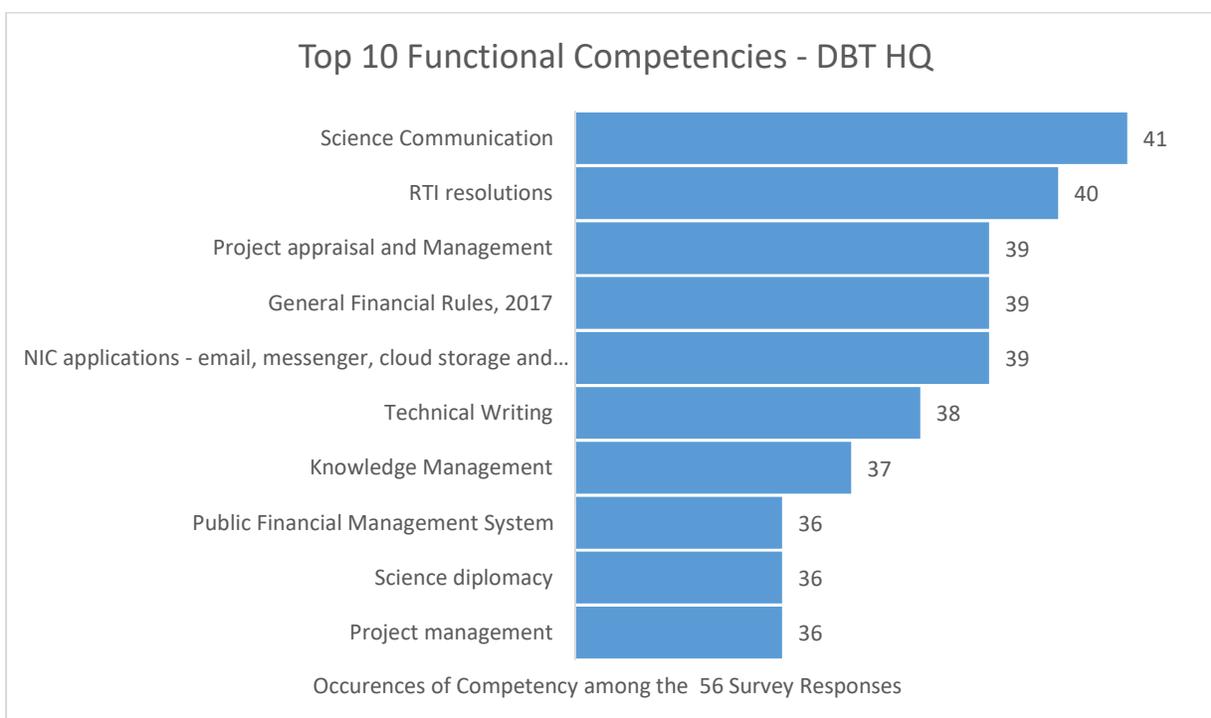
The coverage of the CNA survey at the department is shown via tables below:

Centers	Officials
Translational Health Science and Technology Institute	7
Regional Center for Biotechnology	41
Rajiv Gandhi Center for Biotechnology	95
Plant Biotechnology and Bioresources	5
North Eastern Region Biotechnology Programme Management Cell (DBT)	5
National Institute of Plant Genome Research	6
National Institute of Immunology	47
National institute of Biomedical Genomics	9
National institute of Animal Biotechnology	28
National Centre for Cell Science	20
National Brain Research Centre	36
Institute of Life Sciences	32
Institute of Bioresources and Sustainable Development	19
Institute for Stem Cell Science and Regenerative Medicine	24
CIAB	16
Centre for DNA Fingerprinting and Diagnostics	22
<b>Total</b>	<b>412</b>

## 3.8.1. Overall CNA analysis for DBT Headquarter

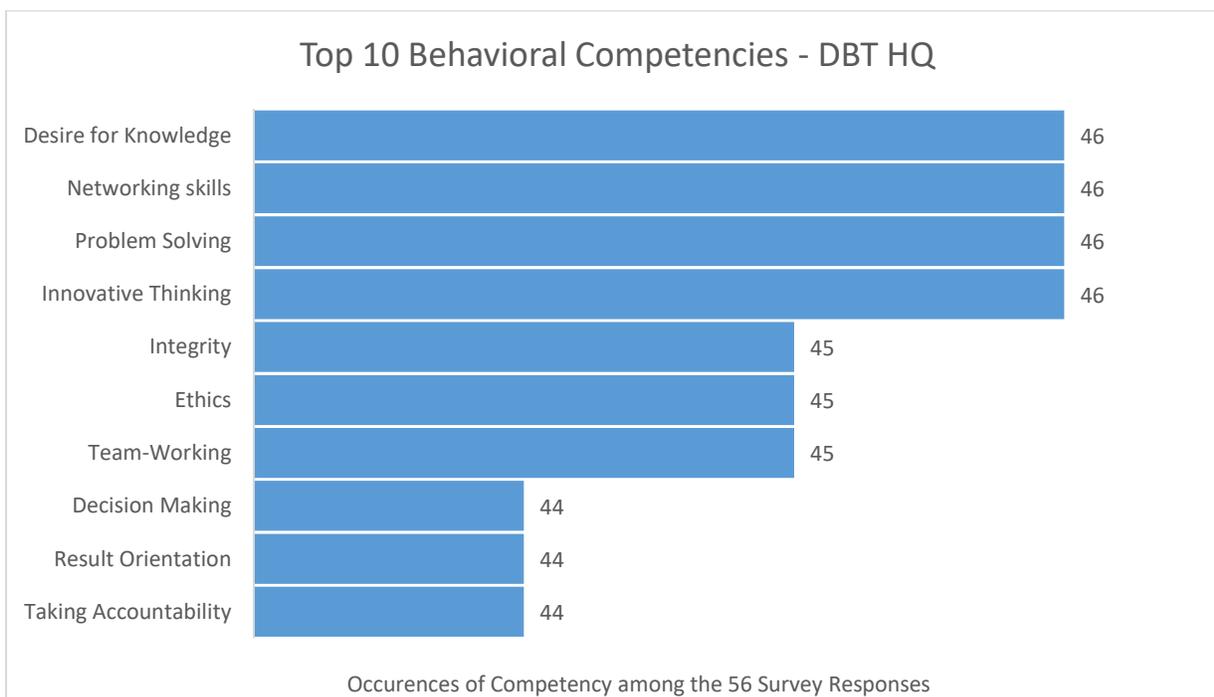
### Functional Competency Needs

The overall top ten (10) functional competencies as analyzed through the CNA survey response is based on the number of competencies selected repeatedly by the respondents. Science communication, technical writing, project management and science diplomacy are some of the top functional competencies as reported by the respondents. The figure below depicts top functional competency requirements of DBT Headquarter employees.



## Behavioral Competencies

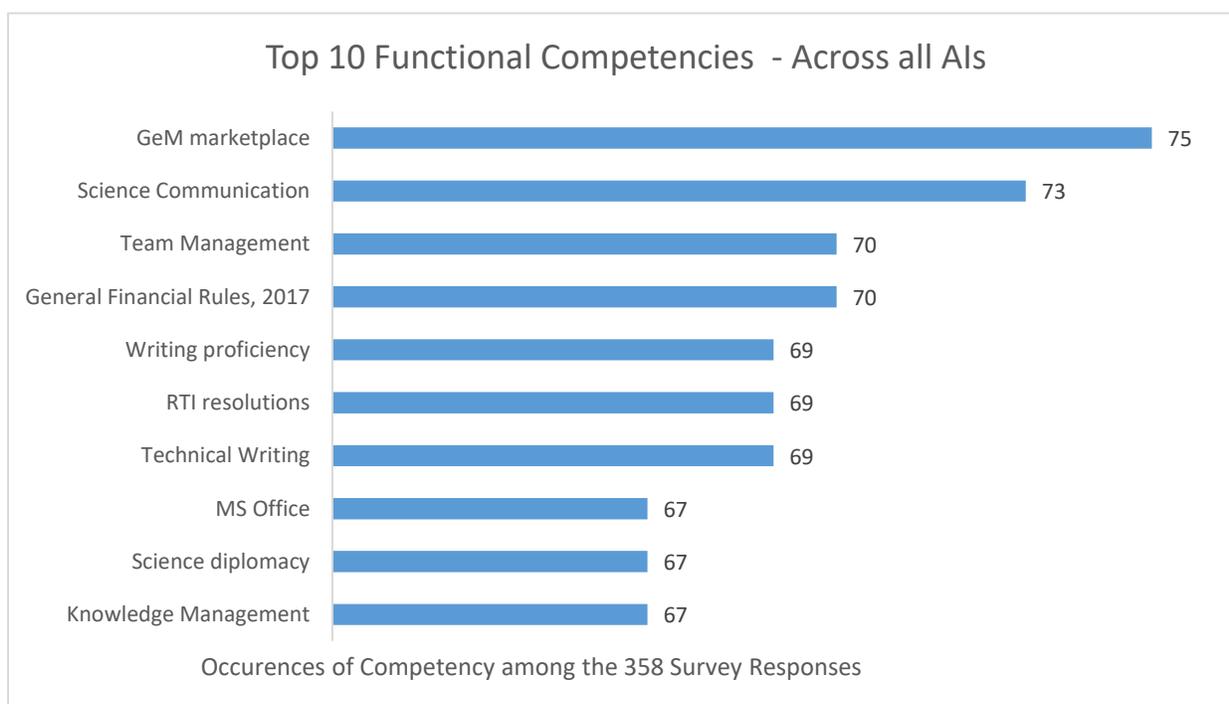
The overall top ten (10) behavioral competencies as analyzed through the CNA survey response is based on the number of competencies selected repeatedly by the respondents. Desire for Knowledge, networking skills, problem solving, and innovative thinking are some of the top behavioral competencies as reported by the respondents. The figure below depicts top Behavioral competency requirements of DBT Headquarter employees



## 3.8.2. Overall CNA analysis for DBT Autonomous Institutions (AIs)

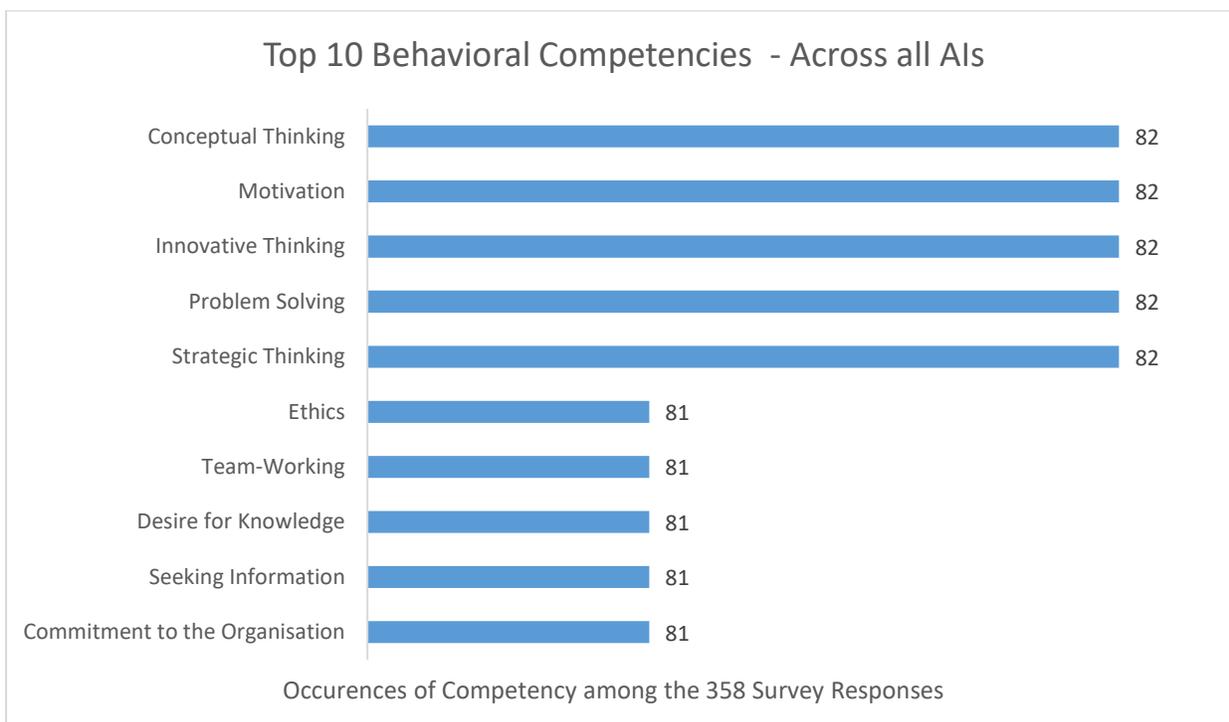
### Functional Competencies

The overall top ten (10) functional competencies as analyzed through the CNA survey response of DBT AIs is based on the number of competencies selected repeatedly by the respondents. GeM Marketplace, science communication, technical writing and science diplomacy are some of the top functional competencies as reported by the respondents. The figure below depicts top Functional competency requirements of DBT Autonomous Institution employees.



## Behavioral Competencies

The overall top ten (10) behavioral competencies as analyzed through the CNA survey response of DBT AIs is based on the number of competencies selected repeatedly by the respondents. Conceptual Thinking, motivation, innovative thinking, and problem solving are some of the top functional competencies as reported by the respondents. The figure below depicts top behavioral competency requirements of DBT Autonomous Institution employees:



## 4. Draft Capacity Building Plan

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

### 4.6. Individual capacity building initiative (training interventions)

Based on the capacity need assessment, competency across behavioral, functional and domain were identified and revised as per logical groups. Furthermore, the training needs in accordance with the competency were identified in conjunction with the available courses across multiple online and offline training platforms/ institutes. This included following:

- iGOT Karmayogi platform
- Learning Hour
- Other government training institutes such (non-exhaustive list)
  - Institute of Secretariat Training and Management
  - Department of Personnel & Training
  - National Institute of Communication Finance
  - Indian Institute of Mass Communication
  - Indian Institute of Public Administration
  - Arun Jaitley National Institute of Financial Management
  - National Productivity Council
  - Haryana Institute of Public Administration
  - ATI Mysore
  - ASCI Hyderabad
  - State Bank Institute of Leadership
- Government Universities and other academic institutes such as (non-exhaustive list)
  - Indian Institute of Technology (IITs) + (NPTEL)
  - Indian Institute of Management (IIMs)

**Note:** The CBU of the Department may recommend any external/ private sector led programs across the domain to fulfil the competency needs.

### 4.7. Immediate priority initiatives

The immediate priority initiatives have been identified in this section based on the functional and behavioural competency requirements identified in section 3, along with above-mentioned training platforms and these can be taken up on an urgent basis for high impact.

The training for relevant competencies across the categories may be covered through digital training platform - iGOT Karmayogi.

**Note:** Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), the training courses will be evaluated by the CBU and tailor made training

interventions will be recommended for the capacity building. Further, since several new courses are being added to iGOT therefore CBU can suitably include additional courses from the Annexure 1.

#### 4.8. DBT-HQ Competencies (For Scientific, Administrative & Technical Cadre)

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Scientific communication skills - narrative tools	Functional	Advance	FN00042	Y1-Q4	OT0024
Scientific Project Management	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0135
Intellectual Property Rights	Functional	Advance	FN00025	Y1-Q4	OT0019
Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0136
Knowledge on Central Civil Conduct Code for Scientists and Technologists	Functional	Advance	FN00030*	Y1 Q3-Q4	
Transfer of Technology, Commercialization	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	
Emerging Technologies	Functional	Basic	MY00002*	Y1 Q3-Q4	
Improving productivity using AI and Chat GPT	Functional	Basic	FN00076	Y1 Q3-Q4	OT0127
Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	
Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	BH00012, BH00013	Y1-Q4	
Science Leadership	Functional	Advance	Upcoming Course	Y1-Q4	OT0109, OT0110
Grants Administration	Functional	Advance	Upcoming Course	Y2	

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	OT0132
Effective collaboration in research	Functional	Advance	To be developed	Y1-Q4	
Quantum Computing	Functional	Basic	To be developed	Y2	OT0122
New Fund Flow Process	Functional	Advance	To be developed	Y2	
Science Diplomacy	Functional	Advance	To be developed	Y2	OT0052
Strategic Thinking	Functional	Advance	To be developed	Y2	OT0120
Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Self-leading and Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	
Leading Others	Behavioral	Basic	BH00023, BH00006,	Y1 Q3-Q4	
Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	
Ethics and values in life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	
Citizen centricity first	Behavioral	Basic	BH00015	Y1 Q3-Q4	
POSH	Behavioral	Basic	MY00001	Y1 Q3-Q4	
Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1 Q3-Q4	
Communication skills	Behavioral	Basic	BH00001	Y1 Q3-Q4	

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Innovative Thinking	Functional	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100, OT0101, OT0102
Networking skills - lab/industry/academia	Behavioral	Advance	To be developed	Y2	OT0071
General Financial Rules 2017	Functional	Advance	To be developed	Y2	
Central Civil Services (conduct) code	Functional	Advance	FN00077	Y1-Q4	
GeM	Functional	Advance	FN00043, FN00044, FN00045, FN00007*	Y1 Q3-Q4	
RTI Act	Functional	Basic	FN00031*, FN00032*, FN00033*, FN00034*	Y1 - Q3-Q4	OT0032, OT0033
E-procurement	Functional		Upcoming Course	Y1 - Q4	
Disposal of PG and RTI Appeals	Functional		FN00031*, FN00032*, FN00033*, FN00034*	Y1 - Q3-Q4	OT0032, OT0033
IFD Framework	Functional	Basic	FN00002*	Y1 Q3-Q4	
Knowledge Repository	Functional	Basic	To be developed	Y2	OT0116
PFMS	Functional	Advance	To be developed	Y1-Q4	OT0024
Noting & drafting	Functional	Advance	MY00005	Y1-Q4	OT0040
Recruitment Rules	Functional	Advance	To be developed	Y2	
Data Management	Functional	Advance	FN00016*	Y1-Q4	
Accounting software	Functional	Advance	FN00011*, FN00012, FN00013	Y2	OT0002

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Proposal Review	Functional	Advance	To be developed	Y2	
Project monitoring, impact & evaluation	Functional	Advance	To be developed	Y2	
Negotiation Skills	Behavioral		BH00001, BH00002	Y1 Q3-Q4	OT0071
Consultation and Consensus Building	Behavioral		To be Developed	Y2	OT0081
Stakeholder Analysis & Management	Behavioral	Basic	BH00029*	Q3-Q4	
Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	
Professional Integrity	Behavioral		To be Developed	Y2	OT0094
Assertiveness	Behavioral		To be Developed	Y2	OT0080
APAR	Functional		FN00065	Y1 - Q3-Q4	
Parliamentary Procedures	Functional		To be Developed	Y2	
Cyber Security	Functional	Basic	FN00076	Y1 Q3-Q4	OT0128
Preparation of Cabinet Notes, EFC Note SFC Note	Functional	Basic	FN00023	Y2	
Optimistic Thinking	Behavioral	Basic	To be developed	Y1-Q4	
Decision Making	Behavioral	Advance	BH00003	Y1-Q4	OT0082

**Note(s):**

1. Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency
2. Course Codes marked with an asterisk (\*): These are the top 50 courses taken on iGOT by officials across various MDOs

## 4.9. DBT Autonomous Institutions Competencies (Director, Scientists, Administrative, Finance & Technical)

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Scientific communication skills - narrative tools	Functional	Advance	FN00042	Y1-Q4	OT0024
Scientific Project Management	Functional	Advance	FN00005, FN00075,	Y1 Q3-Q4	OT0041, OT0053, OT0018, OT0135
Intellectual Property Rights	Functional	Advance	FN00025	Y1-Q4	OT0019
Public Policy	Functional	Basic	FN00037, FN00038	Y1 Q3-Q4	OT0042, OT0043, OT0136
Knowledge on Central Civil Conduct Code for Scientists and Technologists	Functional	Advance	FN00030*	Y1 Q3-Q4	
Transfer of Technology, Commercialization	Functional	Advance	CSIR HRDC	Y1 Q3-Q4	
Emerging Technologies	Functional	Basic	MY00002*	Y1 Q3-Q4	
Improving productivity using AI and Chat GPT	Functional	Basic	FN00076	Y1 Q3-Q4	OT0127
Raj Bhasha	Functional	Advance	FN00041*	Y1 Q3-Q4	
Effective teamwork with cross-functional, multi-disciplinary research teams	Functional	Advance	BH00012, BH00013	Y1-Q4	
Science Leadership	Functional	Advance	Upcoming Course	Y1-Q4	OT0109, OT0110
Grants Administration	Functional	Advance	Upcoming Course	Y2	
S&T roadmap for SDGs	Functional	Advance	To be developed	Y2	OT0132

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Effective collaboration in research	Functional	Advance	To be developed	Y1-Q4	
Quantum Computing	Functional	Basic	To be developed	Y2	OT0122
New Fund Flow Process	Functional	Advance	To be developed	Y2	
Science Diplomacy	Functional	Advance	To be developed	Y2	OT0052
Strategic Thinking	Functional	Advance	To be developed	Y2	OT0120
Empathy	Behavioral	Basic	BH00004	Y1 Q3-Q4	OT0086
Self-leading and Self-Management	Behavioral	Advance	BH00004, BH00009*	Y1 Q3-Q4	
Leading Others	Behavioral	Basic	BH00023, BH00006,	Y1 Q3-Q4	
Delegation	Behavioral	Basic	BH00016	Y1 Q3-Q4	
Ethics and values in life	Behavioral	Basic	BH00017, BH00018*	Y1 Q3-Q4	
Citizen centricity first	Behavioral	Basic	BH00015	Y1 Q3-Q4	
POSH	Behavioral	Basic	MY00001	Y1 Q3-Q4	
Gender Sensitization	Behavioral	Basic	BH00005, BH00019, BH00020	Y1 Q3-Q4	
Communication skills	Behavioral	Basic	BH00001	Y1 Q3-Q4	
Innovative Thinking	Functional	Basic	FN00024*	Y1 Q3-Q4	OT0099, OT0100,

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
					OT0101, OT0102
Networking skills - lab/industry/academia	Behavioral	Advance	To be developed	Y2	OT0071
General Financial Rules 2017	Functional	Advance	To be developed	Y2	
Central Civil Services (conduct) code	Functional	Advance	FN00077	Y1-Q4	
GeM	Functional	Advance	FN00043, FN00044, FN00045, FN00007*	Y1 Q3-Q4	
RTI Act	Functional	Basic	FN00031*, FN00032*, FN00033*, FN00034*	Y1 - Q3-Q4	OT0032, OT0033
E-procurement	Functional		Upcoming Course	Y1 - Q4	
Disposal of PG and RTI Appeals	Functional		FN00031*, FN00032*, FN00033*, FN00034*	Y1 - Q3-Q4	OT0032, OT0033
IFD Framework	Functional	Basic	FN00002*	Y1 Q3-Q4	
Knowledge Repository	Functional	Basic	To be developed	Y2	OT0116
PFMS	Functional	Advance	To be developed	Y1-Q4	OT0024
Noting & drafting	Functional	Advance	MY00005	Y1-Q4	OT0040
Recruitment Rules	Functional	Advance	To be developed	Y2	
Data Management	Functional	Advance	FN00016*	Y1-Q4	
Accounting software	Functional	Advance	FN00011*, FN00012, FN00013	Y2	OT0002
Proposal Review	Functional	Advance	To be developed	Y2	

Competency	Type	Level	Course Code iGOT	When	Courses other than iGOT
Project monitoring, impact & evaluation	Functional	Advance	To be developed	Y2	
Negotiation Skills	Behavioral		BH00001, BH00002	Y1 Q3-Q4	OT0071
Consultation and Consensus Building	Behavioral		To be Developed	Y2	OT0081
Stakeholder Analysis & Management	Behavioral	Basic	BH00029*	Q3-Q4	
Conceptual Thinking	Behavioral	Basic	BH00003	Y1 Q3-Q4	
Professional Integrity	Behavioral		To be Developed	Y2	OT0094
Assertiveness	Behavioral		To be Developed	Y2	OT0080
APAR	Functional		FN00065	Y1 - Q3-Q4	
Parliamentary Procedures	Functional		To be Developed	Y2	
Cyber Security	Functional	Basic	FN00076	Y1 Q3-Q4	OT0128
Preparation of Cabinet Notes, EFC Note SFC Note	Functional	Basic	FN00023	Y2	
Optimistic Thinking	Behavioral	Basic	To be developed	Y1-Q4	
Decision Making	Behavioral	Advance	BH00003	Y1-Q4	OT0082

**Note(s):**

1. Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency
2. Course Codes marked with an asterisk (\*): These are the top 50 courses taken on iGOT by officials across various MDOs

## 5. Institutes mapped to Biotechnology domain

For domain competencies and competency gaps related to domain needs, the following list of institutions are suggested to be used by CBU to design tailor made, need based, capacity building programs for the Department.

DBT/DST – AIs

IITs and IIMs

CSIR/ ICAR/ ICMR Labs

ICGEB

NCBS, TIFR, IISc

C-DAC

IISER/NISER/NIPER

Central Universities

Biotech industries

## 6. Monitoring & Evaluation

**Objective:** To monitor and evaluate the effective implementation of ACBP

### a. Levels of M&E

Monitoring and evaluation of the ACBP can be carried out at two levels by the CBU:

1. **At the department level**, the monitoring and evaluation can be carried out on three KPIs.
  - a. Number of courses completed by the Department officials on iGOT.
  - b. Number of courses completed by the Department officials from institutions other than iGOT.
  - c. Number of Non-Training Interventions implemented such as Learning-Hour, mentoring program, field-visits and immersive learning experiences etc
2. **At the unique role level**
  - a. Number of courses completed by the officer in the unique role. Reporting Officer/CBU SPOC may refer to the Training Calendar in access this KPI.
  - b. **Monitoring of Activities for training Interventions:** Further, the two activities of undertaking iGOT and the other hybrid/offline courses may be monitored and evaluated based on the below framework. These will give us the unique role level data, which may be collated to arrive at Department level data.

Activities	Indicator	Definition	Means of verification	Unit	Targets		Reporting Frequency	Partners involved
					✓ 1	✓ 2		

#### Activity 1

1	Undertake courses on iGOT.	Percentage of staff who have completed the recommended courses on iGOT.	Courses based on the designation wise competency needs of the department would be recommended.	1. Course completion certificates 2. Data available on iGOT platform	%	Targets		Quarterly	DBT, CBC, iGOT
						Completion of courses by 70%	Completion of courses by 40%		

#### Activity 2

2	Attending the Offline/ Hybrid courses	Percentage of staff who have attended the recommended courses	Courses based on the designation wise competency needs of the department would be recommended.	Course completion certificates	%	Targets		Quarterly	DBT, CBC
						Completion of courses by 70%	Completion of courses by 40%		

## 7. Organizational level capacity building interventions

To support capacity building plan, organizational interventions are imperative. These are initiative that improve the shared aspect within which officials across the Department operate. This includes interventions across processes, resources and assets, partnership and relationship, technology and data and personnel management. Table below showcases key potential organizational interventions across various afore-mentioned categories which can be further deliberated to formalize action plans. However, considering the nature of these potential interventions, further in-depth study may be required to develop an implementation strategy for the same.

S.No.	Intervention	KPI's
1	<b>Learning Hour</b>	<ul style="list-style-type: none"> <li>In the first quarter, 20% of the staff to be covered in learning hour.</li> <li>Within 1 year 50% of the staff to be covered</li> <li>One -hour fortnightly fixed for learning hour and it is completely voluntary (Internal/external trainer/speaker will be invited)</li> </ul>
2	<b>Mentorship Program</b>	<ul style="list-style-type: none"> <li>In the first 6 months, 20% of the new joiners to be mapped to mentors who would help the new joiners to get accustomed to culture of Department/Institute</li> <li>Within subsequent 6 months, 50% of new joiners may be mapped</li> </ul>
3	<b>Recognition and Rewards</b>	<ul style="list-style-type: none"> <li>3-5 Staff members from each centre to be recognized / rewarded per month</li> </ul>
4	<b>Virtual Kiosk</b>	<ul style="list-style-type: none"> <li>At least 1 virtual kiosk per month</li> </ul>
5	<b>Immersion Programs</b>	<ul style="list-style-type: none"> <li>At least, 1 resource per Division in a quarter to be nominated for the immersion programs to R&amp;D Centres, DBT funded labs &amp; Autonomous Institutes; Private industries, Non-Government-Organisations, and other MDOs</li> </ul>
6	<b>Induction Manual</b>	<ul style="list-style-type: none"> <li>Induction manual for all the divisions to be formulated within the next 6 months which consists of introduction to all the divisions in the Department; their work allocations and nodal officers of the Division; all DBT AIs</li> </ul>

S.No.	Intervention	KPI's
7	<b>Cross-MDO scientific staff collaboration</b>	<ul style="list-style-type: none"> <li>At least 1 knowledge sharing session focused on a particular sector, for relevant MDOs in the first 6 months.</li> <li>Subsequently, one (1) knowledge sharing session per quarter</li> </ul>
8	<b>Science Leadership</b>	<ul style="list-style-type: none"> <li>Launch of programme over the next 6 months to facilitate senior scientists in smooth transitions to the role of leader</li> </ul>
9	<b>Policy Hub</b>	<ul style="list-style-type: none"> <li>Implement the Policy Hub in the current financial year</li> </ul>
10	<b>Regular feedback programme</b>	<ul style="list-style-type: none"> <li>In the first 6 months, 20% of the staff to be covered.</li> <li>Within subsequent 6 months, 50% to be covered</li> </ul>
11	<b>“Do Business with” Links</b>	<ul style="list-style-type: none"> <li>One place having the links to do procurement/ business with different organizations</li> </ul>

MDO CBU may refer to the concept notes as mentioned in the annexure no.6 and evaluate and formalize the initiatives and action plans to implement the organisational interventions.

## Evaluation

The MDO administrator, through his / her admin account on iGOT, can access the IGOT course dashboard which includes all the data pertaining to enrolment, progress of courses, number of courses completed by each individual on iGOT. This information may be used for evaluating progress across set targets.

The training calendar mentioned in section 4 consists of all the courses that each unique role in the department needs to complete. This may be used to evaluate achievement of individual targets

## Annexures

### 1. List of Courses Identified

The following table represents the courses identified and their encoding. Course codes are used for ease of reference to a course from the Training Calendar which is represented in the 2.2 sub section.

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
MY00001*	POSH	Prevention of Sexual Harassment of Women at Workplace	Human Resource Policies and Legislation Framework Management	1h 51m	ISTM	<a href="#">Link</a>	L1	iGOT
MY00002*	Emerging Technologies Level 1	Introduction to Emerging Technologies	Basics of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, NLP etc.	2h 30m	CBC	<a href="#">Link</a>	L1	iGOT
MY00003	Emerging Technologies Level 2	Emerging Technologies Level 2	Advanced Knowledge of Data Analytics, Artificial Intelligence, Machine Learning, Computer Vision, NLP etc.	2 days	CDAC	-	L3	CDAC (Physical)



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
MY00004	DAKSHTA	DAKSHTA	Noting & Drafting, Office Management, Handling Parliamentary Proceedings, Integrated Finance Division, Public Procurement through Government e-Market Place(GeM), Conduct & Behavior Management, Project Administration	16h 54m	ISTM	<a href="#">Link</a>	L2	iGOT
MY00005	DAKSHTA	DAKSHTA	Noting & Drafting, Office Procedure, RTI, GFR, Interpersonal Skills, Tender Documents, GeM, Case Studies, Managing Stress, Gender Sensitization, Computer Hands on, Record Management, e-Office, Cabinet notes, etc.	5 days	ISTM	-	L4	ISTM (Physical)
BH00015	Citizen Centricity First	Citizen Centric Communication	Importance of Proper Communication, importance of Listening, Active Listening Behavior, Being assertive in citizen-centric communication, citizen-centric communication is about	50m	ISTM	<a href="#">Link</a>	L1	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			putting the citizen first and ensuring that your communication is clear, concise, respectful, responsive, and transparent. By following the principles described in this course, one can build trust and understanding with the citizens they serve					
BH00001	Communication Skills	Effective Communication	Understand the need of communication and the effectiveness of communication	7h 19m	IIMB	<a href="#">Link</a>	L2	iGOT
BH00002	Conflict Solving Strategies	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Wi-Win situation	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00003	Critical thinking	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	iGOT	<a href="#">Link</a>	L1	iGOT
BH00003	Decision Making	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00016	Delegation	Delegation	Basics of Delegation	45 Min	BSNL	<a href="#">Link</a>	L1	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00004	Empathy	Increasing your Emotional Quotient	Stress Management Self Control Mindfulness Stress & Resilience	1h	Art of Living	<a href="#">Link</a>	L1	iGOT
BH00005	Equity	Gender Equality and Development – Overview	Gender Equality and Development	1h 45m	iGOT	<a href="#">Link</a>	L1	iGOT
BH00006	Equity	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00017	Ethics	Ethics and Values	Ethics and Values in Administration, Professional Ethics and Integrity, Ethical Decision Making and Ethical Dilemma	50 min	Border Roads Organization (BRO)	<a href="#">Link</a>	L1	iGOT
BH00018*	Ethics	Code of Conduct for Government Employees	This course covers details about Code of Conduct for government of India officials, describe the conduct that is not allowed/expected from government employees	35m	ISTM	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00007	Ethics and Values	Personal and Organizational values	Explains that we imbibe values from our surroundings and these values are set of guiding principles that help an individual make a decision and choose a path.	55 min	Department of Personnel and Training DoPT	<a href="#">Link</a>	L1	iGOT
BH00005	Gender Awareness/Sensitization	Gender Equality and Development – Overview	Gender Equality and Development	1h 45m	iGOT	<a href="#">Link</a>	L1	iGOT
BH00019	Gender Awareness/Sensitization	Gender Sensitivity	Gender Sensitivity: Understanding Gender Bias; Gender Sensitization: Understanding Gender Stereotypes; Gender Sensitization: What can Organization do?	50m	Ministry of Power	<a href="#">Link</a>	L1	iGOT
BH00020*	Gender Awareness/Sensitization	Prevention of Sexual Harassment of Women at Workplace	Human Resource Policies and Legislation Framework Management	1h 51m	ISTM	<a href="#">Link</a>	L1	iGOT
BH00002	Influencing & Negotiation	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00021	Interpersonal skills	Level-III CSSS Course to Develop Behavior Competencies	Level-III CSSS Course to Develop Behavior Competencies	2h 18m	iGOT	<a href="#">Link</a>	L2	iGOT
BH00022	Knowledge sharing & mentorship	Coaching module of BSNL Mission Karmayogi	Coaching module of BSNL Mission Karmayogi	52m	BSNL	<a href="#">Link</a>	L1	iGOT
BH00023	Leadership	Leadership module of BSNL Mission Karmayogi	Basics of Leadership and Team Development	1h 16m	BSNL	<a href="#">Link</a>	L1	iGOT
BH00006	Leadership	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00006	Leading Others	Leadership	Define Leadership, Alignment of Leader with Team members, Allocation of Tasks by Leader to Team Members, Motivating Your Team as a Leader, Lead Yourself	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00004	Maintaining mental health	Increasing your Emotional Quotient	Stress Management Self Control Mindfulness Stress & Resilience	1h	Art of Living	<a href="#">Link</a>	L1	iGOT
BH00024	Maintaining mental health	Managing Personal Relations	Self-Management Self Confidence Emotional Quotient & Intelligence Art of Living	40m	iGOT	<a href="#">Link</a>	L1	iGOT
BH00025	Maintaining physical health	Y-Break 5 minute Yoga at Workplace	The course offers quick and simple yoga routines that can be done during work breaks or at the workplace. The routines consist of various poses, stretches, rotations, and breathing exercises that can help release tension and promote relaxation.	23m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00026*	Maintaining physical health	Yoga for Excellence	The techniques shown in the course when practiced regularly increases resilience, willpower and overall health.	1h 10m	Art of Living	<a href="#">Link</a>	L1	iGOT
BH00008	Motivation	Motivation	Motivation drives performance, Maslow's hierarchy of needs,	1h	DoPT	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			motivating self, self-motivation action plan					
BH00008	Motivation	Motivation	The course on 'Motivation' explains that once we are aligned with our personal motivation and goals we are likely to become an excellent performer. For this, we need to find our own motivation that is relevant to our context, situation and job	1h 8m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00027	Motivation	Understanding Motivation	By the end of this course, the learners will be able to understand the concept of motivation from the lens of various theories. They will be able to explore the questions like why people do what they do, what is the role of a leader in motivating and demotivating others and how the design of the jobs plays a role in motivation.	1 hour 35 minutes	LBSNAA	<a href="#">Link</a>	L1	iGOT
BH00001	Negotiation skills	Effective Communication	Understand the need of communication and the effectiveness of communication	7h 19m	IIMB	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00002	Negotiation skills	Conflict Management & Negotiation	Conflict Resolution, Steps to Conflict Resolution, Conflict Resolution Skills, Win Win situation	1h 30m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00007	Organizational Skills	Personal and Organizational values	Explains that we imbibe values from our surroundings and these values are set of guiding principles that help an individual make a decision and choose a path.	55m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00003	Problem Solving	Problem Solving and Decision Making	Need for problem solving, analyzing the problem, divergent thinking, decision making	1h 40m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00028	Result Orientation	Result Orientation and Planning	Result Orientation and Planning	80 Min	BSNL	<a href="#">Link</a>	L1	iGOT
BH00009*	Self Confidence	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00004	Self-Management	Increasing your Emotional Quotient	How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important aspects of managing emotions and learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.	1h	The Art of Living	<a href="#">Link</a>	L1	iGOT
BH00009*	Self-Management	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	<a href="#">Link</a>	L1	iGOT
BH00008	Self-Motivation	Motivation	This is a five-step approach to create an action-plan for self-motivation: my needs, the demotivating factors at work, demotivating factors outside work hours, motivating factors at work, motivating factors outside work hours.	1h 8m	DoPT	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
BH00004	Self-Awareness and Self-Control	Increasing your Emotional Quotient	How to handle negative emotions is not taught as part of our educational curriculum. In this course we learn very important aspects of managing emotions and learn a meditation that helps us transform our emotions. This course comprises of learning videos by Gurudev Sri Sri Ravi Shankar.	1h	Art of Living	<a href="#">Link</a>	L1	iGOT
BH00009*	Self-Awareness and Self-Control	Self-Leadership	This course has many insightful videos on self-leadership by Gurudev Sri Sri Ravi Shankar. We exist at 7 levels - Body, Breath, Mind, Intellect, Memory, Ego and Self. Self-awareness, Self-control and Self-confidence all increase with Self-knowledge	1h 16m	The Art of Living	<a href="#">Link</a>	L1	iGOT
BH00029*	Stakeholder Analysis & Management	Stakeholders in Governance	Stakeholder Analysis	53 min	ISTM	<a href="#">Link</a>	L1	iGOT
BH00010*	Stress Management	Stress Management	The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you	2h 17m	IIPA	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			go through the course you will be able to apply the learning and develop insight into meaning of stress, its impact, symptoms, causes as well as practical interventions which can help busting the stress level.					
BH00011*	Stress Management	Stress Management	Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels.	1h 15m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00012	Team Management & Development	Team Building	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members	1h 20m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00013	Team management, sensitiveness to team	Team Engagement	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the	20 Min	BSNL	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			team, Cooperation amongst team members					
BH00013	Team-Working	Team Engagement	High Performance Team, Commitment from the entire team, Team Member's Contribution, Communicating with the team, Cooperation amongst team members	20 Min	BSNL	<a href="#">Link</a>	L1	iGOT
BH00014	Time Management	Time Management	The course, 'Time Management' lists the benefits of Time Management, typical challenges to Time Management, demonstrates the Covey's Quadrant to prioritize time and explains the need for focusing on bigger aspect	1h 15m	DoPT	<a href="#">Link</a>	L1	iGOT
BH00010*	Work-Life Balance	Stress Management	The course aims to provide the learners a potpourri of stress management tips and strategies to tackle the root cause of stress. As you go through the course you will be able to apply the learning and develop insight into meaning of stress , its impact, symptoms, causes as well as	2h 17m	IIPA	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			practical interventions which can help busting the stress level.					
BH00011*	Work-Life Balance	Stress Management	Physical and mental fitness, relaxation, worry for job, sleep quality, planning, concern for others, workload, separating professional and personal life are few factors that impact our stress levels.	1h 15m	DoPT	<a href="#">Link</a>	L1	iGOT
FN00010	Balance Sheet Reading	Understanding Financial Position of an organization	Understand how financial transactions occur in any organization. Understanding the balance sheet, Double-entry accounting system, and profit and loss (P&L) statement is a financial statement that summarizes the revenues, costs, and expenses incurred during a specified period	43m 19s	iGOT	<a href="#">Link</a>	L1	iGOT
FN00011*	Budgeting & Accounting	Budget	Basics of Budgeting and its importance, principles of Indian budgetary system, Constitutional mandates for preparing annual	50 min	ISTM	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			budgets, budgetary process and voting/ passing the budget					
FN00012	Budgeting & Accounting	Budgetary System in Government	Budgetary Control, Demand for Grants MoD, Financial Control, Re-appropriation, Role of Audit, Role of Finance	32m 37s	Defence Accounts Departments	<a href="#">Link</a>	L1	iGOT
FN00013	Budgeting & Accounting	Finance and Accounts	The objectives of this module are: Define budget and explain the budgetary process, Explain the key features of financial regulation, define audit, its purpose and objectives, Explain the procedure for procurement, Explain the preparation and maintenance of cashbook and Describe travel allowance rules.	41m	DoPT	<a href="#">Link</a>	L1	iGOT
FN00014	Coaching & Mentoring	Coaching & Mentoring	Performance assessment, time management, coaching, teamwork	52 min	BSNL	<a href="#">Link</a>	L1	iGOT
FN00016*	Data analysis	BIG DATA ONE	Data Management Functional Data Analytics System Design	3 min	National E-Governance	<a href="#">Link</a>	L1	iGOT



# Capacity Building Commission, Government of India

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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
					Division NeGD			
FN00017	Data analysis	Data Driven Decision Making For Government	Data Analysis, Common tools for Visualization, Process Model through case study, Filter Pages Dashboard, Analytics Maturity Model	2h 30m	CBC	<a href="#">Link</a>	L2	iGOT
FN00018	Data Security	Basics of Critical Information Infrastructure	There are infrastructure within a country, failure of which have the potential to disrupt economic activity of a nation, posing threats to national security or loss of life etc. Awareness about such critical infrastructure among government officials is very important as they are responsible for policy making, issuing guidance, allocating budgets, setting priorities etc. which are crucial for protection of such infrastructure assets.	56m 57s	NTIPRIT	<a href="#">Link</a>	L1	iGOT
FN00019*	Data Security	Cyber Security and Strategy	Cyber security strives to ensure the attainment and maintenance of the security properties of the organization and user's assets against relevant	2h 11m	Indian Institute of Public	<a href="#">Link</a>	L2	iGOT



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

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			security risks in the cyber environment.		Administration			
FN00020	Data Security	Information Security Basics	Everyday Government officials generate, process, store, retrieve and communicate lots of data in digital form for discharge of assigned duties by using IT networks.	1h 54m	Indian Institute of Public Administration	<a href="#">Link</a>	L1	iGOT
FN00021	Data Security	Data, Cyber Security and Strategy	This Course will help government officers to build this critical infrastructure, exploring ways to stronger public service delivery, develop, and utilize the data and analytic tools that drive data-based decision-making	2h 30m	Capacity Building Commission	<a href="#">Link</a>	L2	iGOT
FN00022	Filing Vigilance returns	Preventive Vigilance	Importance of preventative Vigilance, Tools and case studies on the topic	1h 30m	Ministry of Steel	<a href="#">Link</a>	L1	iGOT
FN00023	Grammar training for cabinet note, EFC or office order	Preparation of Cabinet Notes	Objectives of the course: - Explains the context of preparation of Cabinet Notes, Describe the GOI rules, 1961 and GOI, Describe the Preparation & Procedure of the Cabinet Notes	5h 10m	ISTM	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00024*	Innovation, global developments, emerging trends & perspectives	Introduction to Emerging Technologies	Understand how AI-powered and other Emerging Technologies are critical for good governance	2.5 hours	WITP	<a href="#">Link</a>	L2	iGOT
FN00025	Intellectual Property Rights	Special Acts	This course is designed to help you understand the Special Acts in Law. including IPR, etc.	2h 6m	iGOT	<a href="#">Link</a>	L2	iGOT
FN00001	Knowledge of e-governance and Digital India	Basics of e-Governance & Digital India	This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating the processes of governance and the related concepts associated with it. It also describes in an easy-to-understand manner the flagship Digital India program of the Government of India.	1h 35m	iGOT	<a href="#">Link</a>	L1	iGOT
FN00002*	Knowledge of IFD Framework	Public Procurement Framework of GOI	integrated finance division (IFD) procurement services, integrated finance division (IFD), general system	1h 55m	Department of	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			of financial management, general financial rules (GFR)		Expenditure			
FN00026	Knowledge of Parliament/cabinet	Parliament at work	<p>Explain the Legislative procedure followed, while considering a bill to be made into an Act</p> <p>Explain the Parliamentary Committees and their roles</p> <p>Explain the role and functions of the Financial Committees</p> <p>Describe the Question hour proceedings</p>	5 hour 36 minutes	Institute of Secretariat Training and Management	<a href="#">Link</a>	L2	iGOT
FN0002	Knowledge of taxation of products, GST and customs duty	A course on TDS under GSTAct	Provisions of tax deduction at source under GSTAct.	54m 44s	NICF	<a href="#">Link</a>	L1	iGOT
FN00028	Knowledge of taxation of products, GST and customs duty	GST APPLICABILITY ON GOVERNMENT RELATED ACTIVITIES	This course gives all information about goods and services tax applicability on government services. Government services are classified under 3	40m	National Institute of Communi	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			categories-exempt,taxable,taxable under reverse charge mechanism.		ation Finance			
FN00029*	Knowledge on Central Civil Conduct Code	Code of Conduct for Government Employees	This course covers details about Code of Conduct for government of India officials, describe the conduct that is not allowed/expected from government employees	35m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00030*	Knowledge on Central Civil Conduct Code	Code of Conduct Rules for Scientists and Technologists	This is an interactive self-paced flipbook on the Central Civil Services (Conduct) Rules, 1964. The flipbook explains the objectives of CSS Rules and explains the dos and don'ts for government employees using examples.	2 h	CBC	<a href="#">Link</a>	L1	iGOT
FN00031*	Knowledge on RTI resolutions	Right to Information Act - Part 1	Overview of the Right to Information (RTI) Act • RTI act's major features and implications Responsibilities of public authorities, RTI cells, and duties of Central and Assistant Public Information Officers • Purpose and	55m	ISTM	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			definitions of RTI, and the process of seeking and providing information					
FN00032*	Knowledge on RTI resolutions	Right to Information Act - Part 2	Exemptions from disclosure, • Partial disclosure and rejection processes • Complaint and appeal procedures • Citizen's rights and responsibilities in implementing the RTI Act	41m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00033*	Knowledge on RTI resolutions	Right to Information Act 2005	Right to Information Act 2005 and One case study	48m 30s	Defense Accounts Departments	<a href="#">Link</a>	L1	iGOT
FN00034*	Knowledge on RTI resolutions	Right To Information Act, 2005	This is a domain-specific module. The objective of this module is to make the trainees aware of the provisions of the Act as their assistance may be required in handling of RTI applications received by PIOs	47m	DoPT	<a href="#">Link</a>	L1	iGOT
FN00035*	Noting and Drafting	Noting and Drafting	This course will guide you about noting and drafting in a secretariat set up.	2 hours	ISTM	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00036*	Parliamentary Questions	Parliamentary Procedures	Includes information on parliamentary procedures and questions	2 hours	ISTM	<a href="#">Link</a>	L1	iGOT
FN00003	Pension Administration /Processing	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. • It also covers factors governing Pensionary benefits and its key features. • This course will enable learners to calculate pension and other pensionary benefits and explain the seven step procedure for processing pension papers.	55m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00037	Policy making/drafting	Basics of Public Policy Research	Research process Reporting Rules Research Strategies Research Process	2 hours	NACIN	<a href="#">Link</a>	L1	iGOT
FN00038	Policy making/drafting	Formulation of Public Policies	Meaning and scope, Frameworks, Different Stages, evidence based public policy formulation, Role of civil servant in policy formulation	1 Hour 5 min	Institute of Secretariat Training and	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
					Management			
FN00039	Preparation of Vigilance/investigation Reports	Evaluation of Evidence and Course Assessment	Evaluation of Evidence	46 min	Institute of Secretariat Training and Management	<a href="#">Link</a>	L1	iGOT
FN00040	Presentation Skills	Ways of Enhancing Presentation Skills	<p>Module 1: Manage Anxiety while Presenting</p> <p>Module 2: Ground Rules for Presenting Better</p> <p>Module 3: Perfect the Planned Presentation</p>	1 hr 25 min	Ministry of Mines	<a href="#">Link</a>	L1	iGOT
FN00004	Project Management	Project management	Introduction to Project Management, Project Management Plans, Scheduling and its definitions, Types of Schedules	46m	Ministry of Railways	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00005	Project Management	Project management	Project Management, Return on Investment, Social Return on Investment, Randomized Controlled Trial (RCT)	2h 1m	IIPA	<a href="#">Link</a>	L2	iGOT
FN00041*	Rajbhasha	Rajbhasha Hindi	Rajbhasha Hindi basics	13 min	FCI	<a href="#">Link</a>	L1	iGOT
FN00042	Scientific communication skills - narrative tools	An Introduction To Science Communication	give early-career scientists a quick introduction to science communication as part of their common induction curriculum. The course provides a brief overview of the fundamentals of science communication, as well as quizzes, assignments and case studies, to help learners develop an awareness and knowledge of communicating science to non-scientific audiences	2 Hours	CBC	<a href="#">Link</a>	L1	iGOT
FN00043	Understanding of GeM Marketplace	Bid Participation	Complete seller bid participation details	21m	Government e Marketplace (GeM)	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00044	Understanding of GeM Marketplace	Buyer Dashboard	Different Buyer Dashboards available on GeM for Buyers to use.	15m	Government e Marketplace (GeM)	<a href="#">Link</a>	L1	iGOT
FN00045	Understanding of GeM Marketplace	Catalogue Management	These modules cover the details of the complete catalogue updation process for Sellers and Service Providers on the GeM portal.	42m	Government e Marketplace (GeM)	<a href="#">Link</a>	L1	iGOT
FN00007*	Understanding of GeM Marketplace	GeM marketplace	A Course on Government e Marketplace (GeM).	1h 9m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00046*	Understanding of GeM Marketplace	Introduction to GeM for Buyers	Videos, PDF & Questionnaires about GeM overview and Buyer Functionality	10m	Government e Marketplace (GeM)	<a href="#">Link</a>	L1	iGOT
FN00047	Understanding of GeM Marketplace	Introduction to Sellers & Service Provider	This module contains videos showing Government e-Marketplace	5m	Government e Marketplace	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			and Introduction to Seller & Service Provider Functionality		Place(Ge M)			
FN00048	Understanding of GeM Marketplace	Invoicing and payment Process	This module contains the details of the steps required for complete invoicing and payment process from the end of the Seller	17m	Government e Market Place(Ge M)	<a href="#">Link</a>	L1	iGOT
FN00049	Understanding of GeM Marketplace	Payment process for Buyers	All payment process options available to Buyers on GeM Portal	33m	Government e Market Place(Ge M)	<a href="#">Link</a>	L1	iGOT
FN00008	Understanding of GeM Marketplace	Procurement Process	This modules contains all procurement processes available on the GeM Portal.	2h 49m	Government e Market Place(Ge M)	<a href="#">Link</a>	L2	iGOT
FN00050	Understanding of GeM Marketplace	Registration of Buyers	Complete registration process for Primary and Secondary Users. Also deactivation and transfer of users for Buyer Departments.	14m	Government e Market	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
					Place(Ge M)			
FN00009	Understanding of GeM Marketplace	Vendor Registration	Complete registration process for vendors	20m	Government e Marketplace(Ge M)	<a href="#">Link</a>	L1	iGOT
FN00002*	Understanding of General Financial Rules, 2017	Public Procurement Framework of GOI	integrated finance division (IFD) procurement services, integrated finance division (IFD), general system of financial management, general financial rules (GFR)	1h 55m	Department of Expenditure	<a href="#">Link</a>	L1	iGOT
FN00051*	Understanding of Office Protocols	Office Procedure	This course will guide about office procedures. It gives an overview about <ul style="list-style-type: none"> <li>• File management system</li> <li>• Management of DAK</li> <li>• Decision making in government</li> <li>• Record management</li> </ul>	2h 17m	ISTM	<a href="#">Link</a>	L2	iGOT
FN00052	Working with MS Office	Excel advanced	This training program will digitally empower officials to provide efficient and effective citizen-centric services	3h 44m	Microsoft	<a href="#">Link</a>	L2	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			to the vulnerable and underprivileged sections of society. It will enable them to deliver last-mile social welfare services.					
FN00053	Working with MS Office	Microsoft Excel for Beginners	In this course we will learn how to Enter and edit Excel data, Format numbers, fonts, and alignment make simple pivot tables and charts, create simple Excel formulas, filters, formatting. Learn common Excel functions used in any Office.	6h 56m	Microsoft	<a href="#">Link</a>	L2	iGOT
FN00054	Working with MS Office	Microsoft PowerPoint Beginners	a beginner's guide to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint slideshow presentations.	2h 41m	Microsoft	<a href="#">Link</a>	L2	iGOT
FN00055*	Working with MS Office	Microsoft Word Beginners	Welcome to the course that offers a beginner's guide to Microsoft Word. This course enables you to learn Word in simple and easy steps with a focus on making the learners understand and create tasks using Ribbon Menu,	2h 56m	Microsoft	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			Rulers, Navigation Pane, Go to Command, Proof Reading, Views, edit pictures, Indenting, Track Changes, layout, and more.					
FN00056	Working with MS Office	PowerPoint advanced	Advance course to Microsoft PowerPoint, taking you by hand and showing you step by step how to make some amazing and mesmerizing PowerPoint transitions and animation. We dive into PowerPoint Slide Design, Smart Art and PowerPoint Animation.	2h 19m	Microsoft	<a href="#">Link</a>	L2	iGOT
FN00057	Working with MS Office	Programme on IT Skills	Microsoft Word for Beginners, Microsoft Word for Advanced, Microsoft PowerPoint Beginners, Microsoft PowerPoint Advanced, Microsoft Excel for Beginners, and Advanced	21h 25 m	ISTM	<a href="#">Link</a>	L2	iGOT
FN00058	Working with MS Office	Word advanced	This course enables you to learn advanced concepts of MS Word in simple and easy steps. In this course, the learners will understand and create tasks using Repeat Headings,	2h 49m	Microsoft	<a href="#">Link</a>	L2	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			Insert Formula, Word Art, Table of Figures, Tab Stops, Paragraph Styles, Wrapping Words around Pictures, Inserting audio, video, online videos and more.					
FN00009	Vendor Management	Vendor Registration	Complete registration process for vendors	20m	Government e Market Place(GeM)	<a href="#">Link</a>	L1	iGOT
FN00007*	Vendor Management	GeM marketplace	A Course on Government e Marketplace (GeM).	1h 9m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00008	Procurement and tender writing	Procurement Process	This modules contains all procurement processes available on the GeM Portal.	2h 49m	Government e Market Place(GeM)	<a href="#">Link</a>	L2	iGOT
FN00059	Drafting proposals	Request for Proposals	Request for Proposals	9m 43s	Defence Accounts Department (DAD)	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00060	Drafting proposals	Proposal Acceptance and Withdrawal and Signing of Contract	Proposal Acceptance and Withdrawal and Signing of Contract	5m 14s	Defence Accounts Department (DAD)	<a href="#">Link</a>	L1	iGOT
FN00061	Drafting proposals	Approval and Processing of Proposals	Approval and Processing of Proposals	3m 57s	Defence Accounts Department (DAD)	<a href="#">Link</a>	L1	iGOT
FN00062	Climate Change	Basics of climate change: science behind stories	This course will help you to learn Climate Change and associated science.	2h 11m	Dr. Shyamli Singh, ISPA	<a href="#">Link</a>	L1	iGOT
FN00063	Climate Change	Economics of Climate-Resilient Development	The course is based upon the principles of multiple stakeholder inputs and includes ideas on how different expertise and views are found and incorporated. To conclude the course, a policy scenario presents the course user with the opportunity to see how an economically viable	1h 21m	World Bank Content Creator	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			climate resilient development plan may be designed in practice.					
FN00064*	Climate Change	Low Carbon Development: Planning & Modelling	This short overview module provides a high level introduction to climate change, low carbon development planning and the use of the EFFECT model (Energy Forecasting Framework and Emissions Consensus Tool)	7h 53m	World Bank Content Creator	<a href="#">Link</a>	L2	iGOT
FN00065*	Establishment & Human Resource Management	Annual Performance Appraisal Report (APAR)	Annual Performance Appraisal Report (APAR)	34m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00066	Establishment & Human Resource Management	Leave Rules	Leave Rules	55m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00067*	Establishment & Human Resource Management	Pay Fixation	Pay Fixation	1h 26m	ISTM	<a href="#">Link</a>	L1	iGOT

Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
FN00003	Establishment & Human Resource Management	Pensionary Benefits	This course describes the various retirement and death benefits admissible to a government servant/ family. • It also covers factors governing Pensionary benefits and its key features. •.	55m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00068	Establishment & Human Resource Management	Consultation with UPSC in disciplinary cases	Consultation with UPSC in disciplinary cases	44m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00069	Establishment & Human Resource Management	Consolidated Instructions on Suspension	Take this course to learn about consolidated instructions on suspension	1h 2m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00070*	Establishment & Human Resource Management	Central Government Employees Group Insurance Scheme (CGEGIS)	Learning objectives of the course: <ul style="list-style-type: none"> <li>• Understand the scheme of CGEGIS</li> <li>• Explain how does CGEGIS works in a calendar year</li> <li>• List the subscription fees</li> </ul>	12m	ISTM	<a href="#">Link</a>	L1	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			<ul style="list-style-type: none"> <li>Identify the promotion and death benefits associated with the scheme</li> </ul>					
FN00071	Establishment & Human Resource Management	Constitutional Provisions Relating to Disciplinary Proceedings - Hindi	Constitutional Provisions Relating to Disciplinary Proceedings - Hindi	1h 3m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00072	GIS Applications	Geographical Information System	Geographical information system (GIS) uses space and ground based technologies to organize our physical world by representing spatial data, that is, location and attribute data with digital map overlays.	10h 15m	Department of Space	<a href="#">Link</a>	L2	iGOT
FN00073*	Governance	Stakeholders in Governance	Stakeholders in Governance	1h 43m	ISTM	<a href="#">Link</a>	L1	iGOT
FN00001	Process improvement	Basics of e-Governance & Digital India	This module explains basic constructs of e-governance – the strategy of employing digital technologies in accelerating the processes of governance and the related concepts associated with it. It also describes in an easy-to-understand manner the	1h 35m	iGOT	<a href="#">Link</a>	L1	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			flagship Digital India program of the Government of India.					
FN00074	Process improvement	Total Quality Management (TQM)	This course gives information about basic concepts, processes and all aspects of Total Quality Management.	48m 12s	NICF	<a href="#">Link</a>	L1	iGOT
FN00075	Project Management	Preparation of Detailed Project Report (DPR)	This course provides detailed knowledge about following subjects, namely: DPR preparation for PMGSY roads. The above Course includes topics like Topographical Surveys, Geometric Design and Bill of Quantities & Surveys and Investigations (Soils, Materials & Geo technical).	8h 30m	iGOT	<a href="#">Link</a>	L2	iGOT
FN00006	Project Management	Project Management	The course provides a basic understanding of project management. After going through the course, you will be able to: Identify steps in project management, Augment where focus to be given for smart project management, Assess the key issues in investment by taking	1h 59m	iGOT	<a href="#">Link</a>	L1	iGOT



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Course Code	Competency	Course Title	Course Details	Course Duration	Course Provider	Course Link	Level	Where
			up analytical exercises, Know how social value is created through investment, and Apply Randomized Controlled Trial (RCT) in project evaluation.					

Here is the Legend to read the following table:

1. Course codes marked in Green: These are the courses suggested by CBC after checking their quality and relevance to the competency.
2. Course Codes marked with an asterisk (\*): These are the top 50 courses taken on iGOT by officials across various MDOs.

## 2. List of Course mapping other than iGOT

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0080	Accountability	Taking Accountability	Behavioral	While it may appear that accountability begins externally, it begins within oneself. The first step is to make sure your officer is prepared to be held accountable. We want the governance to succeed, so it is critical that before we discuss accountability, we help to establish an environment in which people believe they can succeed. Officers may then take full responsibility for any action they choose to take when the time comes, and they will do their best if things don't go as planned since they have consciously decided to be accountable for their actions. Accountability is beneficial not only to those who are unable to find time for themselves, but also to those who suffer from perfectionism.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0114	Active Listening Skills	Listen Actively	Behavioral	Refer to the course link	41 minutes	Harappa-Thriversity	<a href="#">Link</a>	Basic	Online
OT0098	Attention to Detail	Attention to Detail	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0001	Benchmarking	Benchmarking	Functional	Recognize the five steps of the basic benchmarking method; Develop a realistic plan and schedule for a benchmarking project; Search and identify potential benchmarking partners by conducting secondary research; Understand how to use the 7 basic Quality Improvement Tools for benchmark process comparison.; Select appropriate recommendations for process improvement	32m	Michael Bell	<a href="#">Link</a>	Basic	Udemy
OT0002	Budgeting & Accounting	Financial Management	Functional	The course covers the following points: - Understanding Finance and Financial Terms, General Financial Rules, 2017, Budgeting Process, Appropriation and Re-Appropriation of funds, Tools and techniques for short term and long-term financial planning, understanding financial statements: Balance Sheet, Income Statement,	-	IIPA	<a href="#">Link</a>	Advanced	IIPA

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				Analysis of Financial Statements for Decision Making, Forensic Financial Statement analysis, Financial Products and Service & Regulatory Framework					
OT0003	Cash Flow Management	Cash Flow Management Basics	Functional	Learn about Cash Management, Profitability, and Financial Ratios, with this free online cash flow management course	3h	Interpretable Alison Stats	<a href="#">Link</a>	Basic	Online
OT0072	Commitment to the Organization	Commitment to the Organization	Behavioral	The competency of 'Commitment to the Organization' in civil services has multiple facets involving the 'organization' and the 'employee (civil servant)' coupled with 'goals of the organization' and 'commitment of the employee (civil servant)'. In the theory of management science, 'the commitment to the organization' is better understood as 'organizational commitment'.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0105	Communication Skills	THE WINNING COMMUNICATOR	Behavioral	Refer to the course link	<1.5 hours	Harappa-Thriversity	<a href="#">Link</a>	Basic	Online
OT0106	Communication Skills	Communication Skills	Behavioral	Civil services are at the epicenter of all government activities and the civil service officers are responsible for policy making and are the executive hand which delivers on ground. The capacity of the Civil services plays a vital role in delivering a wide range of services, ensure implementation of welfare programs and perform core governance functions. The Government recognizing the crucial role of Capacity building of Civil Services, instituted the Mission Karmayogi which marks a signal shift in competency driven training and Human	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
				Resource (HR) management of officials by transitioning from a 'rules-based' system to the 'roles-based' system.					
OT0078	Conceptual Thinking	Conceptual Thinking	Behavioral	Conceptual thinking is the ability to understand something at the abstract level, ability to see the big picture, see behind the curtain, the why, the cause and effect without having to physically observe something with your five senses. It is the ability to understand concepts behind what is talked about that cause it to make sense or help us to understand why it is happening, how it is happening and what we could do to alter the results. It also includes analyzing hypothetical situations	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0073	Conflict Solving Strategies	Workplace Conflict - An Opportunity for Growth#	Behavioral	Understanding conflicts and conflict dynamics Learning to acknowledge emotions in conflict Understanding organizational and individual benefits of integrating multiple perspectives Having a difficult conversation with active listening, critical thinking, and empathy Addressing conflict constructively in the workplace	3 days	IIM Bangalore	<a href="#">Link</a>	Advanced	IIMB Campus
OT0081	Consultation & Consensus Building	Consultation & Consensus Building	Behavioral	Consultation and Consensus Building forms the backbone of contemporary citizen centric governance necessitated by the complexities of the state's functions in relation to its citizens along with interdependent organizational, global economic and political system. Kettl (2015). It is imperative that an able public administrator has the ability to identify the stakeholders/influencers, establish trusting relationships, consult them through formal and informal channels, build consensus through dialogue, persuasion, and effect reconciliation of diverse views/interests for common good. Though similar, the terms consultation and consensus building are not synonymous.	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0004	Contract Management	Public Procurement	Functional	Refer to the course link	6 days	AJNIFM	<a href="#">Link</a>	Advanced	AJNIFM
OT0084	Customer Centric	People Centric	Behavioral	People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process. Equally, it involves a shift from the "top-down" to the "bottom-up" approach of decision-making processes, which affect people's lives, their businesses, and their communities.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0005	CVC Guidelines	ADMINISTRATIVE EFFECTIVENESS, FOCUS: RTI, PREVENTIVE VIGILANCE & e-PROCUREMENT (39500/- (Non-Residential))	Functional	Overview, Definition & Determination of Vigilance Angle • Preventive Vigilance & its measures • CVC Act 2003 – Role & Functions of CVC & Important CVC instructions • The Right to Information Act 2005 and related case laws. • Overview of RTI, definition and role of different party i.e., APIO, PIO, CPIO and Appellate Authority • Various orders related to the Right to Information Act 2005. • RTI various clauses including exemption clauses • GFR Rules related to contract and procurement	5 days	NPC	<a href="#">Link</a>	Advanced	Offline
OT0006	Data analysis	Big Data	Functional	This Programme was sponsored by DST (Govt. of India) and no fee is charged from the participants. This is part	5 days	C-DAC	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Management & Comprehensive Analysis		of the NATIONAL PROGRAMME FOR TRAINING OF SCIENTISTS & TECHNOLOGISTS WORKING IN GOVERNMENT SECTOR					
OT0007	Data analysis	Data Analytics for Public Administrators	Functional	Data Aggregation for policy evaluation, Evaluation of the policy objectives, measuring impact of the policies, Data Mining Techniques/Data Classification for Designing public Policy, Handling Text Data, Understanding the behaviors of the beneficiaries	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0008	Data analysis	Fundamentals of Data Analytics	Functional	Basic statistical concepts with practical problem solving and interpretation by application of theoretical learnings	-	India AI	<a href="#">Link</a>	Basic	Online
OT0082	Decision Making	Decision Making	Behavioral	The topic of Decision-making has been included under the broad heading of the competency skill of 'Equity' though the skills of decision making extend to almost all aspects of planning and implementation of any Programme of governance. Decision-making per se is an extremely vast subject with relevance in all fields of management and administration including military science, social and physical sciences including the field of medicine and health. The topic is looked upon here in relevance to components of decision making its relevance to building the core competency of decision making equitably from the point of view of public governance.	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0083	Delegation	Delegation	Behavioral	All organizations are structured based on the principle of hierarchy which binds different levels and units of the organization with a continuous chain of authority. In a small scale organization, the head may be able to run the administration effectively by keeping all the powers with himself, but this may not be possible in the case of a large scale establishment like that of Indian Civil Services. The need of delegation is greatly felt with the growth of any organization. Delegation generally means conferment of authority by a superior to a subordinate for the accomplishment of an assigned mission or project	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0108	Desire for Knowledge	Desire for Knowledge	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	advanced	Online
OT0095	Developing Others	Developing Others	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0009	Disaster Management	Disaster Management Pre-Disaster Risk Reduction	Functional	To achieve these course objectives, this course consists of the following 4 modules: · Module 1- Preparedness · Module 2- Prevention & · Module 3- Monitoring & Assessment · Module 4- Evaluation	Not mentioned	National Productivity Council	<a href="#">Link</a>	Advanced	Online
OT0010	Disaster Management	Disaster Management	Functional	To achieve these course objectives, this course consists of the following 4 modules: Module 1- Introduction Module 2- Rescue	Not mentioned	National Productivity Council	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Post-Disaster Risk Reduction		Module 3- Relief Module 4- Rehabilitation					
OT0011	Drafting proposals	Successful Proposal Writing Training Course For All Careers	Functional	Writing winning proposals effectively and efficiently.; Develop proposals with a higher chance of winning; Learn how to differentiate your proposals from competition; Best practices, templates, guides, and tips and tricks.; Proposal strategy, planning, authoring, and improving; Thinking like a proposal evaluator, funder, buyer or investor.; Learning to win business via grants and contracts	2h 21m	Nitin Pradhan	<a href="#">Link</a>	Basic	Udemy
OT0086	Empathy	Empathy	Behavioral	Covers the following: Is sensitive to signs of overwork in others, Shows interest in the needs, hopes and dreams of other people, Is willing to help an employee with personal problems, Conveys compassion toward them when other people disclosed a personal loss	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0067	Ethics	Ethics and Value in Public Governance	Behavioral	The course on Ethics and Value in Public Governance provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to real-world scenarios, in order to promote ethical behavior and integrity in public service, with a focus on enhancing the effectiveness and legitimacy of public institutions	3 days	ISTM	<a href="#">Link</a>	Advanced	Online
OT0068	Ethics	Ethics and Values in	Behavioral	The course on Ethics and Values in Administration provides an understanding of the ethical principles and values that govern public administration, as well as the skills to apply ethical decision-making frameworks to	3 days	HIPA	<a href="#">Link</a>	Advanced	HIPA

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Administration		real-world scenarios, in order to promote ethical behavior and integrity in public service.					
OT0069	Ethics	Ethics in Governance	Behavioral	The course will cover the following modules:- Ethics & Governance, Ethical aspects in Public Service, Ethical Values in Governance Components of Governance, Code of Ethics for Civil Servants, Institutional Framework for Combating Corruption, Social aspects of Ethics, Promoting Transparency in Public Service	2 days	ATI, Mysore	<a href="#">Link</a>	Advanced	Offline
OT0012	Financial Management	Financial Management	Functional	Understanding Finance and Financial Terms General Financial Rules, 2017 Budgeting Process Appropriation and Re-Appropriation of funds Tools and techniques for short term and long-term financial planning Understanding financial statements: Balance Sheet, Income Statement Analysis of Financial Statements for Decision Making Forensic Financial Statement analysis Financial Products and Service & Regulatory Framework	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0013	Financial Management	Public Financial Management - a module of The Professional Training Course (PTC)	Functional	Regular Class Room Sessions Presentations- Individual as well as group presentations by participants Case Studies Discussions Assignments Practical exercises, Quiz etc. Field visits and attachment for practical exposure	26 weeks (12 modules)	AJNIFM	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0014	Gender Budgeting	Online Training Programme on Gender Responsive Budgeting	Functional	To discuss gender issues in Labour.; To identify gender budgeting initiatives of government of India.; To discuss concepts, tools and methods of gender budgeting. ; To discuss the Importance of Gender Budgeting and women empowerment.	5 days	V. V. Girl National Labour Institute	<a href="#">Link</a>	Advanced	Online
OT0015	Grant Administration & Grant Writing	Certificate Workshop on Fundraising & Grant Management	Functional	Introduction to Fundraising; Understanding the Fundraising; Cycle, Approaches, and Methods for fundraising; Understanding the Best Practices for Grants and Contract Management; Managing Relations with Donors; Reaching and Retaining Donors	5h 30m	Centre for Civil Society	<a href="#">Link</a>	Advanced	Online
OT0016	Grant Administration & Grant Writing	Grant Management for Health and Social Science Researchers	Functional	Define and list different types of health research; Describe different types of researcher roles in grant management; Enumerate tasks for an investigator at various stages of the research cycle; List and explain basic competency requirements for an investigator	1h	St. John's Research Institute, Bengaluru	<a href="#">Link</a>	Basic	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0017	Grant Administration & Grant Writing	Training on Grants Management	Functional	Introduction to Grants Management; Grants Lifecycle; Elements of Grants Application; Grants Budgeting; Grants Reporting	7d/5d	Dev Impact Institute	<a href="#">Link</a>	Advanced	Online/Offline
OT0018	Grant Administration & Grant Writing	Workshop on Scientific Project Management	Functional	Pre-award and post-award grant management, writing research project	5 days	IISER-Pune	<a href="#">Link</a>	Advanced	IISER-Pune
OT0097	Initiative & Drive	Initiative & Drive	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0099	Innovative Thinking	Innovative Thinking	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0100	Innovative Thinking	Innovation and Change Leadership	Behavioral	Prepare the current and future generation of leaders to become the change agent • Impact of innovation on the environment and help in devising strategies for organizational growth • Promote lateral thinking and innovation	3 days	ASCI	<a href="#">Link</a>	Advanced	ASCI Hyderabad
OT0101	Innovative Thinking	Innovation and Entrepreneurship	Behavioral	This course is focussed on building leadership competencies about innovation and intrapreneurship • The course equips the participant with information and tools of innovation	3 days	ISB	<a href="#">Link</a>	Advanced	ISB

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		preneurship							
OT0102	Innovative Thinking	Strategic Leadership and Innovation in the Digital Era	Behavioral	This course focuses on the fast-changing/disruptive work environment in the digital era and its implications <ul style="list-style-type: none"> <li>The course helps participants understand innovation and entrepreneurship, the challenges to it, and the role of leadership in building on innovation and entrepreneurship</li> <li>The course also aims to provide participants with a range of entrepreneurial strategies, facilitate scenario planning, and share best practices regarding leadership resilience, agility, and innovation</li> </ul>	3 days	IIM B	<a href="#">Link</a>	Advanced	IIM B
OT0094	Integrity	Integrity	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0019	Intellectual Property Rights	Online Training Program on Patent filing, Patent search, Patent writing, Trade mark, Copyright, Design	Functional	Patent filing, specification writing Patent prior art search, Design filing, copyright filing, IP commercialization	3 days	RGNIIPM	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		n filing							
OT0020	Internal Audit	Internal Audit	Functional	Module I - Internal Audit- Understanding the Concept Module II - Need and Process to Set Up. Module III – Tools and Strategies		NPC	<a href="#">Link</a>		Online
OT0021	Inventory planning	Master Course in Inventory Management and Inventory Control	Functional	Basics of Materials Management and Inventory Control along with its objectives, Methods, Merits and Demerits	46m	Udemy	<a href="#">Link</a>	Basic	Online
OT0022	Knowledge Management	Knowledge Management	Functional	Understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge.	8 weeks	NPTEL	<a href="#">Link</a>	Advanced	Online
OT0023	Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	National Data Sharing and Accessibility Policy	Functional	Refer to the course link	1h	DST	<a href="#">Link</a>	Basic	Online Reading
OT0024	Knowledge of Public Financial Management System	Workshop on PFMS	Functional		Refer to the course link	2 days	NATIONAL INSTITUTE OF COMMUNICATIONS AND FINANCE		Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0025	Knowledge of taxation of products, GST and customs duty	GST Works hop-- Refund, Rebate & Draw back Claims processing thereof	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	=	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0026	Knowledge of taxation of products, GST and customs duty	GST Works hop on GST Returns & updates	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	=	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0027	Knowledge of taxation of products, GST and customs duty	GST Audit Training – specialized (GST	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect	=	Advanced	NACIN, Raipur (National Academy of

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Audit Officers)				Taxes & Narcotics)			Customs, Indirect Taxes & Narcotics)
OT0028	Knowledge of taxation of products, GST and customs duty	Webinar on GST - Latest Development & Updates	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	=	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0029	Knowledge of taxation of products, GST and customs duty	GST Audit Refresher Course	Functional	Refer to the course link	2 days	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	=	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes &

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
									Narcotics)
OT0030	Knowledge of taxation of products, GST and customs duty	Scrutiny of GST Returns	Functional	Refer to the course link	1 day	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0031	Knowledge of taxation of products, GST and customs duty	GST-Audit two days' workshop	Functional	Refer to the course link	2 days	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)	-	Advanced	NACIN, Raipur (National Academy of Customs, Indirect Taxes & Narcotics)
OT0032	Knowledge on RTI resolutions	Record Management	Functional	Provides understanding of record management principles and practices • Salient features of RTI Act & Obligation of the Public Authorities • Public Records Act & Rule with reference to RTI	3 days	ISTM	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Right - Right to Information							
OT0033	Knowledge on RTI resolutions	Right to Information - Public Information Officers	Functional	Provides understanding of the Right to Information Act and related regulations • Develops skills of Public Information Officers for effective implementation of the Act	3 days	ISTM	<a href="#">Link</a>	Advanced	Online
OT0109	Leadership	Leadership and Change Management	Behavioral	This course will be aimed at developing competencies in Civil Service leadership around • Leadership in Complex Situations • Realigning and recalibrating self with new knowledge, concepts, and tools • Managing Change in the organization • Taking Charge and Leading Strategy	5 days	IIM A	<a href="#">Link</a>	Advanced	IIM A
OT0110	Leadership	Enlightened Leadership	Behavioral	This course focuses on the concepts of • Enlightened leadership and Responsible Business practices • Building competencies to lead sustainable high-performance organizations. • Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance • Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society.	5 days	IIM B	<a href="#">Link</a>	Advanced	IIM B

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0111	Leadership	Essentials of Leadership	Behavioral	This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels • This course will enable the participant to transition from Supervisor to change agent and also help develop resilience	5 days	ISB	<a href="#">Link</a>	Advanced	ISB
OT0087	Leading Others	Personality Development	Behavioral	Self-Management Positive Attitude Manners and Etiquette Personal Psychometric analysis Time management and Goal Setting Personal SWOT Self -Awareness Emotional Intelligence Decision making and Problem Solving Grooming and Personal Hygiene Leadership Skills	Customizable	L&T	<a href="#">Link</a>	Basic	Online
OT0088	Leading Others	Leadership and Change Management	Behavioral	This course will be aimed at developing competencies in Civil Service leadership around • Leadership in Complex Situations • Realigning and recalibrating self with new knowledge, concepts, and tools • Managing Change in the organization • Taking Charge and Leading Strategy	5 days	IIM A	<a href="#">Link</a>	Advanced	IIM A
OT0089	Leading Others	Enlightened Leadership	Behavioral	This course focuses on the concepts of • Enlightened leadership and Responsible Business practices • Building competencies to lead sustainable high-performance organizations. • Creating societal value by addressing the needs and concerns of all Citizens, not just organizational performance • Emphasizing the meeting of diverse performance expectations of customers, employees, suppliers, and the larger community and society.	5 days	IIM B	<a href="#">Link</a>	Advanced	IIM B

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0090	Leading Others	Essentials of Leadership	Behavioral	This course focuses on building Leadership skills through self-awareness, emotional intelligence and management of stakeholders across levels • This course will enable the participant to transition from Supervisor to change agent and also help develop resilience	5 days	ISB	<a href="#">Link</a>	Advanced	ISB
OT0034	Maintaining a computer centre	PC Maintenance For Beginners	Functional	Identify the ten tasks needed to speed up their computer and keep it running at its best performance; Learn new computer terms; Perform each of the ten tasks to speed up their computer; Impress their friends and family with their new knowledge!	26m	Hannah Kramer, Malcolm McMillan	<a href="#">Link</a>	Basic	Udemy
OT0035	Maintaining Laboratories	Certificate Programme in Laboratory Techniques	Functional	Familiarize the learners with the basic facilities available in school and college level Biology, Chemistry and Physics laboratories; Impart knowledge of the basics of organization and management of science laboratories; Train the learners in the operation and maintenance of simple instruments used in science laboratories; Enable them to develop skills in common laboratory techniques; Train them in the procedures of procurement and storage of laboratory equipment and materials; Enable them to adopt appropriate disposal procedures and safety methods suitable for laboratories.	6 months	INDIRA GANDHI NATIONAL OPEN UNIVERSITY	<a href="http://www.wignou.ac.in/ignou/about/signou/school/sos/programmes/details/170/2">http://www.wignou.ac.in/ignou/about/signou/school/sos/programmes/details/170/2</a>	Advanced	INDIRA GANDHI NATIONAL OPEN UNIVERSITY
OT0036	Maintaining Library & Information Centre	Certificate Course in Library Science	Functional	LIBRARY AND SOCIETY; LIBRARY RESOURCES: ACQUISITION AND PROCESSING; LIBRARY RECORDS; COMPUTER APPLICATIONS IN LIBRARIES;	-	National Institute of Open Schooling	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0037	National Anthem, Flag code of India and State Emblem of India	Flag code on India (PDF)	Functional	Refer to the course link	NA	Ministry of Home Affairs	<a href="#">Link</a>	Basic	Online Reading
OT0038	National Anthem, Flag code of India and State Emblem of India	State Emblem	Functional	Refer to the course link	NA	Know India	<a href="#">Link</a>	Basic	Online Reading
OT0039	National Anthem, Flag code of India and State Emblem of India	National Anthem	Functional	Refer to the course link	NA	Know India	<a href="#">Link</a>	Basic	Online Reading and Listening
OT0071	Negotiation Skills	Negotiation Skills	Behavioral	Understand the basics of negotiations and getting an insight into the negotiation processes Understand fundamental rules of negotiation Understand the difference between distributive and integrative negotiation Understand the role of power in negotiation Appreciate the dynamics of multi-party negotiation	2 days	IIM Raipur	<a href="#">Link</a>	Advanced	IIM Raipur
OT0040	Noting and Drafting	Workshop on Noting & Drafting Skills	Functional	Know the terms "Noting" and "Drafting" • Understood the noting skills and drafting skills • Apply functional approach to Noting • Draft an appropriate & effective communication in each situation	3h	National Productivity Council	<a href="#">Link</a>	Basic	Online
OT0070	Organizational Awareness	Organizational	Behavioral	Building Liaisons/Networks, Creating an Inclusive Environment, Achieving Organizational Goals, Building an Effective Risk Culture, Addressing Poor Performance, Data Driven Decision Making, Leadership and	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Awareness		Management Skills, Fostering Innovation and Using Modern Training Aids					
OT0085	People First	People Centric	Behavioral	People's participation in governance represents a shift in the development paradigm of the country, from citizens, as the recipients of the developments, to one that views them as active participants in the development process. Equally, it involves a shift from the "top-down" to the "bottom-up" approach of decision making processes, which affect people's lives, their businesses and their communities.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0041	Persuasive Grant writing	Scientific Project Management	Functional	Grant management	1 week	IISER-Pune	<a href="#">Link</a>	Advanced	Offline
OT0096	Planning & Coordination	Planning & Coordination	Behavioral	Refer to the course link		IIPA	<a href="#">Link</a>	Advanced	Offline
OT0042	Policy making/drafting	Public Policy for Good Governance	Functional	Framework of public policy Concept of governance Values for good governance	3 days	ISTM	<a href="#">Link</a>	Advanced	Online
OT0043	Policy making/drafting	Public Policy Research	Functional	Refer to the course link	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0117	Presentation Skill	Workshop	Behavioral	Refer to the course link	2 days	ISTM	<a href="#">Link</a>	Advanced	Online

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		on effective Presentation Skills							
OT0103	Problem Solving	IDENTIFY DIFFERENT TYPES OF PROBLEMS	Behavioral	Includes Problem Solving	45 minutes	Harappa-Thriversity	<a href="#">IDENTIFY DIFFERENT TYPES OF PROBLEMS</a>	Basic	Online
OT0104	Problem Solving	Problem Solving	Behavioral	Finding solutions to problems is an important element of any civil servants' job. Thus, being a confident problem solver is critical to successful discharge of the assigned duties. 'Efficiency' is one of the pillars of Good Governance and Citizen Centric Administration and 'Problem Solving' is a key attribute of the 'Efficiency' pillar.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0044	Process Improvement	Government Process reengineering	Functional	The objective of this training program is designed to provide essential skills and hands-on experience <ul style="list-style-type: none"> <li>Ø Realign government service delivery with the citizen focus.</li> <li>Ø Improve transparency, accountability and trust in the government.</li> <li>Ø Improve the citizen experience in Government transactions, reducing time, costs and administration burden for government agencies.</li> </ul>	3 days	NeGD	<a href="#">Link</a>	Advanced	Offline
OT0045	Process improvement	Kaizen - Continuous	Functional	Implement Kaizen and improve processes; Identify waste from their processes; boost the efficiency and productivity of a team	2.5h	Udemy (OpEx GURU)	<a href="#">Link</a>	Basic	Udemy

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Improvement Practitioner Course							
OT0046	Process improvement	Lean Six Sigma Foundations	Functional	Principles of lean enterprise, lean manufacturing with Six Sigma	1h 10m	LinkedIn	<a href="#">Link</a>	Basic	LinkedIn
OT0047	Process improvement	Lean Process Improvement for Sustainable System, key to Good Governance	Functional	Process improvement; Good Governance	5 days	National Productivity Council (NPC)	<a href="#">Link</a>	Advanced	NPC, Udaipur
OT0048	Project Management	Project Management	Functional	Refer to the course link	45 m	Project Management Institute	<a href="#">Link</a>	Basic	Online
OT0049	Project Management	Training Programme on	Functional	Refer to the course link	40 h	AJNIFM	<a href="#">Link</a>	Advanced	AJNIFM

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Project and Risk Management							
OT0050	Project Marketing	Marketing Strategies & Product Branding for SMEs	Functional	Design of New Products Ø Determining Pricing Ø Developing Promotional Strategies Ø Competitive Distribution channels Ø Branding Strategies, Brand Loyalty and Brand-IPR	-	NPC	<a href="#">Link</a>	Advanced	Online
OT0051	Purchase forecasting	Supply Chain: Demand Planning (Sales Forecasting and S&OP)	Functional	Reflect reality of market demand and then drive a balanced sales forecast.; Measure forecast accuracy & apply forecasting improvement steps; Generate rolling forecast for wider horizons for business growth & capacity planning; Apply time fence policy of forecasting to draw the line between supply & demand teams	2h	Yasin Bin Abdul Quader	<a href="#">Link</a>	Basic	Online
OT0079	Result Orientation	Results Orientation	Behavioral	The results-oriented role for officers in the government is intended to be similar to that of profit-seeking managers in the private sector. Being result-driven is a vital quality that affects the career of a civil servant positively regardless of his profession, department, and career level. It means cultivating a culture of setting targets and accomplishing them.	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0052	Science diplomacy	Science diplomacy	Functional	The two-week course is designed for participants interested in issues related to, inter alia, Science, Technology and Innovation (STI), global issues in S&T governance, and South-South Cooperation. This course will familiarize them with global S&T landscape, global environmental governance, international co-operation in S&T and Innovation, and, South-South Cooperation. The course includes specialized lecturers, case studies, group discussions and field (and cultural) visits. These will be complemented by background materials and texts. Course agenda will be provided before commencement of the programme.		RIS	<a href="#">Link</a>		Offline
OT0053	Scientific Project Management	Scientific Project Management	Functional	Grant management	1 week	IISER-Pune	<a href="#">Link</a>	Advanced	Offline
OT0115	Scientific Temper: scientific know-why & technical know-how	Workshop on Promotion of Scientific Temper Among the Youth	Behavioral	Refer to the course link		DBT+RGNIYD	<a href="#">Link</a>	Basic	Online
OT0075	Seeking Information	Seeking Information	Behavioral	RTI related information	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		mation							
OT0074	Self Confidence	Self Confidence	Behavioral	Focus on Competencies - from Rule to Role. The government recently announced the rollout of the Mission Karmayogi, a scheme aimed at preparing civil servants for the future. Mission Karmayogi emphasizes competency driven capacity building and human resource management, facilitating a shift from „rule-based“ to „role-based“ learning and competency building system. It is the most profound shift in the outlook of HR managers and cadre managers that will help drive the understanding that a role should be performed by an individual who possesses the best competencies for that given role. The programme ensures that all civil service officials will be able to access the competency building products and build the competencies required to efficiently discharge their roles. These competencies would typically include behavioural attitudes, functional knowledge and skills, and domain expertise.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0107	Self-Awareness and Self-Control	Self-Awareness and Self-Control	Behavioral	Identity and Self-Awareness Benefits of Self Awareness Self-Acceptance, Self-Control, Improving Self Control, etc.		IIPA	<a href="#">Link</a>		Online
OT0116	Sharing Knowledge and Mentorship	Workshop on Mentoring	Behavioral	Part of Trainer development Program	3 days in August, 23	DOPT	<a href="#">Link</a>	Advanced	Offline
OT0076	Strategic thinking	Strategic	Behavioral	To think strategically means to see and understand the bigger picture of what the organization is, where it needs to go, and how it will get there. Vision, Goals and	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Thinking		objectives, Strengths and weaknesses, Key values, Actions, Future challenges.					
OT0077	Strategic thinking	Certificate In Strategic Thinking And Decision Making	Behavioral	The role of leaders Effective decision processes Effective strategic deployment	3 months	National School of Leadership	<a href="#">Link</a>	Advanced	Distance Learning
OT0054	Supplier relationship management	Procurement Basics : Supplier Relationship Management	Functional	Supplier Relationship Management, Supply Chain Management, Vendor Management, Procurement, Sourcing, Purchasing, Operations Management	1h	Udemy	<a href="#">Link</a>	Basic	Online
OT0112	Taking Ownership	OWN WHAT YOU DO	Behavioral	Refer to the course link	<1.5 hours	Harappa-Thriversity	<a href="#">Link</a>	Basic	Online
OT0113	Taking Ownership	Taking Accountability	Behavioral	Refer to the course link	-	IIPA	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0055	Team Management	Leadership Skills to Build High Performance Teams	Functional	Understanding People's Potential & Group dynamics • Achieving the Results and Goals • Developing People's Potential for High Performance • Retaining and Sustaining High Performance • TEAM- Trust, Engagement, Access, Motivation	2h	SBI	<a href="#">Link</a>	Basic	edX
OT0056	Team Management	Building and Leading Effective Teams	Functional	Identifying ways of mitigating differences and conflicts at work place and in other social situations • Facilitation of building organizational culture conducive for teamwork • Development of creative and learning skills to enhance interpersonal relationships	3 days	ASCI	<a href="#">Link</a>	Advanced	ASCI
OT0057	Team Management	Motivation, Team Building and Leadership	Functional	Motivating oneself and others • Effective individual and team decision making • Conflict management, leading teams • Team building and leadership from an Indian perspective	3 days	IIM Indore	<a href="#">Link</a>	Advanced	IIM Indore
OT0058	Team Management	Building high performing teams	Functional	This course focuses on building high performing teams by enhancing trust, collaboration and diversity • This course helps participants to identify ways to build a culture of shared values, purpose and goals	2 days	ISB	<a href="#">Link</a>	Advanced	ISB Hyderabad
OT0059	Team Management	Leadership and Team	Functional	The team building course focuses on developing a cohesive and effective team by enhancing communication, collaboration, and problem-solving skills among team members. • Participants will learn	5 days	IIM C	<a href="#">Link</a>	Advanced	MDC, IIM

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
		Building		how to identify and utilize individual strengths and weaknesses within the team to achieve common goals, while also gaining an understanding of group dynamics and how to manage conflicts constructively.					Calcutta
OT0091	Team-Working	Team-Working	Behavioral	The competency of TEAM WORK holds the key to collaboration of any kind. An organization that emphasizes good teamwork is typically a healthy, high-functioning workplace. It creates an atmosphere of respect, helpfulness, and cooperation, builds spirit, positive relationships and a pride amongst its team members.	-	IIPA	<a href="#">Link</a>	Advanced	Offline
OT0092	Team-Working	Leadership Skills to build high performance team	Behavioral	This course focuses on Interpersonal relationships and their importance, Role of coaching and mentoring in developing others, Leading people from potential to performance, Engaging people to build a high-performance team.	2h	SBI	<a href="#">Link</a>	Basic	Online
OT0093	Team-Working	Leadership and Team effectiveness	Behavioral	Refer to the course link	12 week	NPTEL	<a href="#">Link</a>	Advanced	Online
OT0060	Technical Writing	Workshop on Scientific Writing	Functional	This workshop was conducted by instructors from Wellcome Trust- DBT India Alliance that includes discussions on research ethics, manuscript and grant writing, and how to present one's science.	1 day	Wellcome Trust- DBT India Alliance	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	Course Link	Level	Where
OT0061	Understanding of functioning of E-office	Capacity Building Programme on e-Office for Users (L-1)	Functional	Refer to the course link	4 days	E-Office	<a href="#">Link</a>	Basic	Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastr i Park, Delhi
OT0062	Understanding of functioning of E-office	Capacity Building Programme on e-Office for Master Trainers (L-2)	Functional	Refer to the course link	4 days	E-Office	<a href="#">Link</a>	Advanced	Conference Room, 2nd Floor, NICSI, DMRC IT Park, Shastr i Park, Delhi
OT0063	Understanding of GeM Marketplace	Government e-Marketplace (GeM)	Functional	Improved understanding about functioning of Government e- Marketplace	2 days	ISTM	<a href="#">Link</a>	Advanced	Online
OT0064	Understanding of GeM Marketplace	GeM and GFR 2017	Functional	Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the	5 days	NPTI	<a href="#">Link</a>	Advanced	Offline

Course Code	Competency	Course Title	Type	Course Details	Course Duration	Course Provider	<a href="#">Course Link</a>	Level	Where
				procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.					
OT0065	Understanding of General Financial Rules, 2017	Specialized Two Half Days Online Capacity Building on General Financial Rules 2017	Functional	Overview and Provision of the General Financial Rules 2017 ▪ GFR – Procurement of Goods and Services (Rule 142-206) ▪ Provision of Govt Fund/ Grants and Consultancy services ▪ Rule 149 - GEM ▪ Contract Management in brief ▪ New Provision/ amendment	3h 50m	National Productivity Council	<a href="#">Link</a>	Advanced	Online
OT0066	Understanding of General Financial Rules, 2017	GeM and GFR 2017	Functional	Gain an overall understanding of the Government e-Marketplace (GeM) and General Financial Rules 2017, Understand how GeM and GFRs 2017 would impact the functioning of your organization and changes in the procurement process required for compliance, Acquire practical knowledge of the different procurement procedures required under GFRs 2017 and GeM such as Registration of Organization, Creation of User Accounts, Placement of Order for Good & services, Receipt of Goods, PRC/CRAC, Bidding and Reverse Auction.	5 days	NPTI	<a href="#">Link</a>	Advanced	Offline

### 3. Encoding of the DST's Training Calendar

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0118	Research for Societal Good Through Social Responsibility	Behavioral	Amrita School of Business Amrita Vishwa Vidyapeetham, Coimbatore	20th -24th November, 2023	Physical
OT0119	Building competencies for personal excellence	Behavioral	Art of Living, Bengaluru	31st July - 4th August 2023	Physical
OT0120	Strategic Thinking, Innovative Mindset and Design Thinking for leading Scientific Organizations	Functional	Centre for Organization Development, Hyderabad	20th -24th November, 2023	Physical
OT0121	Advances in Agricultural Water Management through innovative approaches including modelling under changing climate	Functional	KSCSTST- Centre for Water Resources & Management (CWRDM)	12th -22nd December, 2023	Physical
OT0122	Quantum Computing - The Next Generation Computing Technology	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	8th-19th January, 2024	Physical
OT0123	Big Data Management & Comprehensive Analysis	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	9th -13th October, 2023	Physical
OT0124	Augmented and Virtual Reality	Functional	Centre for Development of Advanced Computing (C- DAC), Mohali	4th - 8th December, 2023	Physical
OT0125	Science & Technology for Disaster Risk Reduction	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	24th - 28th July, 2023	Physical

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0126	Climate risk management: Policy & Governance	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	25th - 28th July, 2023	Physical
OT0127	Basics of Artificial Intelligence, Machine Learning & Deep Learning	Functional	Engineering Staff College of India, Hyderabad	24th -28th July, 2023	Physical
OT0128	Cyber Security & Forensic Tools	Functional	Engineering Staff College of India, Hyderabad	21t -25th August, 2023	Physical
OT0129	Block Chain Technology & Hyper eager developments	Functional	Engineering Staff College of India, Hyderabad	11th -15th September, 2023	Physical
OT0130	Managing Science and Technology Project	Functional	Institute of Public Enterprise, Hyderabad	11th -15th December, 2023	Physical
OT0131	Marketing of Science & Technology of Social Good	Functional	Institute of Public Enterprise, Hyderabad	11th -15th December, 2023	Physical
OT0132	Transformative Pathways of science, Technology & innovation for attaining the sustainable development goals	Functional	Institute of Public Enterprise, Hyderabad	06th -10th November 2023	Physical
OT0133	Foundation Training Program	Functional	Indian Institution of Public Administration (IIPA), New Delhi	29th Jan, 2024- 22nd March, 2024	Physical
OT0134	Capacity building program for Technical personnel of the science & technology departments	Functional	Indian Institution of Public Administration (IIPA), New Delhi	25th September 6th October 2023	Physical
OT0135	Scientific project management	Functional	Indian Institute of Science Education and Research, Pune	15th - 19th January, 2024	Physical
OT0136	policy for science & science for policies	Functional	National Institute of Advanced Studies, Bangalore	11th -15th September, 2023	Physical

Course Code	Name of Training Programme	Type	Name of Institute	Duration	Where
OT0137	science & technology: global developments & perspectives	Functional	National Institute of Advanced Studies, Bangalore	20th November - 1st December, 2023	Physical
OT0138	Transformational leadership in science: Re-imagining science in Indian Society	Functional	National Institute of Advanced Studies, Bangalore	5th-6th February, 2024	Physical
OT0139	Entrepreneurial opportunities in agribusiness	Functional	University of Agricultural Sciences, Bangalore	6th -10th November 2023	Physical
OT0140	Social Responsibility for Personal Effectiveness at workplace for science & technology	Functional	School of Human Resource Management, XIM University, Bhubaneswar	20th -24th November, 2023	Physical
WOMEN COMPONENT					
OT0141	Building local resilience In a changing climate	Functional	Centre for Disaster Management, LBSNAA, Mussoorie	25 <sup>th</sup> February-1 <sup>st</sup> March, 2024	Physical
OT0142	Online National Training Programme on Entrepreneurship Development	Behavioral	Entrepreneurship Development Institute of India, Ahmedabad	11th-15th December, 2023	Physical
OT0143	Training Programme on Science and Technology for Rural Societies for Women Scientists & Technologists	Behavioral	Indian Institute of Public Administration (IIPA), New Delhi	11th -15th December, 2023	Physical

## 4. FGD Analysis of Autonomous Institutions (AI's)

### 4.1. National Brain Research Centre (NBRC)

Department of Biotechnology along with the Department of Science and Technology organized a National Brain Storming Session on 31st August and 1st September 1990 to discuss measures needed to promote neurosciences in the country. One of the recommendations of this meeting was to establish a National Brain Research Centre. The Department of Biotechnology was assigned the responsibility to implement the recommendations of these deliberations.

National Brain Research Centre is a specialized NAAC Accredited (deemed to be university) dedicated to research in the frontier areas of neuroscience and brain function in health and disease. Scientists and students of NBRC come from diverse academic backgrounds and use multidisciplinary approaches to understand the complex processes that form the basis of brain mechanisms.

To understand the capacity needs of the officials of the NBRC. Focus group discussions (FGD) were held with the homogenous grouping of staff in different sessions at NBRC on 18<sup>th</sup> January 2023.

Roles	Number of Officials covered
Scientists	8
Technical Staff/ officers	22
Administrative staff/Finance/Stores	9
<b>Total</b>	<b>39</b>

The competency needs conveyed during the FGDs at NBRC are as follows:

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral competency
Scientists– Scientist C, E, F & G		<ul style="list-style-type: none"> <li>○ E-office</li> <li>○ File Tracking system</li> <li>○ Fund Management System</li> <li>○ Intellectual Property Rights</li> <li>○ Patent Filings</li> <li>○ Scientific writing</li> <li>○ Technology commercialization</li> <li>○ Technology Readiness Levels</li> </ul>	-

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral competency
		<ul style="list-style-type: none"> <li>○ General Financial Rules</li> </ul>	
Technical– Assistant Engineer, Technical Officer, Technical Officer - B, Veterinarian, Computer Operator, Technician-C, Technician-B, Technician-A		-	<ul style="list-style-type: none"> <li>○ Motivation</li> <li>○ Conflict management</li> <li>○ Interpersonal skills</li> <li>○ Collaboration</li> </ul>
Administrative, Finance & Stores– Chief Administrative Officer, Deputy Finance Officer, Administrative Officer, Stores & Purchase Officer, Office Assistant		<ul style="list-style-type: none"> <li>○ Accounting Software</li> <li>○ Government e-Marketplace</li> <li>○ E-office</li> <li>○ RTI</li> <li>○ E-procurement</li> <li>○ PFMS</li> <li>○ Rajbhasha</li> </ul>	<ul style="list-style-type: none"> <li>○ Team working</li> <li>○ Respecting others</li> <li>○ Equality</li> <li>○ Conflict management</li> <li>○ Interpersonal communication</li> <li>○ Leading others</li> <li>○ Stress Management</li> </ul>

#### 4.2. Translational Health Science and Technology Institute (THSTI):

Translational Health Science and Technology Institute mission is to integrate the fields of medicine, science engineering and technology into translational knowledge and making the resulting biomedical innovations accessible to public health, to improve the health of the most disadvantaged people in India and throughout the world.

To understand the capacity needs of the officials of the THSTI. Focus group discussions (FGD) were held with the homogenous grouping of staff in different sessions at THSTI on 20th January 2023

Roles	Number of Officials covered
Scientists	18
Technical Staff/ officers	22
Administrative staff/Finance/Stores	10
<b>Total</b>	<b>50</b>

The competency needs conveyed during the FGDs at THSTI are as follows:

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral Competency
Scientists – Senior Professor, Professor, Associate Professor, Assistant Professor, Principal Scientist-II, Principal Scientist-I, Principal Scientist, Senior Research Scientist, Scientist D	<ul style="list-style-type: none"> <li>○ International collaboration; access to global technology</li> <li>○ Translational research</li> </ul>	<ul style="list-style-type: none"> <li>○ Government e-Marketplace</li> <li>○ General Financial Rules</li> <li>○ Translational Research</li> <li>○ Proposal writing</li> <li>○ Grants management</li> <li>○ Fund Management</li> <li>○ Inter-disciplinary research</li> <li>○ Emerging trends and global practices</li> </ul>	<ul style="list-style-type: none"> <li>○ Decision Making</li> <li>○ Team management</li> <li>○ Collaboration</li> </ul>
Technical -NFSG grade Lab Technician, Lab Technician, Technical Officer - II, Technical Officer – I, Computer Operator		<ul style="list-style-type: none"> <li>○ E-office</li> </ul>	<ul style="list-style-type: none"> <li>○ Motivation</li> </ul>
Administrative, Finance & Stores– Administrative Officer, Section Officer, Management Assistant, Data Entry Operator		<ul style="list-style-type: none"> <li>○ Government e-Marketplace</li> </ul>	<ul style="list-style-type: none"> <li>○ Motivation</li> </ul>

### 4.3. National Institute of Plant Genome research (NIPGR):

The National Institute of Plant Genome Research (formerly known as National Centre for Plant Genome Research) is an autonomous institution aided by the Department of Biotechnology, Government of India. This Institute has already placed India among the major contributors to plant genomics. It is hoped that in coming years, the ongoing efforts of NIPGR will allow India to emerge as one of the most important national and international resource institutes for material, knowledge and technologies in the areas of functional, structural, evolutionary and applied genomics of plants, including crop plants.

The Institute started to function in the year 1998 with the mandate to undertake, promote and co-ordinate research, train workers and to serve as information resource in identified aspects of plant genomics to build a frontline institution. NIPGR is poised to contribute towards frontier areas of Plant Biology such as, Computational Biology, Genome Analysis and Molecular Mapping, Molecular Mechanism of Abiotic Stress Responses, Nutritional Genomics, Plant Development and Architecture, Plant Immunity, Molecular Breeding, Transgenics for crop improvement and other emerging areas based on plant genomics.

To understand the capacity needs of the officials of the NIPGR. Focus group discussions (FGD) were held with the homogenous grouping of staff in different sessions at NIPGR on 25<sup>th</sup> January 2023

Roles	Number of Officials covered
Scientists	14
Technical Staff/ officers	18
Administrative staff/Finance/Stores	18
<b>Total</b>	<b>50</b>

The competency needs conveyed during the FGDs at NIPGR are as follows:

Grouping of cadre/ Scientists	Domain Competency	Functional competency	Behavioral competency
Scientists– Scientist II, Scientist III, Scientist IV, Scientist V, Scientist VII	<ul style="list-style-type: none"> <li>○ Biosafety</li> <li>○ Equipment Maintenance &amp; Calibration</li> <li>○ Global innovations &amp; emerging trends in theme specific to lab related work</li> <li>○ Mass spectrometers</li> </ul>	<ul style="list-style-type: none"> <li>○ Instrumentation Management and calibration</li> <li>○ E-procurement</li> <li>○ GeM</li> <li>○ Fund Management</li> <li>○ Science Communication</li> <li>○ Intellectual Property Rights</li> <li>○ Biosafety</li> </ul>	<ul style="list-style-type: none"> <li>○ Gender sensitization</li> <li>○ Leadership</li> <li>○ Stress Management</li> <li>○ Conflict Management</li> </ul>
Technical–		<ul style="list-style-type: none"> <li>○ Experimental design</li> </ul>	<ul style="list-style-type: none"> <li>○ Communication skills</li> </ul>

Grouping of cadre/ Scientists	Domain Competency	Functional competency	Behavioral competency
Controller of Administration, Technical Officer, Senior Technical Officer, Technical Assistant, Technician I, Technician II		<ul style="list-style-type: none"> <li>○ Scientific Writing</li> <li>○ Fund management</li> <li>○ Instrumentation Management and calibration</li> </ul>	<ul style="list-style-type: none"> <li>○ Self-management</li> <li>○ Stress Management</li> <li>○ Time Management</li> <li>○ Public relations</li> </ul>
Administrative– Finance Officer, PS, Librarian cum Documentation Officer, Purchase cum Stores Officer, Administrative Officer, Section Officer, Assistant Section Officer, Assistant, Jr. Hindi Translator, Jr. Assistant, Multi-Tasking Staff		<ul style="list-style-type: none"> <li>○ GeM</li> <li>○ GFR</li> <li>○ Fund Management</li> </ul>	

#### 4.4. Rajiv Gandhi Centre for Biotechnology

In 2007, Govt. of Kerala issued orders to hand over RGCB to Department of Biotechnology, Government of India. Rajiv Gandhi Centre for Biotechnology (RGCB) is now a national treasure. From health biotechnology to genetic engineering of spices to nano-platforms for disease diagnosis, this institute will soon be base to some of India's best research. The institute is proud of the work its scientists do, striving to making knowledge economy stronger and our lives healthier by making advances that only a generation ago would have seemed almost impossible.

RGCB currently functions from three campuses. The main campus is located at Jagathy in Thiruvananthapuram where the bulk of our discovery research programs are implemented. The second campus located at the KINFRA Park in Thiruvananthapuram functions as the transit facility for the Bio-Innovation Center where RGCB's core Bio-Imaging, Genomics and Laboratory Medicine & Molecular Diagnostic core facilities are located in addition to laboratories for Chemical Biology, and Tropical Disease Biology. The third campus located in Kalamaserry, Kochi is called the Bio-Nest, a setting for translational biotechnology, including expert and high technology resources for potential clients and customers, platforms for productive and sustainable partnerships with biotechnology, life science, medical and pharmaceutical industry besides opportunities for consultancy, contract research and commercialization of potential products.

To understand the capacity needs of the officials of the RGCB. Focus group discussions (FGD) were held with the homogenous grouping of staff in different sessions at RGCB on 01<sup>st</sup> February 2023.

Roles	Number of Officials covered
Scientists	18
Technical Staff/ officers	32
Administrative staff/Finance/Stores	29
<b>Total</b>	<b>79</b>

The competency needs conveyed during the FGDs at RGCB are as follows:

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral Competency
Scientists– Scientist G, Scientist F, Scientist E II, Scientist E I, Scientist C, Assistant Registrar	<ul style="list-style-type: none"> <li>○ Instrumentation</li> <li>○ Emerging technologies</li> <li>○ Scientific Data Management</li> <li>○ Collaboration with NIPERs &amp; pharmacology</li> </ul>	<ul style="list-style-type: none"> <li>○ Account Management</li> <li>○ Financial Management</li> <li>○ Project Management</li> <li>○ Collaboration</li> <li>○ Proposal writing</li> <li>○ GeM and Procurement</li> <li>○ Innovation and Entrepreneurship</li> <li>○ Technology Transfer &amp; Commercialization</li> <li>○ Scientific Data Management</li> <li>○ Translational Research</li> </ul>	<ul style="list-style-type: none"> <li>○ Ethics</li> <li>○ Self-Management</li> <li>○ Team Management</li> <li>○ Leadership</li> </ul>
Technical– Senior Chief Manager (Technical Services), Deputy General Manager, Deputy General Manager (Bioinformatics Operations), Senior Manager (Technical Services),	-	<ul style="list-style-type: none"> <li>○ Instrumentation</li> <li>○ Genomics</li> <li>○ Emerging Technologies</li> <li>○ Industry Collaborations</li> <li>○ Noting &amp; drafting</li> <li>○ Office Procedures</li> </ul>	<ul style="list-style-type: none"> <li>○ Time Management</li> <li>○ Leadership</li> </ul>

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral Competency
Manager (Veterinary Services), Manager (Technical Service-Computer and Information Systems), Manager (Technical Services), Technical Officer, Assistant Librarian, Technical Assistant Gp 1 Gr. II, Laboratory Technician Grade I, Technical Assistant Gp.I Gr. II, Technical Assistant Gp III, Technician			
Administrative, Finance & Stores– Administrative Officer, Deputy Controller of Finance, Chief Manager (Technical Services), Assistant Administrative Officer, Assistant Manager, Upper Division Clerk, Management Assistant, Technical Assistant Gp.I, Gr.II, Driver Grade III, Technician, Senior Attendant Grade I, Helper Grade II, Laboratory Assistant,	-	<ul style="list-style-type: none"> <li>○ General Financial Rules</li> <li>○ Government e-Marketplace</li> <li>○ Project Management</li> <li>○ Public Finance Management System</li> <li>○ Noting &amp; drafting</li> <li>○ Direct Benefit Transfer</li> <li>○ Recruitment Rules</li> </ul>	<ul style="list-style-type: none"> <li>○ Confidence building</li> <li>○ Team Management</li> <li>○ Problem solving</li> <li>○ Conflict resolution</li> <li>○ Time Management</li> <li>○ Leadership</li> <li>○ Stress Management</li> </ul>



# Capacity Building Commission, Government of India

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

Grouping of cadre/ Scientists	Domain Competency	Functional Competency	Behavioral Competency
Multi-Tasking Staff, Technical Assistant		<ul style="list-style-type: none"><li>○ Central Civil Services (Conduct) Rules</li><li>○ E-office</li><li>○ Knowledge Repository</li><li>○ Data Management</li><li>○ Grants administration</li></ul>	

## 5. Competency Need Analysis

### a. Division wise DBT HQ Capacity Need Analysis other than Scientists

No	Division	Training Type	Competency Gaps Area/Name	Type
1.	Establishment & Administration	Regular	<ul style="list-style-type: none"> <li>Grants Management</li> <li>Roster Management (Categorization and Specification)</li> <li>Knowledge in pay fixation</li> <li>Recruitment software for sending invitation and screening of applications.</li> <li>Need for software for APAR.</li> <li>Model on Pension Calculation</li> <li>Recruitment Policy</li> <li>GeM and PFMS Training</li> <li>Establishment rules</li> <li>Courses to help in queries that need to be replied to through RTI</li> </ul>	F F F F F F F F F
2.	Accounts	Regular	<ul style="list-style-type: none"> <li>Courses in Taxation</li> <li>Training in Making of Budget proposal</li> <li>Session on reimbursement of bills</li> <li>GST Training and Information Management</li> <li>Training in Direct and Indirect Taxation</li> <li>Training in NPS (Periodical Training)</li> <li>Training in Accounting Standards</li> <li>Financial Management and Modelling</li> <li>Training in Management Skills</li> <li>Training in Accounting Standards</li> </ul>	F F F F F F F F F F
3.	Purchase & Stores	Regular	<ul style="list-style-type: none"> <li>Learning new technology for procurement</li> </ul>	F

No	Division	Training Type	Competency Gaps Area/Name	Type
			<ul style="list-style-type: none"> <li>Contract Management</li> <li>Training in Managing Scrap</li> <li>Trainings in Tender &amp; Drafting Contracts</li> <li>Office procedure &amp; service rules</li> <li>Information Management Training</li> <li>GeM and Taxation Training</li> <li>Training on selection of vendors</li> <li>Changes or Upgradation of rules in procurement can be notified or given on a portal at one glance</li> </ul>	F F F F F F F F
4.	Library	Regular	<ul style="list-style-type: none"> <li>Software for managing soft copies of thesis</li> <li>Need for better user interface</li> <li>Knowledge on latest rules of Bidding and Distribution (updated rules)</li> <li>Training for file Management (physical files)</li> <li>Information Management Training</li> </ul>	F F F F F

## b. Role wise Autonomous Institutions Capacity Need Analysis

No.	Organization	Training Type	Competency Gaps		Training Level basis positions						
			Type	Area/ Name	Scientist C	D	E	F	G		
1	<b>National Brain Research Centre, Manesar Gurgaon</b>	Regular	B	Conceptual Thinking	B	B	A	B	B		
		Regular	B	Problem Solving	B	B	A		B		
		Regular	B	Planning & Coordination	B	B	A		B		
		Regular	B	Desire for Knowledge		A			B		
		Regular	B	Commitment to the Organization	B	A	A	B	A		
		Regular	B	Leading Others	B	A	A		B		
		Regular	B	Team-Working	B	A	A	B	B		
		Regular	B	Result Orientation	B	A	A	B	B		
		Regular	B	Self-Confidence	B	B	A	B	B		
		Regular	B	Decision Making	B	A	A		B		
		Regular	F	E-office	A	B	A	A	B		
		Regular	F	Ethics	B	A	B	A			
		Regular	F	Project Management		B	B	A	A		
		Regular	F	MS Office	A	A	B	B			
		Regular	F	Team Management		A		A	B		
		Regular	F	Office protocols	B		B	B			
		Regular	F	Raj Bhasha		B	B	B			
		Regular	F	Science Communication			B	B	B		
		2	<b>Translational Health Science &amp; Technology Institute, Faridabad</b>	Regular	B	Communication skills	B	A	A	A	B
				Regular	B	Integrity	B		A	A	B
Regular	B			Giving feedback	B	B	A	A	B		

No.	Organization	Training Type	Competency Gaps		Training Level basis positions				
			Type	Area/ Name	Scientist C	D	E	F	G
		Regular	B	Team-Working		B	A	A	B
		Regular	B	Ethics	B	A	A	A	B
		Regular	B	Conceptual Thinking	A	A	B	B	B
		Regular	B	Commitment to the Organization	B	A	A	A	B
		Regular	B	Desire for Knowledge	B	A	A	B	B
		Regular	B	Strategic Thinking	B	A	A	B	B
		Regular	B	Self-Management	B	A	A	B	B
		Regular	F	Raj Bhasha	B	B	A	A	B
		Regular	F	Vendor Management	B	B	A	A	B
		Regular	F	Project appraisal and Management		B	A	A	A
		Regular	F	Science Communication	B	B	A	A	A
		Regular	F	Procurement and tender writing		A	A	A	
		Regular	F	Science Diplomacy		A	A	A	B
		Regular	F	E-office	B	A	A	B	A
		Regular	F	GeM marketplace	B	A	A		B
		Regular	F	MS Office	B	A	A	B	B
		Regular	F	IFD framework	B	A	A	B	B
3	<b>National Institute of Plant Genome research, New Delhi</b>	Regular	B	Innovative Thinking	B	B	A		B
		Regular	B	Planning & Coordination	B	B	A	B	B
		Regular	B	Team-Working	B	A	A		B
		Regular	B	Communication skills	B		A	A	A
		Regular	B	Conceptual Thinking	B	A	A	A	A
		Regular	B	Desire for Knowledge	B	A	A		A

No.	Organization	Training Type	Competency Gaps		Training Level basis positions				
			Type	Area/ Name	Scientist C	D	E	F	G
		Regular	B	Motivation	B	A	A	B	A
		Regular	B	Self-Confidence	B	A	A		B
		Regular	B	Ethics	A	A	A	B	
		Regular	B	Commitment to the Organization	A	A	A	B	
		Regular	F	IFD framework	B	A	A	B	A
		Regular	F	Vendor Management	B	A	A	B	A
		Regular	F	Budgeting and accountability	B	A	A	B	B
		Regular	F		B	A	A	B	B
		Regular	F	Knowledge Management	B	A	A	B	B
		Regular	F	Science Communication	B	A	A		B
		Regular	F	Procurement and tender writing	B	A	A	B	B
		Regular	F	Project Management	B	A	A	B	B
		Regular	F	Writing proficiency	B	B	A	B	B
		Regular	F	GeM marketplace	B	A	A		B
		Regular	B	Strategic Thinking	A	A	A		A
		Regular	B	Conceptual Thinking	B	B	A	B	B
		Regular	B	Delegation	A	B	A	B	
		Regular	B	Giving feedback	A	A	A	B	B
		Regular	B	Leading Others	A	A	A	B	
		Regular	B	Planning & Coordination	B	A	A	B	
		Regular	B	Team-Working	A	A	A	B	
		Regular	B	Communication skills	B	A	A	B	B
		Regular	B	Developing Others	A	A	A	B	

No.	Organization	Training Type	Competency Gaps		Training Level basis positions				
			Type	Area/ Name	Scientist C	D	E	F	G
4	<b>Rajiv Gandhi Centre for Biotechnology, Thiruvananthapuram, Kerala</b>	Regular	B	Ethics	A	A	A	B	
		Regular	F	Budgeting and accountability	A	A	A		A
		Regular	F	Raj Bhasha	B	B	A	B	B
		Regular	F	Science Communication	A	B	A	B	
		Regular	F	E-office	A	A	A	B	B
		Regular	F	General Financial Rules, 2017	A	A	A	B	
		Regular	F	Project Management	B	A	A	B	
		Regular	F	Writing proficiency	B	A	A	A	B
		Regular	F	GeM marketplace	B	A	A	B	B
		Regular	F	MS Office	B	B	A	A	B
5	<b>National Institute of Immunology, New Delhi</b>	Regular	B	Assertiveness	A	B		B	
		Regular	B	Attention to detail	A	B		B	
		Regular	B	Commitment to the Organization	A	B	B		
		Regular	B	Conceptual Thinking	A	A	A		A
		Regular	B	Consultation and Consensus Building	B	B	A	B	B
		Regular	B	Decision Making	A	B	A	B	B
		Regular	B	Delegation	B	A	A	A	B
		Regular	B	Desire for Knowledge	B	A	A	A	B
		Regular	B	Developing Others	B	A	A	B	B
		Regular	B	Ethics	B	A	A	B	B
		Regular	F	Science Communication	B	A	A	B	B

No.	Organization	Training Type	Competency Gaps		Training Level basis positions				
			Type	Area/ Name	Scientist C	D	E	F	G
		Regular	F	Technical Writing	B	A	A	B	B
		Regular	F	IFD framework	B	A	A		B
		Regular	F	Vendor Management	B	A	A	B	A
		Regular	F	Project Management	B	A	A	B	A
		Regular	F	Central civil conduct code	B	A	A	B	A
		Regular	F	Knowledge Management	B	A	A	B	B
		Regular	F	Team Management	B	A	A	B	A
		Regular	F	E-office	B	A	A		B
		Regular	F	National Anthem, Flag code of India and state emblem of India	B	A	A	B	B



# Capacity Building Commission, Government of India

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## 6. Concept Notes

### a. Learning Hour

#### Background

The Learning Hour is a training format that provides an opportunity to the MDO officials to develop confidence, inspire staff, cover initiatives and build capabilities in Domain Knowledge, Functional Skills, and Behavioral Attitude.

The Learning Hour will create a culture of learning, maximize its effectiveness and promote collaboration. Every Learning Hour, someone within the organization runs a session to help teach others on the new topic. For the first two (2) sessions, the consultant team will handhold the CBU officials to run the process. Going forward the MDO CBU will take the ownership for implementing the Learning Hour in the MDO.

#### Objective

The key objective of Learning Hour is to ensure that the learning journey of the department officials continues smoothly and effectively and to keep strengthening the requisite skillset for being future ready. Learning Hour will enable, empower and effect change through learning and execution agility.

#### Expected Outcomes

- Reinforce & create the learning organization
- Better understanding of the stakeholders
- Technical Upskilling
- Revitalize the learning ecosystem within the organization
- Monitoring & Evaluation for compliance

#### Design

- Learning Hour may be conducted weekly or fortnightly for a minimum of one hour
- One-hour Learning hour time will be blocked in the calendar of all the employees
- This may be conducted in offline or online mode

- If in offline mode, this may be held in a conference room
- Invite speakers from within the organization
- Department may choose to invite speakers from outside, if required
- The audience of the Learning Hour will be decided based on the topic selected
- Participant's sheets may be kept ready in advance based on the selected topic and intended audience
- Sessions may be re-run based on the demand
- Session topics for the first five Learning Hours are based on the analysis of both Group Discussions and responses to the Survey Forms
- At the end of the session participant's may be asked to provide their assessment and feedback on the session organized
- The sessions may be recorded and kept in the organization's repository for future reference by the new recruits/ joiners

### Session Topics<sup>2</sup> (Tentative)

The below table provides details of the proposed Organizational Level Learning Hours that may be planned and conducted at the MDO:

Learning Hour	Date and Time	Speaker*	Organization	Mode
Scientific Leadership	2.00 pm to 3.00 pm	TBD	-	Hybrid
Orientation on Government e-Marketplace	2.00 pm to 3.00 pm	Shri Praneet Kumar Singh	Chief Manager, Training, GeM	Hybrid
Parliamentary Procedure	2.00 pm to 3.00 pm	TBD	-	Hybrid
Cyber Awareness	2.00 pm to 3.00 pm	Dr. Devdatta Sasmala	AD, CDAC	Hybrid

Learning Hour	Date and Time	Speaker*	Organization	Mode
Updated E-Office Version 7.3.4	2.00 pm to 3.00 pm	Sh. Kapil Kaushik	e-office Division, National Informatics Centre, Ministry of Electronics & Information	Hybrid
Official Language Policy of the Union – SankhiRajbhasha Niti	2.00 pm to 3.00 pm	TBD	-	Hybrid
Treasury Single System	2.00 pm to 3.00 pm	TBD	CCA	Hybrid
Right to Information Act	2.00 pm to 3.00 pm	Shri Deepak Kumar Bist	ISTM	Hybrid
Extra-mural grants, Seed grants, start-up grants, fellowships etc.	2.00 pm to 3.00 pm	Dr. Shishendu Mukherjee	BMGF, ex-Wellcome Trust, ex-DBT	Hybrid
Patent-filing	2.00 pm to 3.00 pm	Prof. (Dr) Unnat P. Pandit	Controller General of Patents, Designs and Trade Marks (CGPDTM)	Hybrid
Public Financial Management System (PFMS)	2.00 pm to 3.00 pm	Sh. S.K. Arya, Training Cell	Department of Expenditure (DoE)	Hybrid
Financial Management, Price Discovery	2.00 pm to 3.00 pm	TBD	-	Hybrid

\*Proposed Speaker

## Quarterly Timeline

### Month 1:

- Make a list of potential speakers and themes for the next quarter.
- Send formal invite emails (mentioned in the annexure) to the speakers on the session topic and check their availability.

## Month 2:

- Seek confirmation from the speakers and topics.
- Make a plan for the next quarter for specific cadres of employees comprising of administrative, technical or scientist staff.
- Wide circulation of the plan within the organization along with the signup forms
- Make the necessary logistics arrangements based on the number of attendees and the mode of session.

## Month 3:

- After each session, gather feedback and make the necessary adjustments.
- Update the subjects and session calendar in response to employee feedback.

## Ongoing:

- Every two weeks, hold Learning Hour sessions on Thursdays from 2 to 3pm
- Keep track of the Learning Hour initiative's results and its impact

## Logistics and Planning

### 1. Online Session

- Organize technical needs, such as the usage of presentation software, multimedia tools, or online meeting platforms.
- Set up a technical review to handle any potential problems.
- During the session, provide the technical support team's contact details.

### 2. Offline Session

#### • Venue and Equipment:

- Book a venue with adequate seating based on the number of registered staff.
- Ensure access to audio-visual equipment, including a projector and screen.

#### • Audio-Visual Equipment:

- Equip the speaker with a whiteboard, presentation materials, handouts, and any required props.
- In case of online presentation provide speaker with laptop, clicker, and necessary cables for their presentation.
- Arrange for a microphone and sound system for larger audiences.
- **Tech Support:**
  - Assign technical support for equipment troubleshooting.
  - Communicate contact information for event organizers.

## **Format**

Discussions, skill-building exercises, and interactive sessions with subject matter experts will be the format. It may be designed in the following manner

1. Structured Opening (5 minutes):
  - i. Introduction and welcome.
  - ii. Speaker introduction.
  - iii. Session agenda overview.
2. Knowledge Sharing (30-35 minutes):
  - i. Main presentation, discussion, or activity.
  - ii. Interactive Q&A and discussion.
3. Skill Building (if applicable) (10-15 minutes):
  - i. Practical exercises or activities to apply knowledge.
4. Key Takeaways and Feedback (10 minutes):
  - i. Summary of main insights.
  - ii. Collect participant feedback.
5. Closing and Next Session (5 minutes):
  - i. Announce the topic and speaker for the next session.
  - ii. Express gratitude and share session resources.

## Speakers

### 1. Selection of Speakers

For selection of the speakers for a particular topic, the below-mentioned sequence may be followed:

- Experts who have made presentations/ lectures/ webinars at the S&T Departments or Research Organization(s)
- Eminent personalities/ head of government organizations/ institutions
- Expert faculty from the Central Training Institutes
- Expert faculty from the IIT's, IIMs
- Experts/ Trainers from the PSU's
- Experts who already have public speaking experience through Ted Talks, have multiple publications or have held positions of responsibilities in the government may be given priority.

A list of all such speakers on various topics, with at least 3 speakers per topic may be prepared in advance. The list of speakers may include their details including designation, organization, brief of their profiles and their contact details.

Along with the secondary research, a quarterly survey form/ a poll may be published, requesting staff to propose the speakers, who they wish to be trained during the Learning Hour. Details acquired from the survey/ poll may also be used to create a repository of speakers. Further, a sub-committee may be constituted and tasked to shortlist the names of speakers.

### 2. Onboarding Speakers

CBC will approach the selected subject matter experts, senior officials, or specialists to deliver these sessions. An official email will be sent to the speakers the details of the session including format time, date and place.

- **Before the session:**
  - Work with the speaker to develop the session's outline and content.
  - Provide guidelines on how to make presentations that are interactive and interesting.
  - Assimilate feedback from signup forms in the content.
  - Make sure the speaker is familiar with the Learning Hour structure, which includes crucial components like skill-building exercises and feedback gathering.
- **Support for technical and logistical needs for the online/offline session detailed in above section.**
- **During Session**



- Introduce the speaker at the beginning and highlight their expertise.
- Provide support during the session, such as moderating questions and troubleshooting.
- **Follow-up Session-**
  - Express gratitude for their participation.
  - Share feedback collected from participants.
  - Talk about potential future partnerships or involvement in extra Learning Hour programmes.

### **Communication strategy**

Detailed e-mail communication with '**Learning Hour**' calendarized event sent by CBU to all the relevant stakeholders, preferably a group mailer, across the organization with the following details:

- Venue
- Details on the Session and the speaker
- Instructions for participants – Learning Hour

### **Transition Strategy**

#### **Operational**

Subsequent to the implementation/ facilitation of five (quick win) interventions by the technical consultant to address the capacity gaps in the MDO. A team of individuals within the CBU shall be identified and allocated responsibility to carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the ministry/ department.



A Capacity Building Unit (CBU) is a permanent and integral part of every Ministry, Department, and Organization (MDO). The CBU serves as the key driver and implementer for capacity building initiatives within the organization. The unit is the owner of the Annual Capacity Building Plan and is responsible for the management and implementation of the capacity-building interventions. The CBU plays a crucial role in building the capacity of officials and the organization.

In the first phase of implementation of the capacity building interventions, the CBU shall be assisted by the technical consultant. After the implementation/ facilitation of (quick win) interventions by the technical consultant to address the capacity gaps in the MDO.

A team of individuals within the CBU shall be identified and allocated responsibility to carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the ministry/ department.

### **Roles and Responsibility Allocation of Capacity Building Units in implementing ACBPs**

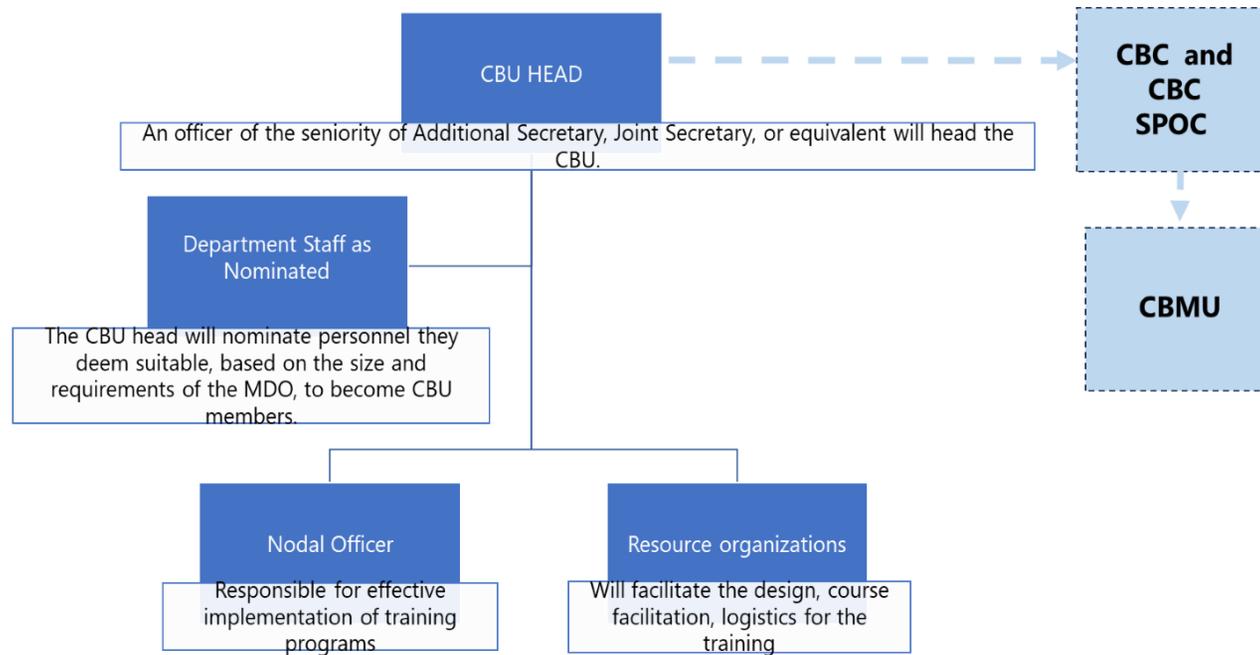
Here are the key roles and responsibilities of CBUs for ACBP implementation:

1. **Kickstart the ACBP Process:** The capacity-building initiative under the Mission Karmayogi must be initiated by the CBU of the Department. Based on the need for building the capacities (both at the individual and organizational levels) the CBU must start the process.
2. **Updating of Annual Capacity Building Plan:** CBUs must update their capacity building plan that meets their institutional vision and needs, obtain approval from the competent authority for the annual training calendar, and ensure that the ACBP rollout is facilitated across the department. The CBU will lead all the processes required to build capacity within the MDO, including the creation of ACBP in close association with the CBC in the first year.
3. **Capacity Building Calendar:** The next step after the creation of ACBP is to create a Capacity Building Calendar that lists the training and organizational interventions that need to be implemented on priority to address the capacity gaps identified at the individual and organizational levels of the MDO. The CBU will develop this calendar in a phase-wise manner and ensure that all divisions of the MDO follow it. Some interventions, particularly training interventions, will recur multiple times in one year based on certain conditions.
  - CBU should issue Office Memorandum (O/M) signed by the Secretary to ensure implementation of identified interventions in the training calendar.
  - Ensure officials are onboarded on IGOT
  - Mandate 50 hours of training
  - Ensure quarterly completion of the targets and have review mechanism in place.
4. **Competency Mapping and Capacity Needs Analysis (CNA):** CBUs are responsible for updating and identifying individual competencies needs and tracking individual progress in acquiring competencies specific to their roles periodically. They should integrate and streamline the competency needs analysis with any new or redundant activities and evaluate the impact of training on individual competency development.
5. **Implementation of Annual Capacity Building Plan:** The CBU is accountable for comprehensively understanding the department's training calendar and identifying feasible interventions. They will be responsible for the implementation of mandatory training and non-training interventions, holding regular meetings to structure the plan for each month. Additionally, the CBU will establish Quarterly Key Performance Indicators (KPIs) to ensure the department's compliance with the training calendar which will include completion rates, attendance rates, and milestones.
6. **Monitoring and Evaluation:** CBUs would facilitate the monitoring and evaluation of Annual Capacity Building Plans, sharing quarterly reports and relevant data in accordance with the measurement framework established by the Capacity Building Commission (CBC). Additionally, the Mission Karmayogi dashboard enables continuous performance analysis, data-driven goal setting, and real-time monitoring of capacity building interventions. The attached template can serve as a reference for reporting purposes.

7. **Course/Module Design and Delivery:** CBUs should manage course/module design with the support of Central Training Institutes, nodal training institutes attached to the Department, regularly update induction program and refresher training across levels, and roll out capacity building programs. CBUs will explore potential partners for implementing new training and non-training interventions and identify appropriate training delivery models, including web-based e-learning, in-person, or blended learning. In cases where assistance is needed, the CBU may seek guidance from the CBC for course development.
8. **Communication:** CBUs should ensure a regular flow of information to CBC (email: cbmu@ttcglocal.com; cbc-dopt@gov.in) They should share the progress made towards the ACBP's implementation.
9. **Task List for CBUs: June – December'23**
  1. Ensure registration of all officials on the iGOT platform.
  2. Facilitate completion of the DAKSHTA course by all SOs and ASOs, encompassing Phase I (online on iGOT) and Phase II (in-person at ISTM) by December'23.
  3. Identify mandatory training aligned to the training calendar and ensure timely completion of the same.
  4. Establish quarterly Key Performance Indicators (KPIs) to ensure the implementation of the training calendar prepared in collaboration with CBC.
  5. Identify potential partners for domain-specific capacity building interventions to enhance targeted expertise.
  6. Maintain comprehensive records of all training and non-training capacity building interventions conducted as part of the Annual Capacity Building Plan (ACBP), including participant attendance, training materials, and feedback and their participation on iGOT.
  7. Share quarterly updates with Capacity Building Commission (CBC) on the status of ACBP Implementation.

## Governance

The CBU Head along with the nominated department staff shall be further assisted by the following roles:



#### **CBU Head:**

An officer of the seniority of Additional Secretary, Joint Secretary, or equivalent will head the CBU. The CBU Head will lead the CBU and manage its operations and will be key for strategic guidance and monitoring. In the event of the current CBU Head's transfer, the responsibility of leading the CBU will be assigned to the incoming officer.

#### **Department Staff as nominated:**

The CBU head will nominate personnel they deem suitable, based on the size and requirements of the MDO, to become CBU members. The CBU must include at least one Under Secretary and one Section Officer of the department, with preference given to those in the Training, HR, or Admin sections. The CBU can also include the Director (Training) or the equivalent of the MDO's nodal training institutes.

#### **Nodal officer:**

The nodal officer will be responsible for ensuring seamless communication and collaboration within the CBU and coordinating with the CBC for effective implementation of training programs.

#### **Resource Organizations:**



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A representative of the departments own/ empaneled training institutes who will facilitate the design, course facilitation, logistics for the training to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

**Karmayogi Fellow:**

shall be appointed by the CBC/MDO for a span of 2 years who act as Capacity Building Coordinator to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

## Understanding ACBP Implementation Strategy

### Understanding the CBC Planning:

1. The Capacity Building Plan is the key driver of Mission Karmayogi in your department.
2. The plan is now ready and should be taken forward by the Capacity Building Unit (CBU), under the direction of the Secretary.
3. A note on the role of CBU is shared with you, read it and understand it clearly for ensuring the implementation of your plan

### Identification of Key training needs & training calendar:

1. The training and non-training calendar will have quarter-wise action items which are critical for the implementation of the plan.
2. The courses/training should be identified and notified by the CBU to the Department officials. Some ways to make it simple is as follows
  - a. Every member should be onboarded on iGOT
  - b. Every member should take 10 hours of relevant training within the 45 days allotted
  - c. Training calendar for each level of SO/ ASO/ US/ DS/ Director etc. to be shared so that everyone knows what courses have to be taken
3. The MDOs may examine the possibility of releasing additional budgetary support for training requirements.
4. Also following the government's mandate, each MDO may allocate 2.5% of its budget for training. (Refer to DoPT OM No. T-16017/21/2022-TFA, dated 7<sup>th</sup> March 2023)
5. A nodal officer to be entrusted with the responsibility of pushing the plan under the guidance of the CBU head
6. An official Memorandum can be issued for ensuring the training and non-training targets are met, especially for courses on IGOT.
7. Break down the plan into bite-sized chewable items such as Promising interventions, such as one-hour learning sessions; email notifications acknowledging an officer's acquisition of learning from specific courses.
8. The Domain competencies have been identified through CNA Survey and needs validation from the CBU for its implementation

### **Collaborations & Needful engagements for successful implementation of Capacity Building Plan:**

1. Collaboration with specialized institutions for domain-specific courses is crucial, and for which there's a need for proper budgeting to ensure their successful execution.
2. Collaboration with the CTIs associated with the Ministries
3. Peer Learning and Communities of Practice: Post-completion of training modules, officers can share experiences, exchange best practices, and learn from one another, fostering a culture of continuous learning and improvement.
4. Collaboration with External Experts: Collaborate with external experts, academia, and research institutions to design and deliver specialized training programs. Use CBC's network of Knowledge experts.

### **Implementation Strategy for inclusive Capacity Building Plan:**

1. Clarify what needs to be implemented including the top 5-6 things that the Secretary can mandate
2. Start implementation of your action items finalized in the plan.
3. Ensure that CBU Heads implement monthly reviews to assess the training interventions carried out by their ministry.
4. Communicate to the entire ministry
5. Conduct meetings and workshops in the department to implement your plan.
6. Plan and coordinate with identified industries for immersion programmes. Connect with spokes in industries and schedule an immersion programme for the officials to understand on-ground realities.
7. Finish the courses identified on iGOT on priority; complete the iGOT orientation of all officials of your department.

### **Scheduled monitoring & Evaluation Report Preparation:**

1. Monitoring and Evaluation: Regularly collect feedback from department officials, track their progress, and measure the impact of the training programs.
2. Fill the tracker on implementation status to ensure the training is happening and monitored successfully.
3. Integrate the CBC Tracker in your Department's monitoring activity to ensure seamless integration.
  - [https://cloud.uibakery.io/cbc\\_admin/wSFkvtEoP5/dashboard](https://cloud.uibakery.io/cbc_admin/wSFkvtEoP5/dashboard)
  - Log onto the dashboard with the login credentials shared by the CBC team for your M/D/O.
4. Report back to CBC with the status and for any other support in this process.

### **M&E (Capacity Building of CBU)**

Once the technical consultant has identified the monitoring and evaluation tools in addition to the iGOT KY- MDO dashboard and PM's dashboard to help the MDO quantify the capacity building plan (CBP) progress including the mechanisms for measurement of training interventions. The MDO CBU shall be responsible for presentation of a comprehensive evaluation of capacity building interventions for approval and necessary guidance to the Cabinet Secretariat Coordination Unit.

Contact:<Details of the SPOC to contact for queries>

### **Annexure**

Draft E-mail communication

#### **E-mail 1: Learning-Hour arriving soon.**

Designing of a Banner marketing the concept:

No more waiting!

A crash course for Skills shall cover a range of topics in order to make the learning more inclusive.

Watch out for communication on **Learning-Hour** with details and series wise-schedule!

#### **E-mail 2:**



Dear colleagues,

You all will appreciate that learning is a life-long endeavor and with the overall pursuit of being future-ready, one needs to continuously adapt to stay ahead, collaborate & engage with others. It is important for organizations to equip their employees with the right attitude, skills and knowledge (ASK) for the workplace of the future.

Recognizing the importance of having a continuous learning agenda for the organization. Ministry/ Department has planned to have a weekly learning series to kick-start the learning habit. As part of our Learning Hour series, in the first session we are starting with providing you know-how/orientation of the iGOT platform and the next session will be planned on<Name of the Learning Hour Session>

In session 1, we plan to have discussions on:

<Mention key pointers from the session presentation and share the agenda>

While we're happy to provide answers to any questions you may have, we encourage you to attend the session and make the most of it. You can also send in your queries **here in advance** <Mention the email>.

### **Email 3: Invite Email to Proposed Speaker**

Subject: Invitation to Speak at our Learning Hour Session

Dear [Speaker's Name],

I hope this message finds you well. MDO is excited to invite you to deliver a session at our upcoming Learning Hour session. The Learning Hour is an initiative aimed at fostering continuous learning, knowledge sharing, and skill development among our employees. We believe that your expertise and insights would greatly benefit our team, and we would be honored to have you as a speaker.

The session details have been mentioned below-

1. Date and Time:
2. Duration: Approximately one hour



3. Format: Our Learning Hour sessions typically follow a structured format, including:

- Structured Opening (5 minutes)
- Knowledge Sharing (30-35minutes)
- Skill Building (if applicable) (10-15 minutes)
- Key Takeaways and Feedback (10 minutes)
- Closing and Next Session (5 minutes)

We believe your expertise in [Expertise Area] would be a perfect fit for our upcoming session. Your insights on [Mention Key Points] would be highly valuable to our team.

If you are available and interested in speaking at our Learning Hour, please let us know your availability and any specific requirements you may have. We will do our best to accommodate your preferences.

Thanks and Regards

(Name and Designation)

## b. Mentorship Programme

### Background

A mentorship is a powerful tool for personal and professional development. A mentor-mentee relationship provides opportunities for learning, growth, & guidance. However, many individuals, struggle to find mentors who can provide them with the support and guidance they need. This program aims to bridge that gap by connecting mentors & mentees from Department/Ministry and providing them with a structured framework for mentorship .

### Objective

The objectives of the Mentor-Mentee Program are:

- To provide a platform for mentors and mentees to connect and engage in meaningful mentorship relationships.
- To facilitate knowledge sharing and learning between mentors and mentees.
- To provide mentees with guidance and support to help them navigate their personal and professional growth.
- To support the development of a strong, diverse network of professionals in the Department/Ministry.
- To guide and help out the new joiner in the Department/Ministry with Knowledge sharing for smooth functioning and learning of the new joiner.

### Expected Outcomes

- The expected outcomes of the Mentor-Mentee Program are:
- Increased knowledge sharing and learning between mentors and mentees.
- Improved personal and professional development for mentees.
- Development of a strong, diverse network of professionals in the Department/Ministry.
- Enhanced sense of community and collaboration within the Department/Ministry.

It will have a positive impact on the Department/Ministry by promoting a culture of mentorship and collaboration, increasing retention rates, improving productivity and engagement, and creating a sense of belonging and connectedness.



## Program Description

The Mentor-Mentee Program will be a [duration of the program] program that will connect mentors and mentees based on their areas of interest, career goals, and personal backgrounds. The program will be open to Department/Ministry professionals who are looking for guidance and support in their personal and professional development.

Mentors and mentees will be matched based on their profiles and interests. The program will provide a structured framework for mentorship that includes regular check-ins, goal setting, and feedback mechanisms. Mentees will have access to their mentors for guidance, support, and feedback weekly.

The program will also provide opportunities for group learning and networking. Mentors and mentees will have access to webinars, workshops, and other learning resources to enhance their skills and knowledge.

## Expected Outcomes:

The expected outcomes of the Mentor-Mentee Program are:

- Increased knowledge sharing and learning between mentors and mentees.
- Improved personal and professional development for mentees.
- Development of a strong, diverse network of professionals in the Department/Ministry.
- Enhanced sense of community and collaboration within the Department/Ministry.

It will have a positive impact on the Department/Ministry by promoting a culture of mentorship and collaboration, increasing retention rates, improving productivity and engagement, and creating a sense of belonging and connectedness.

## Framework

A mentor-mentee program can be very beneficial in providing guidance and support to individuals seeking to improve their skills, knowledge, and career prospects. Here are some key elements of a framework for a successful mentor-mentee program:

- **Program goals and objectives:** Identify the program's goals and objectives, including what the mentees hope to gain from the program and what the mentors can offer.
- **Mentor and mentee selection:** Establish a process for selecting mentors and mentees. Consider factors such as experience, skills, interests, and personality traits when matching mentors and mentees.

- **Program guidelines:** Develop guidelines that clearly define the expectations, roles, and responsibilities of mentors and mentees. Include guidelines for communication, meeting frequency, and confidentiality.
- **Training and orientation:** Provide training and orientation for both mentors and mentees. This could include training on communication skills, setting goals, and creating action plans.
- **Regular meetings and feedback:** Schedule regular meetings between mentors and mentees to review progress, discuss challenges, and set new goals. Encourage mentors to provide constructive feedback and help mentees develop action plans.
- **Resources and support:** Provide mentors and mentees with access to resources such as training materials, professional development opportunities, and networking events.
- **Evaluation and continuous improvement:** Regularly evaluate the program's effectiveness and seek feedback from mentors and mentees. Use this feedback to make improvements to the program and ensure it continues to meet the needs of its participants.

By incorporating these key elements into a mentor-mentee program, you can help individuals achieve their goals and develop their skills and knowledge, while also promoting a culture of learning and growth within your organization.

## Implementation

Implementing a mentor-mentee program can be a valuable investment in the professional development of employees and can lead to increased retention, productivity, and employee satisfaction. Here are some steps to consider when implementing a mentor-mentee program:

1. **Determine the program's objectives:** Before implementing a mentor-mentee program, define the objectives and goals of the program. This may include improving employee retention, increasing employee engagement, or developing specific skills.
2. **Develop a program structure:** Determine the structure of the mentor-mentee program, including the duration of the program, the frequency of meetings, and the responsibilities of mentors and mentees.
3. **Identify potential mentors:** Identify employees who have the skills, experience, and willingness to serve as mentors. Consider asking for volunteers or selecting employees who have demonstrated leadership potential.
4. **Recruit mentees:** Identify mentees who would benefit from the program, such as new hires or employees seeking career development opportunities. Consider sending out a call for applications to employees to know who is interested in the program.
5. **Train mentors and mentees:** Provide training for mentors and mentees to ensure they understand their roles and responsibilities, the program structure, and how to communicate effectively.

6. **Match mentors and mentees:** Match mentors and mentees based on their goals, interests, and experience. Consider scheduling an initial meeting to ensure the match is a good fit.
7. **Monitor progress:** Monitor the progress of the mentor-mentee pairs to ensure they are meeting their objectives and making progress toward their goals. Provide support and guidance as needed.

The success of a mentor-mentee program depends on the commitment of both mentors and mentees, so it's important to communicate the benefits of the program and encourage participation.

### Communication strategy

Developing a clear communication strategy is critical to the success of a mentor-mentee program. Some important steps to create an effective communication strategy for your mentor-mentee program:

1. **Define your communication objectives:** Determine what you want to achieve through your communication strategy. This may include creating awareness of the program, encouraging participation, and providing ongoing support to mentors and mentees.
2. **Identify your target audience:** Identify who you need to communicate with, including potential mentors, mentees, and program stakeholders.
3. **Determine the message:** Develop a clear message that communicates the purpose and benefits of the mentor-mentee program. Highlight how the program can help employees grow and develop their skills, and how it aligns with the organization's goals and objectives.
4. **Choose your communication channels:** Determine the most effective channels to reach your target audience, including email, social media, intranet, and company newsletters. Consider using a mix of channels to ensure your message reaches as many people as possible.
5. **Develop a timeline:** Create a timeline for your communication strategy that includes key milestones such as program launch, application deadlines, and program evaluations. Plan to communicate regularly throughout the program to keep participants engaged and motivated.
6. **Tailor your communication approach:** Tailor your approach to your target audience. Consider the preferences and communication styles of your audience, and ensure your message is relevant and engaging.
7. **Provide ongoing support:** Provide ongoing support to mentors and mentees throughout the program. Consider offering training sessions, online resources, and regular check-ins to ensure participants have the tools and support they need to succeed.



8. **Evaluate the effectiveness:** Evaluate the effectiveness of your communication strategy regularly. Collect feedback from mentors, mentees, and other stakeholders to identify areas for improvement and adjust your strategy as needed.

Effective communication is key to the success of your mentor-mentee program. Keep your message clear, relevant, and engaging, and provide ongoing support to participants to help them achieve their goals.

## Draft E-mail communication

### E-mail: For Mentor Mentee Program

Dear [Employee],

I am pleased to announce the launch of our new mentor program at [MDO's Name]. Our mentor program is designed to provide support and guidance to our employees and promote professional development.

As a valued member of our team, we believe that you have the potential to make great strides in your career with the right support and guidance. This is where our mentor program comes in. The program is open to employees at all levels of our organization and is designed to help you achieve your professional goals.

Our mentor program pairs experienced mentors with mentees who are seeking to develop their skills, knowledge, and experience. Mentors will provide guidance, support, and advice to mentees, helping them to develop new skills and reach their career goals.

If you are interested in participating in the mentor program, please complete the application form [insert link or attachment] by [application deadline]. We encourage all employees to apply and look forward to reviewing your application.

Thank you for your commitment, we are excited to offer this new opportunity to support your professional development and growth. While we're happy to provide answers to any questions you may have, we encourage you to attend the session and make the most of it. You can also send in your queries **here in advance <Mention the email>**.

## c. Recognition and Rewards

### Background

From the Focused Group Discussions (FGDs) held as part of ACBP, it was evident that the officers of all<sup>1</sup> MDOs want a better workplace culture where performers are recognized and rewarded.

### Objective

The key objective of Staff Rewards and Recognition (STAR) is to acknowledge, appreciate and prompt incentivization<sup>2</sup> of an officer's effort. This is an initiative by the MDOs to build healthy workplace culture where every officer can be assured that their performance is recognized.

### Expected Outcomes

- Improvement in productivity
- Increase motivation amongst officers.
- Establishment of a positive workplace
- Friendly competition to perform better.

### Design

Staff Rewards and Recognition (STAR) may be implemented in the following ways:

- CBU of the MDO should be given the responsibility to implement Staff Rewards and Recognition (STAR)
- A database can be created by the CBU to record the achievements of individuals and teams to allow a smooth processing of STAR.
- The most important and easy way of appreciation comes through saying "Thank you" to someone who performs his task. A training explaining the case studies of the benefits achieved by saying 'Thank you' might help in bringing a cultural change in the MDO.
- **Peer to Peer Recognition:**
  - Officers can nominate other officers for an award depending on the contribution (list of award ideas are listed in the table in the next section)
  - All these awards would be in the form of certificates.

- These certificates could be taken into account during APAR and promotions<sup>3</sup>
- MDOs can make a **short film named “Star performers of the quarter”** featuring the performers and one suggestion they could give to others and display the short film on a celebration day in the next quarter.
- Top performers can be nominated by their superiors, peers and subordinates.
- A simple self-recorded video of 1 minute duration taken by the performers can be presented. (This is economical and takes less time and resources)
- Contents of the video
  - Self-introduction – Name, Designation and Role
  - One tip they would like to share to other officials on how to become a performer
- **Wall of Fame:**
  - A wall of fame can be established at the MDO (it’s like a notice board) in a location where everyone can see it regularly and every month the top performers of the MDO to be displayed on it.
  - Wall of Fame can also be published on MDOs website, quarterly newsletter of the MDO, and social media handles of the MDO.
- Celebrating work anniversaries is a best way to acknowledge the efforts and contribution of those officers over a longer duration of time in terms of felicitation (Example: 5 years’ work anniversary, 10 years work anniversary etc.)
- The process for implemented STAR in MDOs:
  1. Sharing the Google form every month by CBU and that will be open thereafter, in future, it can be included in the employee portal of the MDO for ease of availability.
  2. MDO officials will fill in the nominations.
  3. CBC will go through the nominations and present the list of awardees.
  4. The awardees will be awarded every month in virtual or physical meetings by superiors in the organizations such as Joint Secretary or Secretary; Director or Chief Controller<sup>4</sup>

List of Awards<sup>5</sup> (Suggestive List)

Sl. No	Award	Description <sup>6</sup>	Eligibility	Limit of coverage in MDO
1.	Above and Beyond Award	<ul style="list-style-type: none"> <li>When an employee showcases an exceptional performance going above and beyond the expectations over a period of time (minimum for one - two months)</li> </ul>	TBD	10 per quarter
2.	Best Publication Award	<ul style="list-style-type: none"> <li>Best publication of the quarter to be awarded to 1 research publication in a quarter<sup>7</sup></li> </ul>	Scientists and their team	One per quarter
3.	Quick Appreciation Award	<ul style="list-style-type: none"> <li>Awarded to officers to delivers their tasks with utmost quality (given specific to single task)</li> </ul>	All MDO officers	Unlimited
4.	Most Punctual Award	<ul style="list-style-type: none"> <li>Awarded to officers who report to work on time (observed over a minimum of one month)</li> </ul>	All MDO officers	Unlimited
5.	Best Inception Award	<ul style="list-style-type: none"> <li>Awarded to newly joined officials who performs exceptionally well</li> </ul>	Officers who have joined less than 6 months ago	Awarded only once per one officer

#### Communication strategy

Detailed e-mail communication with **'Staff Rewards and Recognition (STAR)'** sent by CBU to all the relevant stakeholders, preferably a group mailer, across the organization with the following details:

- Introducing Staff Rewards and Recognition (STAR) program in MDO
- Details on all the awards

Draft E-mail communication

**E-mail 1: Staff Rewards and Recognition (STAR) arriving soon.**

Designing of a Banner marketing the concept:

No more waiting!

All the top performers of the MDO across designations would be rewarded soon.

Watch out for communication on **Staff Rewards and Recognition (STAR)** with further details!

**E-mail 2:**

Dear colleagues,

Let us all start acknowledging, appreciating and rewarding the officers' efforts in the MDOs.

This program lets you to nominate your peers who have been performing well to reward them the following awards.

Sl. No	Award <sup>8</sup>	Description	Eligibility	Limit of coverage in MDO
1.	Above and Beyond Award	When an employee showcases an exceptional performance going above and beyond the expectations over a period of time (minimum for one - two months)	TBD	10 per quarter
2.	Best Publication Award	Best publication of the quarter to be awarded to 1 research publication in a quarter <sup>9</sup>	Scientists and their team	One per quarter

Sl. No	Award <sup>8</sup>	Description	Eligibility	Limit of coverage in MDO
3.	Quick Appreciation Award	Awarded to officers to delivers their tasks with utmost quality (given specific to single task)	All MDO officers	Unlimited
4.	Most Punctual Award	Awarded to officers who report to work on time (observed over a minimum of one month)	All MDO officers	Unlimited
5.	Best Inception Award	Awarded to newly joined officials who performs exceptionally well	Officers who have joined less than 6 months ago	Awarded only once per one officer

You can share your nominations from the following google form<sup>10</sup>:



## Nominations for Staff Rewards and Recognition (STAR) Program

Don't wait to acknowledge, appreciate and reward your colleagues who performs exceptionally well

anup.boinapally@pwc.com [Switch account](#)



Not shared

\* Indicates required question

Please enter your name \*

Your answer

---



Please specify **your** designation \*

- Secretary
- Joint Secretary
- Scientist G
- Scientist F
- Scientist E
- Scientist D
- Scientist C
- Scientist B
- Director
- Under Secretary
- Section Officer



Please nominate your peer (please enter full name) \*

Your answer

---

Please specify **their** designation \*

- Secretary
- Joint Secretary
- Scientist G
- Scientist F
- Scientist E
- Scientist D
- Scientist C



Scientist B

Director

Under Secretary

Section Officer

Technical Officer

Stores and Purchase Officer

Other: \_\_\_\_\_

Please describe their performance in 2-3 lines \*

Your answer \_\_\_\_\_

Submit

Clear form

## Transition Strategy

### Operational

Subsequent to the implementation/ facilitation of one award by the technical consultant to address the capacity gaps in the MDO. A team of individuals within the CBU shall be identified and allocated responsibility to carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the ministry/ department.

### Governance

The CBU Head along with the nominated department staff shall be further assisted by the following roles:



**Karmayogi Fellows<sup>11</sup>:** Appointed by the CBC/MDO for a span of 2 years who act as a Capacity Building Coordinator to support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

**Resource Organizations:** A representative of the departments own/ empaneled training institutes who will facilitate the design, course facilitation, logistics for the training.

#### Monitoring & Evaluation (Capacity Building of CBU)

Once the technical consultant has identified the monitoring and evaluation tools in addition to the iGOT KY- MDO dashboard and PM's dashboard to help the MDO quantify the capacity building plan (CBP) progress including the mechanisms for measurement of training interventions. The MDO CBU shall be responsible for presentation of a comprehensive evaluation of capacity building interventions for approval and necessary guidance to the Cabinet Secretariat Coordination Unit.

Contact:<Details of the SPOC to contact for queries>

#### d. Virtual Kiosk

**Background:** A virtual kiosk series, an interactive kiosk is being initiated in the department to provide on-the-spot resolution to all your finance related queries. Virtual Kiosk shall provide information quickly and will be a great time saver. The first virtual kiosk is planned to cover **Grants-in-aid**. This shall provide all the relevant information to the internal users of the organizations.

**Objective:** The key objective of Virtual Finance Kiosk is to provide on-the-spot solutions to all finance-related queries. This shall ensure that the experiential learning journey of the official continues smoothly and effectively and strengthens the requisite skillset for being future ready.

**Expected Outcomes:**

- Better understanding on the Grants-in-aid principles and procedures
- Better understanding of the stakeholders on GIA
- Doubt clearance
- Revitalize learning ecosystem within the organization.

**Design:**

- Virtual Kiosk may be conducted fortnightly or quarterly for a minimum of one hour.
- One-hour time will be blocked in the calendar of all the employees.
- The session shall be conducted in online mode.
- Invite experts from within the organization.
- Sessions may be re-run based on the demand.
- Session topics for the first five Virtual Kiosks are based on the analysis of both Focus Group Discussions and Survey Forms
- At the end of the session participant's may be asked to provide their assessment and feedback on the session organized
- The sessions may be recorded and kept in the organizations repository for future reference by the new recruits/ joiners.

**Session Topics (Tentative):**

Sl. No	Session Topic	Date (Tentative)	Trainer(s)	Organization name (Internal/External)	Participants
1.	Grants-in-aid (GIA)	08-03-2023	Finance team	Internal	All staff members of the ministry
2.	Utilization Certificate (UC) in case of Direct Benefit Transfer (DBT) scheme, Statement of Expenditure (SE), treatment of unspent balances, process, submission timelines of UCs with examples	15-03-2023	Finance team	Internal	All staff members of the ministry
3.	Procurement, Just-in-time urgent procurements process & approvals	22-03-2023	Finance team	Internal	All staff members of the ministry
4.	Central Nodal Agency (CNA) model for flow and monitoring of Central Sector Scheme (CSS) fund	29-03-2023	Finance team	Internal	All staff members of the ministry
5.	Audit of Accounts	5-04-2023	Finance team	Internal	All staff members of the ministry

### Communication strategy

Detailed e-mail communication with **'SAVE the Date'** calendarized event sent by the finance team to all the relevant stakeholders, preferably a group mailer, across the organization with the following details:

- Weblink to connect to the event.
- Instructions for participants – Virtual Finance kiosks



## Instructions For Participants - Finance Kiosks

1. Please ensure that you have a stable internet connection for better experience.
2. Please ensure that the <Name of the VC application> is already installed in your desktop/laptop.
3. The mic of all attendees will be muted by default.

- Q&A Session:

### **Instructions:**

1. You can ask questions to the panelists through the chat window.
2. If you want to ask a question on audio, then you can type your name on the chat window. The event manager will inform the panelists and unmute you.
3. You can also use the “raise hand” option to ask a question on audio. Once you are done with your question, please do not forget to lower down your hand using the same option.
4. Speak clearly and loudly into the mic to ask your question, and then mute yourself.

Draft E-mail communication:

### **E-mail 1: Finance Kiosks Arriving soon.**

Designing of a Banner marketing the concept:

No more waiting!

Seek speedy, on-the-spot solutions to all your queries from Finance!

Watch out for communication on Finance kiosks with details and series wise schedule!

### **E-mail 2:**

Dear colleagues,

As part of our virtual Finance kiosks series where you get on-the-spot solutions to all your finance-related queries, the next kiosk is planned for **Grant-in-aid (GIA)**.

We will have discussions on:



- Brief about Grant-in-aid (GIA), Utilization Certificate (UC) and Statement of Expenditure (SE), run-spent balances and the process of submission with examples.
- Important FAQs
- Central Nodal Agency (CNA) model for flow and monitoring of Central Sector Scheme (CSS) fund.
- Dos and don'ts of UCs
- Point to remember for submission of UCs.
- Or any other GFR related questions

While we're happy to provide answers to any questions you may have, we encourage you to stay on in the kiosk even after your queries are resolved – listening to other people's queries and the solutions provided to them by our panel of experts might be helpful to you.

We have curated a list of instructions [here](#) to ensure a smooth experience for all participants and panelists. You can also send in your queries [here](#).

## **Transition Strategy:**

### **Operational**

Subsequent to the implementation/ facilitation of five (quick win) interventions by the technical consultant to address the capacity gaps in the MDO. A team of individuals within the CBU shall be identified and allocated responsibility to carry out the capacity building (training/ organizational) related activities in a continuous manner and standardize and institutionalize the training management processes in the ministry/ department.

### **Governance**

The CBU Head along with the nominated department staff shall be further assisted by the following roles:

**Karmayogi Fellow:** Appointed by the CBC/MDO for a span of 2 years who act as a Capacity Building Coordinator to the support the CBU head in the establishment, implementation & monitoring of all the functions of the CBU.

**Resource Organizations:** A representative of the departments own/ empaneled training institutes who will facilitate the design , course facilitation, logistics for the training.

### **M&E (Capacity Building of CBU)**

Once the technical consultant has identified the monitoring and evaluation tools in addition to the iGOT KY- MDO dashboard and PM's dashboard to help the MDO quantify the capacity building plan (CBP) progress including the mechanisms for measurement of training interventions. The MDO CBU shall be responsible for presentation of a comprehensive evaluation of capacity building interventions for approval and necessary guidance to the Cabinet Secretariat Coordination Unit.

**Contact:**< Details of the SPOC to contact for queries >

## e. Immersion Programme

### **Background and Objectives:**

Capacity Building Commission proposes to establish an 'Industry Immersion Programme' to allow officers of Ministry of Ayush (MoA), Department of Biotechnology (DBT), Central Drugs Standard Control Organization (CDSCO), Centre for Scientific and Industrial Research (CSIR) to visit pharmaceutical and medical device companies to cover various aspects of pharmaceutical industry and medical device industry, including.

- Research & development
- Manufacturing operations
- Logistics
- Market development
- Sales and distribution, etc.

The duration of this immersive programme is for a total of 2 days in Hyderabad, Telangana with a frequency of every quarter according to a structure plan and will remain subject to revision depending on input received.

The key objectives of the 'Industry Immersion Programme' are:

- To provide exposure to how pharmaceutical and medical devices companies operate, challenges they face, and how they are adapting to evolving trends in the pharmaceuticals and industry.

- To provide exposure to how medical device companies operate, challenges they face, and how they are adapting to evolving trends in the medical device industry.
- To broaden officers' perspectives about on-ground issues
- To create a network of people, Ministry/Department/Organization (MDO) officials may reach out to in the industry.
- To enable officers' to better understand and appreciate the impact and implications of government's policies on the industry and areas where policies might be needed.

#### **Learning opportunities:**

The immersion programme will provide officers with the opportunity to understand on-ground issues related to their area of expertise/ priority areas, and key challenges in operating a world-class facility. Through this programme, the participating officers will get an opportunity to create a network of expertise and understand the below aspects of pharmaceutical and medical device companies.

- Understand how a world-class drug & medical devices park operates and deals with changing business, technology, and operating environment.
- Understand the value chain of the industry including research and development, manufacturing operations and technology adopted in the process, distribution of end products, etc.
- Understand how the changes in the norms and policies effecting the stakeholders.
- Understand the requirement of mega bulk drug parks, medical device parks and clusters.
- Understand the reason for the increasing trend in the costs of medical devices.
- Understand how do leading companies collaborate with national and international agencies / organizations for Technology Transfer.
- Understand the new regulations or policies that are required for the sustained growth of the industry.
- Understand how the cyber security concerns are increasing both the manufacturing time and costs in the industry.
- Understand the importance of the right kind of certifications for ensuring product quality and global market acceptability.
- Understand the process of technology transfer taking place in industry.

- Understand the present capacity and capability of the Indian pharmaceutical and medical device industries.
- Understand the trained competent Human Resources required for future growth of pharmaceutical and medical device industries in India.
- The kind of support required by industries from various government MDOs.
- Understand how pollution control norms are leading to the higher costs of manufacturing.
- Understand high dependence on China and reflect on the ways to tackle it.

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

Minimum service duration, domain expertise, and specific roles played by the officer will be considered for participation in the programme with the selected company (host institution). The officer(s) selected for the programme must not have directly dealt with matters concerning the host institution specifically, in the previous 3 years.

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

#### **Expected output:**

On completion of the programme, the officer(s) will be required to debrief and share knowledge gained in the Immersion Programme in debriefing session with peers, junior and senior officers as deemed desirable from MDO officers who complete the programme will be required to make a short presentation covering the following aspects:

- My key learnings from the visit
- How will I apply learnings to my work in the MDO?

## Draft Agenda:

Atwo (2) days schedule may be planned for MDO officials to visit pharmaceutical and medical device industrial units located in and near Hyderabad, Telangana.

Place	Number of days	Coverage	Pharmaceuticals/ Medical Devices
Hyderabad	1 day	<ul style="list-style-type: none"> <li>• Plastic Molding / Extrusions – Consumable / Disposables</li> <li>• Latex / Rubber Molding – Consumables / Disposables</li> <li>• Wound Dressing &amp; closure Consumable and Medical Textile</li> <li>• Stainless steel surgical instrument / Hollow ware / Orthopedic implants</li> <li>• IOL &amp; Ophthalmic Instruments</li> <li>• Medical Electronics – Small / Medium / Large / Software</li> <li>• Cardiac Implants / Catheters</li> <li>• Assistive Technology + Prosthetic &amp; Rehabilitation Orthopedic support devices.</li> <li>• IVD Diagnostic &amp; Instruments.</li> </ul>	Medical Devices
Hyderabad	1 day	<ul style="list-style-type: none"> <li>• Visit to Genome Valley to understand Manufacturing/ operations/processes/technology adopted etc.</li> <li>• Walk in tour of API facility</li> <li>• Walk in tour of Vaccine facility</li> </ul>	Pharmaceuticals



		<ul style="list-style-type: none"><li>• Walk in tour of Injectable facility</li><li>• Interaction with CEOs</li></ul>	
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**Additional information:**

1. MDOs to nominate officers for the Industry Immersion Program
2. The travel and stay expenses to be borne by the MDOs for their officers.
3. Lunch and refreshments will be provided by the industry.
4. One representative from PwC will be present to coordinate with the MDO officials and the industry.

**f. Induction Manual**

**Objectives of the Induction Manual**

<Add objectives such as reference material providing an orientation to the new employees, documentation of key information relevant to the new employee>

**Scope of induction manual**

<Add scope of manual: Adapt to new culture, understand the department, its divisions and functions>

**Scope of Implementation**

<Add the extent of coverage: For new employees/ appointees at all levels in all positions>

**1. Ministers in the Ministry/ Department**

**1. Cabinet Minister**

S. No.	Name of the Minister
1.	

**2. Minister of State (Independent Charge)**

S. No.	Name of the Minister
1.	

**3. Minister of State**

S. No.	Name of the Minister
1.	

**2. List of Secretaries in the Ministry/ Department**

S. No.	Name of the Secretary	Period	
		From	To
1.			
2.			
3.			
4.			
5.			
6.			
7.			

**3. Mandate**

<Mention the Mandate of the ministry/department>

**4. Vision & Mission of the Ministry/ Department**

1. Vision

<Mention the Vision of the ministry/department>

2. Mission

- Mention the details

- ...

- 

**5. Organizational setup**

<Provide details on the following>



- Headed by a Secretary
- Number of Joint Secretaries
- Name of the functional Divisions

## 6. **Ministry/ Department – An overview**

### 1. Brief Profile

<Provide a brief history of the Ministry/ Department>

### 2. Services

#### 1. **National Priorities**

<How the MDO contributes to National Priorities and now and in the future>

#### 2. **Emerging Technologies**

<The potential impact of challenges surfacing due to the key technology trends emerging within the relevant sector in which the MDO operates>

#### 3. **Citizen Centricity**

<The MDO's key citizen centric governance objectives such as transparent and efficient public service delivery, hassle free citizen experience, representation of citizen interests and inclusion of citizen inputs during policy/ scheme formulation, stability and continuity of various citizen centric schemes, maintaining smooth and effective grievance redressal mechanisms, participatory governance and so on.>

- ### 3. List of attached offices/ Subordinate offices/ Autonomous Bodies/ Public Sector Undertakings/ Other Organizations under the Ministry/ Department



<Add India map/ Network map showing the geographical location of Attached offices/ subordinate offices/ Autonomous bodies/ Public Sector Undertakings and other organizations under the Ministry>

<May also add the address and contact details of the attached offices in a separate table>

**7. Work allocated to the Ministry/ Department in accordance with Allocation of Business Rules, 1961**

**8. Functions of Divisions/ Sections/ Cells/ Units**

1. Name of the Division/ Section/ Cell/ Unit

<Repeat this section multiple times based on the number of Divisions in the Ministry/ Department>

1. Work/Activities/ Functions being undertaken by the Division/ Section/ Cell/ Unit

The brief functions of the section are as under:

2. Sanctioned Strength

Sl. No.	Group/ Designation	Sanctioned Strength
1.		
2.		
3.		
4.		
5.		
6.		
7.		

3. Officials and Staff details

Designation	AS	JS	Dir	DS	US	SO	ASO
Name							



<b>Email</b>							
<b>Contact</b>							

**9. Organizational Chart of the Ministry/ Department**

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## g. Cross-MDO Collaboration

### **Sector-wise collaboration of scientific staff across MDOs<sup>1</sup>**

#### Background and need for collaboration

Research centres, institutes and laboratories across different MDOs have been making phenomenal contribution in the field of science and technology. Some of the research and development (R&D) work by scientists community in these organizations have created novel applications in various sectors such as food processing, health, defence, etc.

This R&D work sometimes gets impacted owing to limited resources that individual organizations have at their disposal. Collaboration between these organizations can address such challenges including resource limitations, working in silos, duplication of efforts (if any).

#### Objective

The key objective of this initiative is to facilitate collaboration between scientists working in different research centres, institutes and laboratories across different MDOs by building on each other's capabilities for more value creation through joint efforts.

#### Expected Outcomes

- Faster research & development activities
- New discoveries and insights
- Strengthened relationship between MDOs
- More cost-effective solutions

#### Principles of sector-specific collaboration

Collaboration among scientific staff across different MDOs should be based on specific design principles. The key design principles for sector-specific collaboration are explained below:

<b>Principles for Sector-Specific Collaboration</b>	<b>Description</b>
Shared Vision and Goals	Collaborating organizations need to have a shared vision and common goals for their work in a specific sector. This helps to align their efforts and avoid potential conflicts.
Communication and Coordination	Effective communication and coordination are essential for successful collaboration. This involves sharing information, feedback, and updates regularly to ensure that everyone is on the same page.
Mutual Respect and Trust MoUs	Collaborating organizations need to respect each other's expertise, roles, and responsibilities. Trust is important for building strong relationships and fostering a culture of collaboration.
Openness and Flexibility	Collaboration requires an open mindset and willingness to adapt to changes. Organizations should be open to new ideas and different perspectives and be flexible in their approach to achieve their shared goals.
Continuous Learning and Improvement	Collaboration is a learning process, and organizations should continuously evaluate and improve their collaborative efforts. This involves sharing lessons learned and best practices and seeking feedback from stakeholders to identify areas for improvement.

#### Mechanism for Sector-Specific Collaboration

The design of sector-specific collaboration among scientific staff of MDOs requires multiple mechanisms. These mechanisms are explained below:

<b>Mechanism for Sector-Specific Collaboration</b>	<b>Description</b>
Workshops and Seminars	Workshops and seminars provide opportunities for scientific staff across different organizations to share knowledge, discuss common issues, and identify areas for collaboration. These events can be organized by one or more organizations, and may include presentations, panel discussions, and interactive sessions. These events can be organized virtually in order to start such discussions.

Joint Research Projects	Collaborating organizations can undertake joint research projects to address complex scientific problems and advance knowledge in their respective fields. This involves sharing resources, expertise, and data to achieve their shared goals.
Task Forces and Working Groups	Task forces and working groups are temporary groups of experts from different organizations who come together to work on a specific issue or project. These groups can be formed by one or more organizations and can help to streamline communication and coordination among stakeholders.
Conferences and Exhibitions	Conferences and exhibitions provide opportunities for scientific staff to showcase their work, network with colleagues, and learn about the latest research in their field. These events can be organized by one or more organizations, and may include presentations, posters, and other types of media.
Interagency Agreements	Interagency agreements are formal agreements between two or more organizations to work together on a specific issue or project. These agreements establish the roles and responsibilities of each organization, and may include provisions for sharing resources, data, and other assets.

#### Case-in-point: Food processing related collaboration

There are multiple organizations working on food processing related research and development activities. These organizations share some common objectives such as improving shelf-life of food products, developing new crop varieties, etc. Collaboration among such organizations can facilitate the process of achieving the common objectives. A non-exhaustive list of institutes under different MDOs working in food processing sector is given below:

Name of Institute	MDO	Contribution and research areas (non-exhaustive)
<b>Bhabha Atomic Research Centre (BARC)</b>	Dept of Atomic Energy (DAE)	<ol style="list-style-type: none"> <li>1. Development of new elite crop varieties including oil seeds and pulses</li> <li>2. Development of techniques for biological control for pests and pathogens.</li> <li>3. Development of functional foods, novel food packaging material and biopolymers for food applications</li> <li>4. Development of the technologies/processes for treatment of fruits &amp; vegetables for shelf life extension as well as export</li> <li>5. Development of molecular markers, transgenics, biosensors, fertilizer formulations with improved nutrient use efficiency</li> </ol>
<b>Central Food Technological Research Institute (CFTRI)</b>	Council of Scientific and Industrial Research (CSIR)	<ol style="list-style-type: none"> <li>1. Engineering services: <ul style="list-style-type: none"> <li>• A Novel Process For Preparation Of Green Amla Powder</li> <li>• Ultra-High-Pressure System For Food Preservation</li> <li>• Smart Packaging</li> <li>• Shelf-Life Extension Of Prasadams</li> <li>• Advanced Drying Techniques</li> </ul> </li> <li>2. Technology Development: <ul style="list-style-type: none"> <li>• Banana Bar</li> <li>• Shelf Stable Muffins And Bread With Natural Preservatives</li> <li>• Osmo-Dried Fruits (Mango, Pineapple, Jackfruit And Amla)</li> <li>• Natural Flavourants For Food Application</li> </ul> </li> </ol>

Name of Institute	MDO	Contribution and research areas (non-exhaustive)
		<ul style="list-style-type: none"> <li>• Fish Gelatin And Wafers</li> </ul> <p>3. Translational Research</p> <ul style="list-style-type: none"> <li>• Probiotic Yeasts For Candida Infections</li> <li>• Cancer Research</li> <li>• Metabolites</li> <li>• Haematococcus</li> </ul> <p>4. Food protection and safety</p> <ul style="list-style-type: none"> <li>• Food Protectants</li> <li>• Food Safety</li> </ul> <p>5. Centre of Excellence: Lipidomic Center</p>
<b>Defence Food Research Laboratory (DFRL)</b>	Defence Research & Development Organization (DRDO)	<p>Food science and technologies:</p> <ul style="list-style-type: none"> <li>• Development of convenience foods</li> <li>• Preservation of foods</li> <li>• Nutritional and biochemical evaluation</li> <li>• Food safety</li> <li>• Food packaging</li> </ul>
<b>National Institute of Food Technology, Entrepreneurship and Management - Thanjavur (NIFTEM-T)</b>	Ministry of Food Processing Industries (MoFPI)	<ul style="list-style-type: none"> <li>• Value addition to the food grains and development of food products</li> <li>• Safeguarding the quality of food grains and products</li> <li>• Shelf-life improvement of food grains/products by packaging and improved technology</li> </ul>

## Annexure-I: Examples of collaboration between MDOs and Institutes

Sector-Specific Collaboration/MOU	Tools of Collaboration	Country	Year	Challenges Faced	Outputs
1. Department of Biotechnology (DBT) and Indian Council of Medical Research (ICMR)	Video Conferencing, Collaborative Research Tools	India	2018	Lack of coordination, funding constraints	Joint Research Publications, New Collaborations
2. Ministry of Earth Sciences and Indian Institute of Tropical Meteorology (IITM)	Cloud-based Data Sharing, Collaborative Modeling Tools	India	2020	Technical Compatibility, Data Security	Improved Monsoon Forecasts, Climate Research
3. Department of Atomic Energy (DAE) and Indian Space Research Organization (ISRO)	High-Performance Computing, Satellite Imaging	India	2019	Complex Technical Integration, Limited Resources	Improved Nuclear Power Plant Safety, Remote Sensing Applications
4. Ministry of Electronics and Information Technology (MEIT) and Defense Research and Development Organization (DRDO)	Secure Communication Tools, Advanced Analytics	India	2017	Data Privacy, Integration of Multiple Platforms	New Cybersecurity Solutions, Advanced Defense Technologies
5. Department of Science and Technology (DST) and Council of Scientific and Industrial Research (CSIR)	Big Data Analytics, Collaborative Innovation Platforms	India	2021	Intellectual Property Rights, Data Privacy	Improved Science and Technology Research, New Patents
6. Ministry of Agriculture and Farmers' Welfare and Indian Council of Agricultural Research (ICAR)	Remote Sensing, Mobile Applications	India	2019	Limited Connectivity in Rural Areas, Technical Compatibility	Improved Crop Yield Predictions, Farmer Education
7. Ministry of Health and Family Welfare and All India	Telemedicine, Electronic Health Records	India	2016	Patient Privacy, Technical Compatibility	Improved Healthcare Access,

Sector-Specific Collaboration/MOU	Tools of Collaboration	Country	Year	Challenges Faced	Outputs
Institute of Medical Sciences (AIIMS)					Reduced Wait Times
8. Ministry of Human Resource Development and Indian Institutes of Technology (IITs)	Collaborative Research Platforms, High-Performance Computing	India	2018	Limited Funding, Competition among IITs	New Research Publications, Improved Faculty Recruitment
9. Ministry of New and Renewable Energy and National Institute of Solar Energy (NISE)	Solar Energy Modeling Tools, Collaborative Research Platforms	India	2020	Limited Resources, Technical Integration	Improved Solar Energy Efficiency, New Collaborations
10. Ministry of Commerce and Industry and Indian Institute of Foreign Trade (IIFT)	E-Commerce Platforms, Big Data Analytics	India	2017	Limited Data Availability, Technical Compatibility	Improved Export Forecasting, New Trade Policies

## Annexure-II: Examples of collaboration with global counterparts

Collaboration	Ministries Involved	Tools of Collaboration	Year	Challenges	Outputs
India-Canada Centre for Innovation Multidisciplinary Partnership Accelerator (IMPACT)	Department of Science and Technology, Ministry of External Affairs, Canada's International Development Research Centre	Virtual platforms, webinars, workshops	2021	Navigating different time zones, limited face-to-face interactions	Development of innovative solutions to tackle global challenges

Collaboration	Ministries Involved	Tools of Collaboration	Year	Challenges	Outputs
Joint Indo-US working group on Agriculture and Biotechnology	Department of Biotechnology, Ministry of Agriculture and Farmers Welfare, US Department of Agriculture	Meetings, virtual platforms, webinars	2020	Coordination across different time zones, funding constraints	Development of improved crop varieties, biofuels, and bioproducts
Indo-Finnish joint research projects on materials science and nanotechnology	Department of Science and Technology, Ministry of Education, Finland's Academy of Finland	Workshops, conferences, virtual platforms	2019	Language and cultural barriers, lack of funding	Development of novel materials with applications in energy storage and medical devices
India-Japan Joint Working Group on Energy Research and Development	Department of Science and Technology, Ministry of Power, Japan's Ministry of Economy, Trade and Industry	Meetings, conferences, workshops	2018	Coordination across different time zones, differences in research priorities	Collaboration on energy efficiency, renewable energy, and smart grids
India-Sweden Joint Clean Technology Research and Development Program	Department of Science and Technology, Ministry of Environment, Sweden's Swedish Energy Agency	Workshops, webinars, virtual platforms	2017	Limited face-to-face interactions, funding constraints	Development of technologies for waste management, renewable energy, and energy efficiency
Indo-Russian Joint Research Program	Department of Science and Technology, Ministry of Education, Russia's Ministry of Education and Science	Meetings, conferences, virtual platforms	2016	Language and cultural barriers, limited funding	Joint research projects in areas such as materials science, biotechnology, and renewable energy
India-South Africa Joint Science and	Department of Science and Technology, Ministry	Meetings, conferences,	2015	Coordination across different time zones,	Joint research in areas such as health,

Collaboration	Ministries Involved	Tools of Collaboration	Year	Challenges	Outputs
Technology Committee	of External Affairs, South Africa's Department of Science and Technology	virtual platforms		differences in research priorities	agriculture, and oceanography
India-Israel Joint Research Program	Department of Science and Technology, Ministry of External Affairs, Israel's Ministry of Science and Technology	Workshops, conferences, virtual platforms	2014	Political tensions, language barriers	Collaboration on research in areas such as agriculture, water, and health
Indo-German Science and Technology Centre	Department of Science and Technology, Ministry of Education, Germany's Federal Ministry of Education and Research	Workshops, conferences, virtual platforms	2013	Differences in research priorities, limited funding	Joint research in areas such as renewable energy, advanced materials, and healthcare
India-UK Collaborative Industrial R&D Program	Department of Science and Technology, Ministry of Commerce and Industry, UK's Innovate UK	Workshops, virtual platforms, site visits	2012	Limited face-to-face interactions, funding constraints	Development of innovative technologies in areas such as advanced manufacturing, healthcare, and clean energy