



CAPACITY
BUILDING
COMMISSION

CAPACITY BUILDING COMMISSION



Capacity Building Commission, Government of India

22nd Floor, Jawahar Vyapar Bhawan, Tolstoy Marg, New Delhi-110001

Annual Capacity Building Plan of Department of Expenditure to develop a Capacity Building Agenda

About the Program

Mission Karmayogi was launched by Government of India in September 2020 as a **National Program for Civil Services Capacity Building (NPCSCB)**. It aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. A key component of NPCSCB is **Capacity Building Commission (CBC)**.

CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions **to increase the execution capacity of the state and achieve common national goals**.

As part of its mandate, CBC facilitate the preparation of **Annual Capacity Building Plan (ACBP)** for participating Ministries / Departments / Organizations (MDOs). ACBP is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department.

About Ministry of Finance and the Department

The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, Centre and State finances, and the Union Budget. The Ministry of Finance oversee six departments:

- Department of Expenditure
- Department of Revenue
- Department of Public Enterprises
- Department of Investment and Public Asset Management
- Department of Financial Services
- Department of Economic Affairs

Department of Expenditure (DOE) - The Department of Expenditure is the nodal department for overseeing the public financial management system in the Central Government and matters connected with state finances. It is responsible for the implementation of the recommendations of the Finance Commission and Central Pay Commission, monitoring of audit comments/ observations, preparation of Central Government Accounts. It further assists central Ministries/ Departments in controlling the costs and prices of public services, reviewing system and procedure to optimize outputs and outcomes of public expenditure. The detailed structure for the Ministry of Finance and DOE is provided in [Annexure 1](#)



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About Report

This document details out the Annual Capacity Building Plan for the department basis the capacity-building needs and gaps identified. Potential training and non-training interventions have been suggested as a part of this document.

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Abbreviations

ACBP	Annual Capacity Building Plan
ACR	Annual Confidential Report
AGAOA	Association of Government Accounts Organizations of Asia
AI	Artificial Intelligence
AICTE	All India Council for Technical Education
AJNIFM	Arun Jaitley National Institute of Financial Management
APAR	Annual performance assessment report
APMS	Audit Para Monitoring System
ASO	Assistant Section Officer
BRPSE	Bureau for Restructuring of Public Sector Enterprises
C&AG	Comptroller and Auditor general
CA	Chartered Accountant
CAPEX	Capital Expenditure
CAPF	Central Armed Police Force
CBC	Capacity Building Commission
CBDC	Central Bank Digital Currency
CBDT	Central Board of Direct Taxes
CBIC	Central Board of indirect Taxes and Customs
CFI	Consolidated Fund of India
CGHS	Central Government Health Scheme
CNA	Capacity needs analysis
COMMIT	Comprehensive Online Modified Modules for Induction Training
CPAO	Central Pension Accounting Office
CPF	Central Provident Fund
CPGRAMS	Centralized Public Grievance Redress and Monitoring System
CPSE	Central Public Sector Enterprises
CPWD	Central Public Works Department
CRISIL	Credit Rating Information Services of India Ltd
CSCS	Central Secretariat Clerical Service
CSS	Centrally Sponsored Schemes
CSSS	Central Secretariat Stenographer Service
DBT	Direct Benefit Transfer
DDG	Detailed Demand for Grant
DFPRs	Delegation of Financial Powers Rules
DIPAM	Department of Investment and Public Asset Management
DOE	Department of Expenditure
DoPT	Department of Personnel and Training
DPC	Departmental Promotion Committee
e-HRMS	e-Human Resource management System

ERC	Expenditure Reforms Commission
FC	Finance Commission
FCD	Finance Commission Division
FGD	Focused Group discussions
FPA	Fiscal Policy Analysis
FR	Fundamental Rules
FRAC	Framework For Roles Activities and Competencies
FRBMA	Fiscal Responsibility Budget Management Act
FRSR	Fundamental Rules and Supplementary Rules
FRU	Fiscal Reform Unit
GAR	Government Accounting Rules
GeM	Government e-Marketplace
GFRs	General Financial Rules
GOI	Government of India
GPF	General Provident Fund
HBA	House Building Advance
HLC	High Level Committee
HRA	Housing Rent Allowance
IA&AD	Indian Audit & Accounts Department
IA&AS	Indian Audit & Accounts Service
IAS	Indian Administrative Service
IAs	Implementing Agencies
ICAS	Indian Civil Accounts Service
ICoAS	Indian Cost Accounts Service
IDAS	Indian Defense Accounts Service
IEBR	Internal and Extra Budgetary Resource
IES	Indian Economic Service
IFD	Integrated Finance Division
IGOT	Integrated Government Online training
IIM	Indian Institution of Management
IMCT	Inter-Ministerial Central Team
IMG	Inter-Ministerial Group
INGAF	Institute of Government Accounts and Finance
IRS	Indian Revenue Service
ISTM	Institute of Secretariat Training and Management
JCM	Joint Consultative Machinery
JSA	Junior Secretariat Assistant
LDC	Lower Division Clerk
LTC	Leave Travel Allowance
MDOs	Ministries/Departments/Organizations

MDP	Management Development Programme
MS	Microsoft
MSME	Micro Small and Medium Enterprises
NCEEF	National Clean Energy and Environment Fund
NEC	North-Eastern Council
NeGD	National e-Governance Division
NIC	National Informatics Centre
NPCSCB	National Programme for Civil Services Capacity Building
NPS	National Pension Scheme
NTRO	National Technical Research Organization
PA	Personal Assistant
PFMS	Public Financial management System
PLB	Performance Linked Bonus
PMHRC	Prime Minister's Human Resource Council
PPD	Public Policy department
PPS	Principal Private Secretary
PS	Private Secretary
PSS	Price Support Scheme
PSU	Public Sector Undertaking
RTI	Right to Information Act
SNA	Single Nodal Agency
SO	Section Officer
SPARROW	Smart Performance Appraisal Report Recording Online Window
SR	Supplementary Rules
SSA	Special Secretariat Assistant
TDS	Tax deducted at source
UDC	Upper Division Clerk
UGC	University Grants Commission
VGF	Viability Gap Funding
VRS	Voluntary Retirement Scheme
VSS	Voluntary Separation Scheme

1. Introduction

Mission Karmayogi

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively.

The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building ('NPCSCB') referred as "Mission Karmayogi". It is a National Programme for Civil Services Capacity Building (NPCSCB) that aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled.

Its primary objective is governance improvements through enhancement of capacity across levels in Civil Services officials of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills and knowledge, aligned to the national vision.

"Mission Karmayogi" envisages a paradigm shift towards recognition that fit for purpose civil service requires a competency framework as central to a capacity enhancement programme and transitioning them from a rule-based to a role-based approach.

The framework for implementation and monitoring of the program would involve the following:

- **Prime Minister's Public Human Resource Council (PMHRC):** apex body for the program
- **Cabinet Secretariat Coordination Unit:** Under the apex body to monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans
- **Capacity Building Commission:** Set up for functional supervision of training institutions and facilitate in preparation of the annual capacity building plans (ACBP)
- **Karmayogi SPV (Special Purpose Vehicle):** Set up for operating the digital assets created for NPCSCB on behalf of the Government of India that owns and operate iGOT Karmayogi platform.
- **iGOT (Integrated Government Online Training):** It helps in shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel successes. FRAC stands for Framework for Roles Activities & Competencies. For each Position in Government, FRAC defines the Roles, Activities, and Competencies needed by an individual for effective performance.

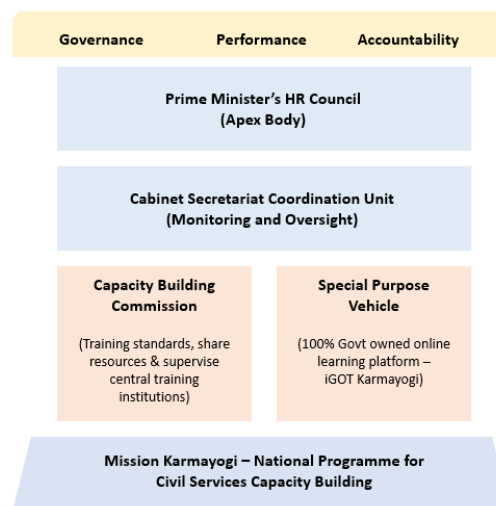


Figure 1: Framework for implementation & monitoring

Capacity Building Commission (CBC)

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is the Capacity Building Commission (CBC). CBC was notified on 1st April 2021 wide Gazette notification F. No. T-16017/09/2020-iGOT issued by Department of Personnel and Training (DoPT).

The Commission will have the responsibility of, inter-alia, coordinating the preparation of annual capacity building plans, undertake monitoring and evaluation of plan implementation and facilitate creation of shared resources amongst Training Institutions imparting training to civil servants.

The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments, and participating Organizations (MDOs) and submit the collated Plans for approval to the Prime Minister's Public Human Resource Council (PMHRC) is one of the key functions. The Commission will thereafter monitor and report the periodical progress of implementation of ACBPs while harmonizing efforts related to Capacity Building for the Government.

Annual Capacity Building Plan (ACBP)

As part of the mandate, Capacity Building Commission (CBC) will facilitate the preparation of ACBPs for participating MDOs. CBC defines capacity building as a process to build, develop, and enhance ability, talent, competency, efficiency, and qualification of individuals, organizations, and institutions to increase the execution capacity of the state and achieve common national goals.

Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal oriented.

CBC suggests three overarching lenses to help identify goals of a Capacity Building Plan:

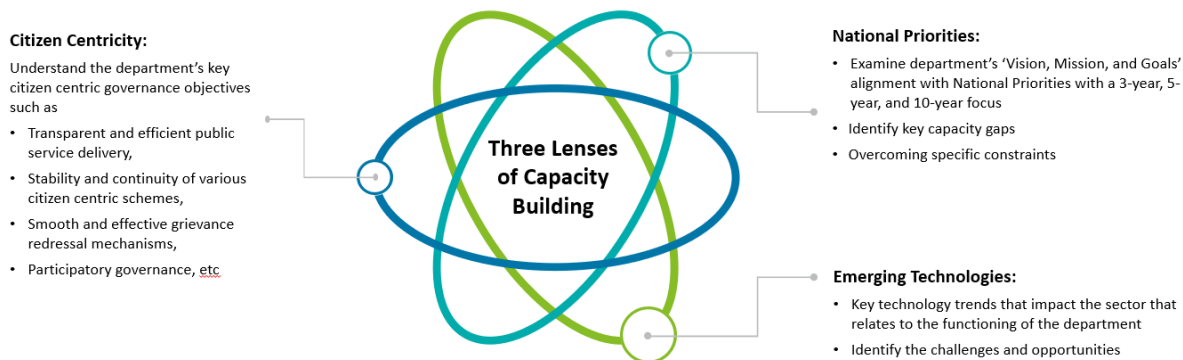


Figure 2: Lenses to be focused for building capacity building plan

The Annual Capacity Building Plan shall indicate capacity building interventions at the Individual, Organizational, and Institutional level.

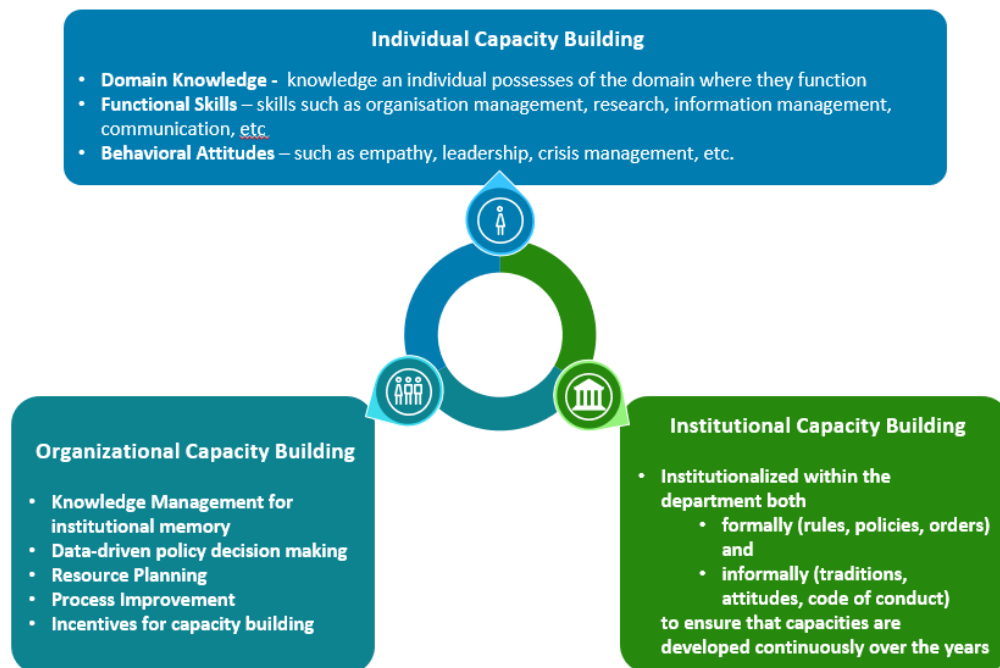


Figure 3: Capacity Building Interventions

Context of this document

This 'Annual Capacity Building Plan' document will baseline DOE's (Department of Expenditure) capacity-building needs and gaps and will further suggest the potential training and non-training interventions to address these gaps and needs. Some of the key aspects that will be discussed are as follows:

- Overview of the Ministry of Finance and Department of Expenditure
- Mapping of departments, divisions, and roles/responsibilities
- Summary of Capacity requirements/gaps through Capacity Needs Analysis
- Suggesting the potential Capacity Building interventions at Individual and Organizational Level

2. Self-Assessment by DOE

To understand unique roles, responsibilities, capacity requirements and gaps of the department across all divisions, a series of discussions were conducted with the CBU members and other department officials. Basis the discussions with DOE CBU and other department officials, CBC and secondary research, the below approach and methodology was followed for conducting the Capacity Needs Analysis (CNA):

2.1 Capacity Need Analysis - Approach

- ✓ **Understood and mapped** various roles/ functions/divisions/capabilities of DOE including **National Priorities, Citizen Centric Goals as well as Technology Roadmap** through one-on-one meetings with department officials/division heads and via **inputs/ resources** such as employee list, legacy training documents, internal booklets/ annual report, website, induction material, etc.
- ✓ Basis secondary research performed on the work allocation for the various divisions within DOE, required competencies were identified at **role and division level** which were further **segregated** into **Individual** and **Organizational** competencies.
- ✓ Further, Individual competencies (such as core/technical skills related to field of work, interpersonal skills, operational/ procedural skills etc.) were divided into three categories - **Domain, Behavioural, Functional**.
- ✓ To **baseline the proficiency level** for these competencies at each unique designation/role level, **competency mapping checklist** was formulated to initiate Capacity Needs Analysis for each of the divisions/ sub-divisions of the department. Additionally, to finalize the competency checklist, **inputs/feedback** received from internal industry experts, CBC, CBU and the department was incorporated.
- ✓ As a means of evaluating competencies, focus group discussions were conducted with department officials to ascertain the current requirements and necessary skill sets needed to effectively perform various roles at different designations. The following steps were involved in conducting the competency assessment exercise:
 - **Initiated Capacity Need Analysis (CNA¹)** for competency needs identification basis the FGD's responses and the filled competency mapping checklist.
 - Deduced the most essential/ must-have individual and organizational level competencies across all designations/roles by analysing the competency gaps.

Suggested the appropriate **type of training interventions** to address identified competency needs at individual and organizational level for effective capacity building within the department

2.2 Capacity Requirements – Individual Level

To assess the Individual competency requirements the following steps were carried out:

¹For detailed CNA approach, please refer to the **CNA Report (deliverable 2)** that has already been shared with department

1. Brief overview on competency assessment exercise was provided to the participants of the FGD to ensure standardisation of responses/ inputs.
2. Expected level of proficiencies were obtained as a baseline across designation and role levels during the Focused Group Discussion (FGD).
3. As an output, the competency mapping checklist was completed during the FGD.
4. Meanwhile, the responses received in terms of current levels of proficiencies were analysed to identify the type of competency needs/ gaps arising out of them.

The analysis and some key broader level insights for the competency assessment exercise are as follows

2.2.1 Overview of FGD

The five divisions mentioned in the below table were covered during the competency assessment exercise. As a representative sample, inputs for all designations (ranging from ASO to Director) were obtained from the Division heads/ senior officials of each division (Directors /Deputy Secretary/ Under Secretary).

Divisions participating in FGD
Personnel & Establishment
Integrated Finance *
Public Finance (States)
Public Finance (Central)
Procurement Policy

Note: Director belongs to Dept. of Revenue but takes care of Integrated Finance division as well

2.2.2 Competency Needs and Gaps across divisions

The department has expressed an interest in learning/acquiring certain competencies through their responses in Focus Group Discussions. The interest areas have been identified as '**Competency Needs**' at the domain, functional and behavioral level across the divisions.

Further, input in the form of '**Competency Gaps**' was obtained during the Focused Group Discussions from the department officials to highlight any potential gaps in their skillset / procedural knowledge / functional knowledge or aspects that require training on a priority basis.

These 'Competency Needs and Gaps' across various divisions are summarized in sub-sections below:

2.2.2.1 Domain Competencies

After analyzing the responses on the competency list for all designations across all divisions, Following domain competency needs and gaps have been identified:

Personnel & Establishment

- ✓ Payroll Management & Accounting
- ✓ Computation of taxes, interests & advance grants
- ✓ Audit Objection matters & Reconciliation of Accounts with Pay & Account Office
- ✓ Preparation of annual and supplementary budget
- ✓ Procedure for Employee cases & Personal Matters like complaints, pension cases
- ✓ Reporting vacancies, Ad-hoc promotions & Regular promotions
- ✓ ACR Maintenance
- ✓ Schemes Like Plan & Non Plan Schemes
- ✓ Policy formulation and addressing various policy issues
- ✓ Official Language Act & Rules
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Processing & Preparing Pay Fixation cases
- ✓ Collection, compilation, and analysis of data

Highlights competency gaps as self-declared by the department

Public Finance (Central)

- ✓ Fundamentals of Accounting & Finance
- ✓ Budgeting & Forecasting like monitoring, reporting, variance analysis
- ✓ Corporate Finance such as Public Debt Management, Financial Modeling, fiscal policy analysis, Capital Restructuring
- ✓ Appraisal and approval of the public funded schemes
- ✓ Official Language Act & Rules
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Plan & Non Plan Schemes
- ✓ Central and State sponsored Schemes (CSS, DBT, MIS, PSS etc.)
- ✓ Procedural knowledge of PFMS

Highlights competency gaps as self-declared by the department

Public Finance (States)

- ✓ **Fundamental of Accounting & Finance**
- ✓ Budgeting & Forecasting like monitoring, reporting, variance analysis
- ✓ Corporate Finance such as Public Debt Management, Financial Modeling, fiscal policy analysis, Capital Restructuring
- ✓ **Appraisal and approval of the public funded schemes**
- ✓ Official Language Act & Rules
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Plan & Non Plan Schemes
- ✓ Central and State sponsored Schemes (CSS, DBT, MIS, PSS etc.)
- ✓ **Procedural knowledge of PFMS**

Highlights competency gaps as self-declared by the department

Integrated Finance

- ✓ Budgeting & Forecasting like monitoring, reporting, variance analysis
- ✓ **Cash Flow analysis and Management**
- ✓ Financial Advisory
- ✓ **Fundamentals of accounting**
- ✓ **Financial Statement and Ratio Analysis**
- ✓ Fundamentals of behavioral economics and policy implications
- ✓ Corporate Finance such as Public Debt Management, Financial Modeling, fiscal policy analysis, Capital Restructuring
- ✓ **Financial Reporting**
- ✓ Central and State sponsored Schemes (like CSS, MIS, etc.)
- ✓ Plan and Non Plan Schemes
- ✓ Official Language Act & Rules
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)

Highlights competency gaps as self-declared by the department

Public Procurement Policy

- ✓ Basics of Procurement
- ✓ Procurement Strategy and Planning
- ✓ Procurement Process Management
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Official Language Act & Rules
- ✓ Plan & Non Plan Schemes
- ✓ Central and State sponsored Schemes (CSS, DBT, MIS, PSS etc.)

Highlights competency gaps as self-declared by the department

2.2.2.2 Functional Competencies

Based on the responses gathered for all designations across all divisions, following functional competency needs and gaps have been identified. Through a comprehensive analysis of the responses received, the competencies have been segregated basis various competency clusters where training interventions are required.

Digital Collaboration & Productivity Tools

- ✓ OneDrive
- ✓ Google Drive
- ✓ Webex
- ✓ Google meet
- ✓ Gmail/NIC email
- ✓ PDF Reader
- ✓ E-office- shared drive/Knowledge Management System

Government Digital Services & Platform

- ✓ PFMS Portal/ Dashboard
- ✓ SPARROW
- ✓ Grievance redressal mechanism via CPGRAM
- ✓ e-HRMS system
- ✓ Departmental Portal (eSamiksha)
- ✓ Mission Recruitment Portal
- ✓ Matters related to RTI
- ✓ Audit Para Monitoring System
- ✓ Government e-Marketplace (GeM)
- ✓ Central Public Procurement Portal
- ✓

Financial Management and Administration Rules

- ✓ Appraisal and Approval of Expenditure proposals
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Periodic filings of reports and returns
- ✓ Resource management and allocation
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ Pension and Payment Rules
- ✓ CGHS Rules
- ✓ LTC Rules
- ✓ GPF Rules
- ✓ Government Accounting Rules (GAR)
- ✓ Procedures in Civil Account Manual
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ Parliamentary Procedures
- ✓ Handling of Court Cases
- ✓ Fundamental Rules & Supplementary Rules
- ✓ Noting and Drafting

MS Office Applications

- ✓ MS Outlook
- ✓ MS PowerPoint
- ✓ MS Word
- ✓ MS Excel
- ✓ MS Team

Information Management

- ✓ Data sensitivity & confidentiality norms
- ✓ Data Resource Management

Highlights competency gaps as self-declared by the department

2.2.2.3 Behavioral Competencies

Based on the responses gathered from all designations across all divisions, following behavioral competency needs and gaps have been identified. Through a comprehensive analysis of the responses received, the competencies have been segregated basis various competency clusters where training interventions are required.

Professional & Personal Development Skills

- ✓ Empathy
- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness

Stakeholder management and organizational awareness

- ✓ Gender sensitivity and prevention and redressal of sexual harassment of women at workplace
- ✓ Collaboration & Coordination
- ✓ Teamwork

Innovation & Digital Mindset

- ✓ Innovations using new technologies
- ✓ Ability to identify, implement digital & technology interventions

Motivation/ Leadership

- ✓ People management
- ✓ Accountability
- ✓ Conflict management
- ✓ Negotiation
- ✓ Team management
- ✓ Change Management
- ✓ Decision making
- ✓ Motivation
- ✓ Critical thinking

Highlights competency gaps as self-declared by the department

2.3 Capacity requirements - Organizational level

In Focus Group Discussions the department has expressed interest in learning/ acquiring certain competencies pertaining to Organizational level awareness (given below). The competency assessment at Organizational level pertains to role's and building initiatives using emerging technologies.

Competency assessment at an organizational level

- ✓ Business Allocation of Department
- ✓ Understanding Role & responsibilities
- ✓ Emerging Technologies like Data Analytics
- ✓ Gender sensitivity & prevention and redressal Critical Thinking

The description of common competency requirements of the department at an organizational level is outlined in the table below:

Competency Type	Competency Cluster	Capacity required	Applicable divisions	Designation	Level of proficiency	Dimension
Organizational level skillset	Roles and responsibilities Understanding	Awareness on roles and responsibilities	All	All	Advanced	Systems, Processes, and objectives
	Emerging Technology	Willingness to learn Emerging Technology like Data Analytics to forecast cost, budget formulation etc.	All	All		Technology & Data
	Understanding of Business Allocation of the department	Awareness of Business Allocation of the department	All	All		Procedures, Rules & Proposals

	Inclusion	Training on Gender sensitivity & prevention and redressal of sexual harassment of women at workplace	All	All		Organization Culture
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Table XI: Capacity Need Analysis (CNA)- Organization level

2.3.1 Making DOE Future Ready

Future readiness through Capacity Building is essential for DOE, as its key focus areas need to be aligned with the competencies required under the three lenses of capacity building **namely emerging technologies, national priorities, and citizen centricity**. A comprehensive set of competencies has been identified and mapped with respect to these lenses. The DOE has displayed significant enthusiasm in learning about these competencies, as evident from their responses to the Focus Group Discussions. An overview of competencies required is highlighted below:

	Key Focus Areas	Identified Competencies
National Priorities	<ul style="list-style-type: none"> ✓ \$5 trillion economy ✓ <u>Atmanirbhar Bharat</u> ✓ Public Expenditure Management ✓ Financial Inclusion 	<ul style="list-style-type: none"> ✓ Financial Management ✓ Budgeting ✓ Accounting ✓ Understanding Business Allocation of the Department ✓ Policy formulation & Evaluation
Emerging Technologies	<ul style="list-style-type: none"> ✓ Innovation in Public Financial Management System ✓ Automated Procurement ✓ Supplier Performance Management 	<ul style="list-style-type: none"> ✓ Advance Analytics ✓ Blockchain based PFMS ✓ Artificial Intelligence
Citizen Centricity	<ul style="list-style-type: none"> ✓ Smarter approach to Cost reduction ✓ Faster response to grievances ✓ Implementing Pay commission recommendations 	<ul style="list-style-type: none"> ✓ Budgeting ✓ Policy Formulation ✓ CPGRAMS Portal ✓ Decision Making

3. Annual Capacity Building Plan

While the CNA conducted highlights the competency needs and gaps at individual and organizational level, the subsequent section focus on potential institute, platforms and training interventions for the competency needs identified.

3.1 List of potential training Institutions/Platforms

Potential training interventions have been suggested through various courses available on multiple training platforms/Institutions (Refer Annexure 2). Training Interventions include induction programs, online trainings, classroom training programs, internal knowledge sharing sessions, regular/refresher/ progressive courses etc. Based on the availability of courses and the level of training required, the potential interventions have been categorized under aforesaid types. The prospective training institutions/platforms include iGOT Karmayogi platform², Central training Institutions (such as Arun Jaitley National Institute of Management, Institute of Government Accounts and Finance, Institute of Secretariat Training and Management, Indian Statistical Service Training division, etc.), Government universities/institutions/platforms, etc.

3.2 Quick Wins in terms of training interventions for the department

“Quick wins” have been categorized as the training interventions which can be initiated by the department on priority for long term impact on capacity building. Following are training intervention that are being implemented within the department currently:

- 1. Recommended training courses via iGOT:** Team from Karmayogi Bharat visited DOE and most of the department officials are registered under iGOT. They have also completed training on General System for Financial Management, FRSR – III (Leave Rules). They were also encouraged to undergo various trainings on the platform including introduction to emerging technologies, stress management, etc.
- 2. DAKSHTA Programme:** The department has already participated in a 10-day online training programme followed by a 5-day in-person training course at ISTM targeted for ASOs/SOs. Most of the department representatives took part in this. Below are the modules for training:

Domain Competencies	Functional Competencies	Behavioral Competencies
<ul style="list-style-type: none"> ✓ Right to Information Act- Part 1 ✓ Right to Information Act- Part 2 	<ul style="list-style-type: none"> ✓ Leave rules ✓ Noting and Drafting ✓ Office Procedure ✓ Government E Marketplace ✓ Public Procurement Framework of GOI 	<ul style="list-style-type: none"> ✓ Code of conduct for Government Employees

²iGOT Karmayogi is an online training platform developed for capacity building of civil servants. It is a solutioning space that combines five functional hubs for online learning, competency management, career management, discussions, and networking. This will enable officials to deliver more effectively, eventually enhancing government execution capabilities.

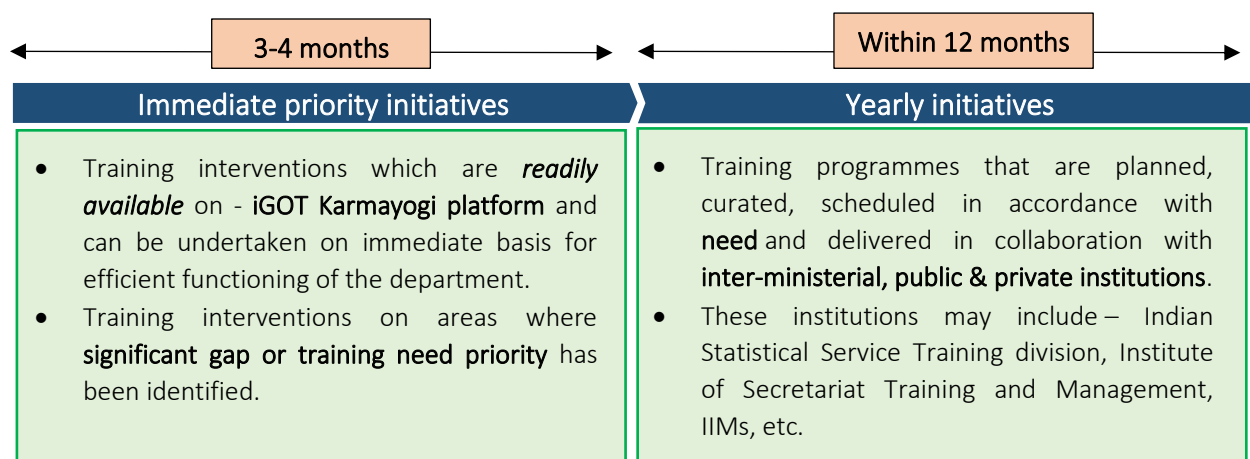
	<ul style="list-style-type: none"> ✓ Parliamentary procedures ✓ Pay fixation ✓ Annual Performance Appraisal Report 	
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On similar lines as the program for ASO/SO, identification and design of a structured program tailored for Under Secretary/ Deputy Secretary is also underway.

3.3 Interventions at Individual Level

Basis the Capacity Need Analysis, competency requirements at domain, functional, and behavioral level have been identified at unique designation levels across all the divisions within the department. Following sections highlight prospective interventions at individual level across the various aforesaid categories, which can then be further discussed to develop action plans.

The training interventions follow two approaches i.e., Immediate priority initiatives and Yearly priority initiatives.



Below section highlights **Division-wise unique designations along with their roles, competency gaps and proposed training and non-training interventions.**

***Please note:** The section lays down training interventions basis the **competency gaps** that were identified in our **Gap Analysis**. The detailed training plan basis the **competency needs** of the department is highlighted Annexure 2*

3.3.1 Personnel and Establishment



Personnel and Establishment

Designations covered

- Joint Secretary
- Director
- Deputy Secretary

- Under Secretary
- Section Officer
- Assistant Section Officer



Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority



Domain Competencies

- ✓ Audit Objection matters & Reconciliation of Accounts with Pay & Account Office
- ✓ Preparation of annual and supplementary budget
- ✓ Schemes Like Plan & Non Plan Schemes
- ✓ Policy formulation and addressing various policy issues
- ✓ Processing & Preparing Pay Fixation cases



Functional Competencies

- ✓ E-office- shared drive/Knowledge Management System
- ✓ MS Teams, MS PowerPoint
- ✓ Matters Related to RTI
- ✓ Data Resource Management
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Government Accounting Rules (GAR)
- ✓ Noting and Drafting
- ✓ Government e-Marketplace (GeM)
- ✓ e-HRMS system
- ✓ Central Public Procurement Portal
- ✓ Grievance redressal mechanism via CPGRAM



Behavioral Competencies

- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Collaboration and Coordination
- ✓ Ability to identify, implement digital & technology interventions
- ✓ Team management
- ✓ Change Management
- ✓ Critical thinking
- ✓ Accountability



Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



Domain

- Govt Accounting System
- Pay Fixation
- Fundamental Rules & Supplementary rules
- Bill Passing, Imprest, Accounts & Audit Inspection
- Handling of CAT Cases

Functional

- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Noting and Drafting
- RTI Act – Part 1 & 2

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, Personal and Organizational values, Goal Setting
- Code of Conduct for government employees
- Stress Management
- Effective communication



Yearly Requirements

Recommended Training Partners

DOE

ISTM
NIFM
ISST
NIDE
IIM B
IIM L

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Udemy

Domain

- ✓ Procedural knowledge for Employee cases & Personal Matters like complaints, pension cases
- ✓ Fiscal Responsibility Budget Management Act

Domain

- ✓ MDP on Accounting in Government with focus on Accrual Accounting
- ✓ Public policy formulation
- ✓ Vigilance, Contract Management and RTI ACT
- ✓ Data Analysis, Big Data Analysis & Warehouse
- ✓ Formulation and implementation of budget and income tax
- ✓ Advanced Management Programme in Public Policy

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Functional

- ✓ Resource Utilization and management
- ✓ Official Language Act & Rules

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Vigilance, Contract Management and RTI ACT
- ✓ Training for disciplinary matters

Behavioral

- ✓ Stress management & performance coaching
- ✓ Effective business communication
- ✓ Leadership and team building
- ✓ Communication skills and presentation skills

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

3.3.2 Public Finance (Central)



Public Finance (Central)

Designations covered

- Additional Secretary
- Joint Secretary
- Chief Advisor (Cost)
- Deputy Director General

- Director
- Deputy Secretary
- Under Secretary
- Deputy Director

- Section Officer
- Assistant Director
- Assistant Section Officer



Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority



Domain Competencies

- ✓ Appraisal and approval of the public funded schemes
- ✓ Procedural knowledge of PFMS
- ✓ Fundamental of Accountings & Finance



Functional Competencies

- ✓ E-office- shared drive/Knowledge Management System
- ✓ MS Teams, MS PowerPoint
- ✓ Matters related to RTI
- ✓ Data Resource Management
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Government Accounting Rules (GAR)
- ✓ Noting and Drafting
- ✓ Government e-Marketplace (GeM)
- ✓ e-HRMS system
- ✓ Central Public Procurement Portal
- ✓ Grievance redressal mechanism via CPGRAM



Behavioral Competencies

- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Collaboration and Coordination
- ✓ Ability to identify, implement digital & technology interventions
- ✓ Team management
- ✓ Change Management
- ✓ Critical thinking
- ✓ Accountability



Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



Domain

- Understanding Financial position of an organization
- Budget
- Budgetary System in Government

Functional

- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Noting and Drafting
- Right to Information Act – Part 1
- Right to information Act – Part 2

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, values, Goal Setting
- Code of Conduct for government employees
- Stress Management
- Effective communication



Yearly Requirements

Recommended Training Partners

DOE

ISTM
NIFM
NIDE
INGAF
IIM B
IIM L
NIC
Global Gyan

ASCI
IIM Lucknow
Swayam
IIM Calcutta
NIFM
IIPA
ICAI

Udemy

Domain

- ✓ Rationalization and impact assessment of public expenditure
- ✓ Appraisal and approval of the public funded schemes
- ✓ Procedural knowledge of PFMS
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)

Functional

- ✓ Resource Utilization and management
- ✓ Official Language Act and Rules

Domain

- ✓ MDP on Accounting in Government with focus on Accrual Accounting
- ✓ Basics of economics
- ✓ Monitoring and evaluation of govt schemes
- ✓ Financial Management
- ✓ Training Programme on Analysis of Financial Statements
- ✓ Corporate Restructuring and Valuation

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters
- ✓ E-Office
- ✓ Make presentations like a pro

Domain

- ✓ Financial Management for Public Sector Enterprises
- ✓ Cost and Management Accounting
- ✓ Fiscal Policy Analysis (FPA)
- ✓ Public Debt Management
- ✓ Financial Modelling

Behavioral

- ✓ Stress management & performance coaching
- ✓ Effective business communication
- ✓ Leadership and team building
- ✓ Communication skills and presentation skills

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

3.3.3 Public Finance (States)



Public Finance (States)

Designations covered

- Additional Secretary
- Director
- Deputy Director
- Assistant Director
- Assistant Section Officer



Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority



Domain Competencies

- ✓ Appraisal and approval of the public funded schemes
- ✓ Procedural knowledge of PFMS
- ✓ Fundamental of Accountings & Finance



Functional Competencies

- ✓ E-office- shared drive/Knowledge Management System
- ✓ MS Teams, MS PowerPoint
- ✓ Matters Related to RTI
- ✓ Data Resource Management
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Government Accounting Rules (GAR)
- ✓ Noting and Drafting
- ✓ Government e-Marketplace (GeM)
- ✓ e-HRMS system
- ✓ Central Public Procurement Portal
- ✓ Grievance redressal mechanism via CPGRAM



Behavioral Competencies

- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Collaboration and Coordination
- ✓ Ability to identify, implement digital & technology interventions
- ✓ Team management
- ✓ Change Management
- ✓ Critical thinking
- ✓ Accountability



Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



Domain

- Understanding Financial position of an organization
- Govt Accounting System

Functional

- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Noting and Drafting
- Right to Information Act- Part 1
- Right to information Act – Part 2

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, values, Goal Setting
- Code of Conduct for government employees
- Stress Management
- Effective communication



Yearly Requirements

Recommended Training Partners

DOE

ISTM
NIFM
NIDE
INGAF
IIM B
IIM L
NIC
Global Gyan

ASCI
IIM Lucknow
Swayam
IIM Calcutta
NIFM
IIPA
ICAI

Udemy

Domain

- ✓ Rationalization and impact assessment of PE
- ✓ Appraisal and approval of the public funded schemes
- ✓ Procedural knowledge of PFMS
- ✓ Fiscal Responsibility Budget Management Act (FRBMA)

Domain

- ✓ MDP on Accounting in Government with focus on Accrual Accounting
- ✓ Basics of economics
- ✓ Monitoring and evaluation of govt schemes
- ✓ Financial Management
- ✓ Training Programme on Analysis of Financial Statements
- ✓ Corporate Restructuring and Valuation

Domain

- ✓ Financial Management for Public Sector Enterprises
- ✓ Cost and Management Accounting
- ✓ Fiscal Policy Analysis (FPA)
- ✓ Public Debt Management
- ✓ Financial Modelling

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Functional

- ✓ Resource Utilization and management
- ✓ Official Language Act & Rules

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing anization notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters
- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Effective business communication
- ✓ Leadership and team building
- ✓ Communication skills and presentation skills

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

3.3.4 Integrated Finance



Integrated Finance

Designations covered

- Additional Secretary
- Under Secretary

- Section Officer
- Assistant Section Officer



Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority



Domain Competencies

- ✓ Fundamentals of accounting
- ✓ Financial Statement and Ratio Analysis
- ✓ Financial Reporting
- ✓ Cash Flow analysis and Management



Functional Competencies

- ✓ E-office- shared drive/Knowledge Management System
- ✓ MS Teams, MS PowerPoint
- ✓ Matters Related to RTI
- ✓ Data Resource Management
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Government Accounting Rules (GAR)
- ✓ Noting and Drafting
- ✓ Government e-Marketplace (GeM)
- ✓ e-HRMS system
- ✓ Central Public Procurement Portal
- ✓ Grievance redressal mechanism via CPGRAM



Behavioral Competencies

- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Collaboration and Coordination
- ✓ Ability to identify, implement digital & technology interventions
- ✓ Team management
- ✓ Change Management
- ✓ Critical thinking
- ✓ Accountability



Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



Domain

- Budget
- Budgetary System in Government

Functional

- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Right to Information Act – Part 1
- Right to information Act – Part 2
- Noting and Drafting

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, values, Goal Setting
- Code of Conduct for government employees
- Stress Management
- Effective communication



Yearly Requirements

Recommended Training Partners

DOE

Domain

- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Centrally and State Sponsored Schemes like CSS, MIS, PSS, DBT, Plan & Non Plan Schemes

Functional

- ✓ Resource Utilization and management
- ✓ Official Language Act & Rules

ISTM
ISST
INGAF
IIM B
IIM L

Domain

- ✓ Formulation and implementation of budget and income tax
- ✓ Budget

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Matters Related to RTI
- ✓ Training for disciplinary matters

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Behavioral

- ✓ Stress management & performance coaching
- ✓ Effective business communication
- ✓ Leadership and team building
- ✓ Communication skills and presentation skills

Udemy

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

3.3.5 Public Procurement Policy



Public Procurement Policy

Designations covered

- Advisor (PPD)
- Director

- Under Secretary
- Assistant Section Officer



Competency Gaps

To identify the competency gaps at domain, functional and behavioral level, inputs were obtained during Focused Group Discussions on competencies that require training interventions on priority



Domain Competencies

- ✓ Basics of Procurement
- ✓ Procurement Process Management



Functional Competencies

- ✓ E-office- shared drive/Knowledge Management System
- ✓ MS Teams
- ✓ MS PowerPoint
- ✓ Data Resource Management
- ✓ Handling complaints and disciplinary cases of DOE
- ✓ General Financial Rules (GFRs)
- ✓ Delegation of Financial Power Rules (DFPRs)
- ✓ Government Accounting Rules (GAR)
- ✓ Noting and Drafting
- ✓ Government e-Marketplace (GeM)
- ✓ e-HRMS system
- ✓ Central Public Procurement Portal
- ✓ Grievance redressal mechanism via CPGRAM



Behavioral Competencies

- ✓ Ethics
- ✓ Effective Communication
- ✓ Networking skills
- ✓ Time Management
- ✓ Stress Management
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Collaboration and Coordination
- ✓ Ability to identify, implement digital & technology interventions
- ✓ Team management
- ✓ Change Management
- ✓ Critical thinking
- ✓ Accountability



Immediate Requirements

The following courses across different categories are readily available on - **iGOT Karmayogi platform** and can be undertaken on priority for efficient functioning of the department:



Domain

- Public Procurement Framework of GOI

Functional

- MS Office (Basic and Advanced)
- Ways of enhancing presentation
- Parliamentary Procedures
- Preparation of Cabinet Notes
- Noting and Drafting
- Right to Information Act - Part 1
- Right to Information Act - Part 2

Behavioral

- COMMIT courses: Ethics & values, Team building, Motivation, Conflict management and negotiation, Time management, Leadership, Personal & professional effectiveness, values, Goal Setting
- Code of Conduct for government employees
- Stress Management
- Effective communication



Yearly Requirements

Recommended Training Partners

DOE

ISTM
NIFM
INGAF
IIM B
IIM L

NIC
Global Gyan
ASCI
IIM Lucknow
Swayam
IIM Calcutta

Udemy

Domain

- ✓ Fiscal Responsibility Budget Management Act (FRBMA)
- ✓ Centrally and State Sponsored Schemes like CSS, MIS, PSS, DBT, Plan & Non Plan Schemes

Domain

- ✓ Management Development programme- Online Training Programme on Public Procurement (Basic)
- ✓ Online Training Programme on Public Procurement (Advanced)
- ✓ Vigilance, Contract Management and RTI ACT

Functional

- ✓ E-Office
- ✓ Make presentations like a pro

Functional

- ✓ The complete PowerPoint and presentation skills masterclass

Functional

- ✓ Resource Utilization and management
- ✓ Official Language Act & Rules

Functional

- ✓ MS Office
- ✓ Record Management and Right to Information
- ✓ Advanced course on record management
- ✓ Handling parliamentary matters
- ✓ Noting, drafting, and preparing cabinet notes
- ✓ Vigilance, Contract Management and RTI ACT
- ✓ Training for disciplinary matters

Behavioral

- ✓ Stress management & performance coaching
- ✓ Effective business communication
- ✓ Leadership and team building
- ✓ Communication skills and presentation skills

Behavioral

- ✓ Work ethics and corporate etiquettes
- ✓ Effective Communication for Today's Leader
- ✓ Business Communications

3.4. Interventions at Organizational level

Interventions at Organizational level are essential to support the capacity building plan. These initiatives enhance the department-wide shared environment in which officials work. This encompasses changes made to processes, assets, partnerships, and relationships as well as to technology, data, and personnel management. Tables in Section 4.4.1 and 4.4.2 highlight prospective organizational interventions across the various aforesaid categories, which can then be further discussed to develop action plans. However, more extensive research may be needed to build an implementation strategy for the same.

3.4.1 Immediate priority initiatives

The list of **iGoT training interventions** at an Organizational level that can be undertaken by the department on an immediate basis (*Immediate priority initiatives*) is outlined in the table below:

S No.	Area	Course Name	Competency type
1	Emerging technologies	Introduction to Emerging Technologies	Organizational
		Data driven decision making for Government	
		Basics of e-Governance & Digital India	
2	Global Initiatives	A Course on Environmental Social and Governance	
		Sustainable development goals	
		Reform initiatives of Government of India	
3	Conflict management	COMMIT: Conflict management & negotiation	
4	Team Building	COMMIT: Team Building	
5	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	
		Prevention of Sexual Harassment of Women at Workplace	
		Gender Equality and Development – Overview	

3.4.2 Yearly frequency initiatives

The list of training interventions for competency areas at an organizational level that can be met in Mid-Long term (*Yearly frequency initiatives*) is summarized in the table below:

Competency type	Competency name/area	Institute/Facilitator name	Course name
Organizational	Business allocation of the department	DOE Internal Knowledge Sharing Session	-

	Role & Responsibilities understanding	DOE Internal Knowledge Sharing Session	-
	Automation of manual tasks	1. Institute of Secretariat Training and Management 2. National Informatics Centre (NIC)	1. MS Office 2. E-Office
	Conflict management	IIM Bangalore	Workplace Conflict - An Opportunity for Growth
	Willingness to adopt usage of latest technologies in Financial Services that will help DOE in implementing more citizen centric policies	1. IIM-Bangalore 2. IIT-Roorkee 3. iGOT, AJNIFM, IIM – Kozhikode, Delhi University 4. Coursera 5. Global Institute for IT management University of Pennsylvania via Coursera	1. Artificial Intelligence (AI) and Analytics Based Business Strategy; Creating Business Value 2. Certificate course on Artificial Intelligence and Deep Learning 3. Data Visualization courses 4. Data Analytics courses

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in Annexure 2.

3.5 Proposed Induction Program

We recommend the following aspects to be covered as a part of induction program:

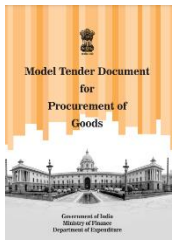
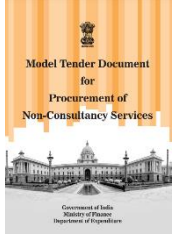
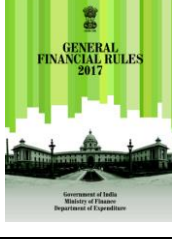
Topics	Division	Competency Type
Understanding of Business Allocation of the dept.	All	Organizational level
Role & Responsibilities understanding	All	Organizational level
Accounting Fundamentals (Basic theories, concepts, principles, etc.)	All	Domain
Basics of Finance/Financial analysis & decision making (Cash flow analysis, Financial Statement Analysis etc.)	Public Finance Central/Public Finance States/Integrated Finance	Domain
Budgeting & Forecasting (Cost & Performance Analysis, Variance Analysis, Budget Preparation, monitoring & Reporting)	All	Domain
Policy Formulation & Addressing policy issues	Personnel & Establishment	Domain
Procurement Process Management	Procurement Policy	Domain
General Financial Rules (GFRs)	All	Functional
Procedural tools such as e- Samiksha, e-HRMS, GeM, SPARROW	All	Functional



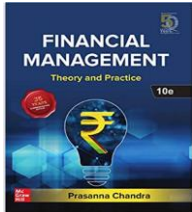
3.6 Other Interventions

3.6.1 Recommended books for the department

Along with the above training and Non training interventions, the below given books have been recommended to the department for increasing their knowledge on the domain specific skills pertaining to DOE.

	<p>Public Finance: A Contemporary Application of Theory to Policy by David N. Hyman Applicable for: Integrated Finance Division/Public Finance Central Division/ Public Finance States Division</p>
	<p>Handbook of Public Finance edited by Fred Thompson and Mark T. Green Applicable for: Public Finance Central Division/ Public Finance States Division</p>
	<p>Manual for Procurement of Works by Department of Expenditure Applicable for: Procurement Policy Division</p>
	<p>Manual for Procurement of Goods by Department of Expenditure Applicable for: Procurement Policy Division</p>
	<p>Manual for Procurement of Consultancy and Other Services by Department of Expenditure Applicable for: Procurement Policy Division</p>

	<p>Model Tender Document for Procurement of Goods by Department of Expenditure Applicable for: Procurement Policy Division</p>
	<p>Model Tender Document for Procurement of Non-Consultancy Services by Department of Expenditure Applicable for: Procurement Policy Division</p>
	<p>Model Tender Document for Procurement of Consultancy Services by Department of Expenditure Applicable for: Procurement Policy Division</p>
	<p>General Financial Rules 2017 by Department of Expenditure Applicable for: All employees of the Department</p>
	<p>Human Resource Management in the Public Sector Edited by Ronald J. Burke, Andrew Noblet, Cary L. Cooper Applicable for: Personnel and Establishment division</p>

	<p>Governmental Accounting, Auditing, and Financial Reporting by Stephen J. Gauthier Applicable for: All Employees of the Department</p>
	<p>Financial Statement Analysis by K R Subramanyam Applicable for: All employees of the department</p>
	<p>Financial Management, Theory and Practice by Prasanna Chandra Applicable for Public Finance Central Division/ Public Finance States Division</p>

3.6.2 Tie ups with research agencies for sector specific report

The department can subscribe to various research reports issued by independent integrated research firms that provides insights, opinion and analysis on the Indian economy, public sector and relevant industries such as CRISIL Research, Dub & Bradstreet, etc. We recommend that such insights be made available to department officials through dashboard as well.

Annexures

Annexure 1: Overview of Ministry of Finance and DOE

Overview of the Ministry of Finance

Aspect	Description
About	<p>The Ministry of Finance is a ministry within the Government of India concerned with the economy of India, serving as the Treasury of India. It concerns itself with taxation, financial legislation, financial institutions, capital markets, centre and state finances, and the Union Budget.</p> <p>It is the apex controlling authority of four central civil services namely Indian Revenue Service, Indian Economic Service, and Indian Civil Accounts Service. It is also the apex controlling authority of one of the central commerce services namely Indian Cost and Management Accounts Service.</p>
Departments	<ul style="list-style-type: none"> • Department of Expenditure • Department of Revenue • Department of Public Enterprises • Department of Investment and Public Asset Management • Department of Financial Services • Department of Economic Affairs

1. Department of Investment and Public Asset Management

Department of Investment and Public Asset Management (DIPAM) deals with all matters relating to management of Central Government investments in equity including disinvestment of equity in Central Public Sector Undertakings. The four major areas of its work relate to the following:

- Strategic Disinvestment
- Minority Stake Sales
- Asset Monetization
- Capital Restructuring

It also deals with all matters relating to sale of Central Government equity through offer for sale or private placement or any other mode in the erstwhile Central Public Sector Undertakings.

2. Department of Public Enterprises

The Department of Public Enterprises is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down policy guidelines on performance improvement and evaluation, autonomy and financial delegation, and personnel

management in CPSEs. It furthermore collects and maintains information in the form of a Public Enterprises Survey on several areas in respect of CPSEs.

3. Department of Revenue

The Department of Revenue functions under the overall direction and control of the Secretary (Revenue). It exercises control in respect of matters relating to all the Direct and Indirect Union Taxes through two statutory Boards namely, the Central Board of Direct Taxes (CBDT) and the Central Board of Indirect Taxes and Customs (CBIC).

4. Department of Expenditure

The Department of Expenditure is the nodal Department for overseeing the public financial management system in the Central Government and matters connected with state finances. It is responsible for the implementation of the recommendations of the Finance Commission and Central Pay Commission, monitoring of audit comments/ observations, preparation of Central Government Accounts. It further assists central Ministries/ Departments in controlling the costs and prices of public services, reviewing system and procedure to optimize outputs and outcomes of public expenditure.

5. Department of Economic Affairs

The Department of Economic Affairs is the nodal agency of the Union Government to formulate and monitor country's economic policies and programs that have a bearing on domestic and international aspects of economic management. A principal responsibility of this department is the preparation and presentation of the Annual Economic Survey and Union Budget to the parliament, and budget for the state Governments under President's Rule and union territory administrations.

6. Department of Financial Services

Department of Financial Services covers the functioning of Banks, Financial Institutions, Insurance Companies, and the National Pension System. The Department of Financial Services (DFS) oversees several key programs/initiatives and reforms of the Government concerning the Banking Sector, the Insurance Sector, and the Pension Sector in India.

Overview of The Department of Expenditure

The Department of Expenditure is the nodal Department for overseeing the public financial management system in the Central Government and matters connected with state finances. It is responsible for the implementation of the recommendations of the Finance Commission and Central Pay Commission, monitoring of audit comments/ observations, preparation of Central Government Accounts. It further assists central Ministries/ Departments in controlling the costs and prices of public services, reviewing system and procedure to optimize outputs and outcomes of public expenditure. The principal activities of the Department include overseeing the expenditure management in the Central Ministries/ Departments through the interface with the Financial Advisers and the administration of the Financial Rules/ Regulations/ Orders, pre-sanction appraisal of major schemes/ projects, handling bulk of the central budgetary resources transferred to State.

The Department has five broad divisions and three attached offices.

Broad Divisions of Dept. Of Expenditure	Attached Offices	Autonomous Body
1. Personnel and Establishment Division 2. Public Finance (Central) 3. Public Finance (State) 4. Integrated Finance Division 5. Procurement Policy Division	1. Control General of Accounts (CGA) ✓ Central Pension Accounting Office (CPAO) ✓ Institute of Government Accounts and Finance (INGAF) 2. Chief Adviser (Cost)	Arun Jaitley National Institute of Financial Management (AJNIFM)

The business allocated to the Department of Expenditure is carried out through its Personnel & Establishment Division, Public Finance (States) and Public Finance (Central) Divisions, Office of Controller General of Accounts, Office of Chief Adviser (Cost), and Central Pension Accounting Office.

The Department also has under its administrative control the Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad, which is an autonomous body.

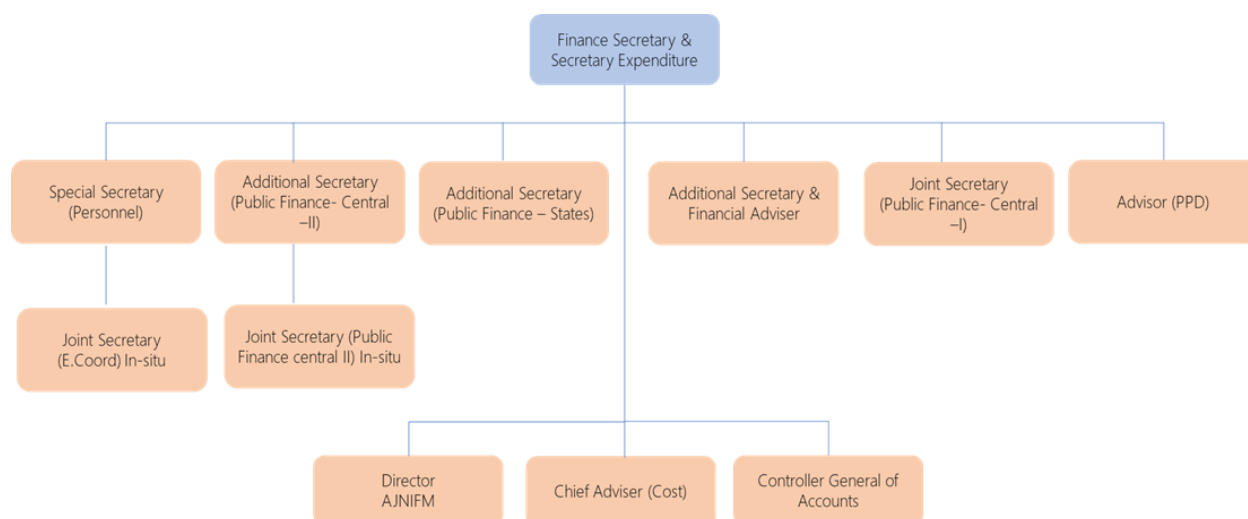
Functions/ Mandate

As per the present Allocation of Business rules, the mandate/functions of the Department is as follows:

1. Financial rules and regulations and delegation of financial powers
2. Financial sanction relating to all Ministries and offices of the Government of India, which are not covered by powers delegated or conferred by the rules or by any general or special orders
3. Review of the staffing of Government establishments with a view to securing economy
4. Advice to the Ministries and Government undertakings on Cost Account matters and attending to Cost Investigations work on their behalf
5. Matters related to Indian Audit and Accounts Department
6. Matters relating to Controller General of India
7. Release of central assistance for: the State's annual plan, Centre's share of State's Calamity Relief Funds, Assistance from National Calamity Contingency Fund, up-gradation grants and grants for rural/urban local bodies and other grants as recommended by the successive Financial Commissions

8. Analysis of the states' Finances, day to day financial problems of States and Fiscal reforms programmes of the states
9. Participation in formulation of Annual/Five Year Plan of Central ministries and PSUs. Assessment of Internal and Extra Budgetary Resources of Central PSUs for funding of the plan
10. Scrutiny of Central and State Legislation having financial and economic implication
11. Appraisal and approval of Plan investment / expenditure proposal of central PSUs. Matters relating to Expenditure Finance Committee /Public Investment board (PIB) procedures and Secretariat work for PIB
12. Appraisal/ Approval of Capital Restructuring /reviving proposals of central PSUs

Organizational structure



Roles of the Divisions

DOE as a department under the Ministry of Finance, has Five divisions i.e., Personnel and Establishment, Public Finance (Central) Public Finance (State), Integrated Finance Division and procurement policy division, along with twenty sub-divisions. Each of these divisions performs unique functions/roles allocated to them.

The department consists of two hundred and three core employees and other supporting staff and is headed by the Secretary. Special Secretary, Joint Secretary, Additional Secretary and Advisors report directly to the Secretary. The remaining employees are spread over 5 divisions including Deputy Secretary, Director and below who report to their respective division heads.

Divisions	Sub-division	Role Description
Personnel & Establishment Division	Accounts & Budget	<ul style="list-style-type: none"> • Responsible for the preparation of various bills including pay bills, travel allowances (foreign & domestic), medical bills, loans and advances, contingency bills, entertainment,

		<p>hospitality and professional service bills, publication bills, LTC and conveyance bills.</p> <ul style="list-style-type: none"> • They also disburse pay and allowances and maintain GPF accounts, calculate income tax liability, file TDS returns, keep records of court attachments and miscellaneous deposits, maintain accounting for loans and advances, and perform budget and accounts work. • Other responsibilities include preparation of pay certificates, calculating gratuity and pension, reconciling accounts with Pay and Accounts Office, preparing budget, and attending to audit objection
	Admin- I & Admin - II	<ul style="list-style-type: none"> • Responsible for dealing with all personal cases of officers/officials in the Department of Expenditure. • They are also responsible for dealing with reimbursement of medical expenses, library membership, grant-in-aid, elections, pension cases, welfare matters, honorarium, and matters related to Arun Jaitley National Institute of Financial Management (AJNIFM), Controller General of Accounts, CA(Cost), and prevention of sexual harassment of women. • They handle RTI and grievances relating to the above subject.
	Cadre Admin Section	<ul style="list-style-type: none"> • Reporting of vacancies in respect of all 5 Departments of Ministry of Finance, in CSS (up to SO)/CSCS/CSSS grades to DOPT. • Appointment, ad-hoc promotion and regular promotion in CSS (up to SO)/CSCS/CSSS cadres. • Convening DPCs for confirmation of Direct Recruitment ASO & Stenographers grade 'D'. • Internal Departmental Transfer/posting of officers/officials of CSS (up to SO)/CSCS/CSSS cadres. • Nomination of fresh ASO & Stenographers grade 'D' and SOs & PS who joins based on Limited Departmental Competitive Exam in all five Departments of Ministry of Finance as and when provided by DOPT. • Convening DPCs for promotion in respect of SOs, ASOs, PSs, PAs, SSAs, JSAs.
	Caretaking Cell	<ul style="list-style-type: none"> • Opening and closing of Rooms. • Cleaning of Rooms • Liaison with CPWD (Civil) for white washing and repair in the rooms. • Liaison with CPWD (Electrical). • Liaison with Horticulture Department for supply of foliage plants.

		<ul style="list-style-type: none"> Special attention to Gate No.2, North Block and 1st Floor for cleanliness.
Confidential Section		<ul style="list-style-type: none"> Maintenance of ACRs/ Annual Performance Appraisal Reports in respect of Section Officers and Officers belong to ex-Cadre posts, Assistants, UDCs, LDCs, Stenographers, PA, PS, PPS, Deputy Directors, Assistant Deputy Directors, Research Assistant, Junior Research Assistants, Computers, Translators, Staff Car Drivers & Canteen employees etc. & also forwarded the ACRs/APARs of CSS/IAS/IES/IDAS/IRAS/IA&AS officers to their respective Cadre authorities. Consideration of adverse remarks, if any representation received from the individuals on or before fifteen days from the date of disclosure of ACR/ APAR. Maintenance of Property Returns. RTI Matters relating to above subjects.
Departmental Record Room		<ul style="list-style-type: none"> To keep old files for preservation. To issue files to Sections for reference. To send files due for review to Sections for review and weeding. To get appraisal of files of more than 25 years old and transfer to National Archives of India. To Monitor (i) report (half-yearly) on de-classification of classified records; (ii) half yearly report on Recording / Indexing / Weeding out of old files and send results to National Archives of India. To send Annual Report on Records etc to National Archives of India.
Establishment Coordination (General)		<ul style="list-style-type: none"> Policy on economy issues relating to provision of residential / office telephone, purchase of vehicles, holding of domestic and international conferences etc. Matters relating to ERC recommendations. Examination of legislative proposals of various Ministries, involving general financial Implications / DCN. The work relating to coordination on issues relating to all the Departments of Ministry of Finance. The division is responsible for submitting various reports to the Cabinet Secretariat, such as monthly reports on decisions of Cabinet and Cabinet Committees, quarterly reports on decisions of High Power Committees and Commissions, and monthly D.O letters from the Secretary (Expenditure) to the Cabinet Secretary. The division also handles general coordination within the Department of Expenditure, such as the preparation of the Annual Report, and the nomination of representatives of the Ministry of Finance to autonomous bodies. It is also responsible for screening

		proposals for deputation/delegation abroad, and handling matters relating to the Public Accounts Committee.
	Establishment Coordination (Personnel)	<ul style="list-style-type: none"> • Policy and all reference regarding creation and filling up of posts in Government Department/ attached and subordinate offices/autonomous bodies. • Policy and all reference regarding revival of posts. • Continuation of all posts of the level of Joint Secretary and above.
	Establishment General	<ul style="list-style-type: none"> • Proposals relating to enhancement/revision of ceilings in Governor's allowances and privileges received from Ministry of Home Affairs. • Establishment matters (i.e. Disciplinary cases, Recruitment rules, Foreign deputations of C&AG/IA&AD officers, Appointment of Deputy C&AG, Issue of provisional/formal order of appointment to officers of IA&AS cadre, Creation of high level posts in the O/o the C&AG/IA&AD, Technical resignation of IA&AS officers etc.) relating to IA&AD/O/o the C&AG of India requiring Presidential sanction/approval. • Proposals relating to Misc. allowances such as training allowance • Parliament matters/VIP references / RTI matters on the above subjects.
	Establishment (II A, II B, IIIA, III B, III Desk, IV, V)	<ul style="list-style-type: none"> • It includes administration of Delegation of Financial Powers Rules, 1978 and General Financial Rules, 2017 (except for specific areas like budget formulation, government accounts, procurement, government guarantees, and debt management), proposals requiring approval of Cabinet Committee on Security for all Ministries/Departments except Ministry of Home Affairs, defense procurement policies, proposals for Department of Space, Department of Atomic Energy and NTRO, staff car rules, laptop cases, proposals requiring approval of Committee on Establishment Expenditure, rules on advances to government servants except HBA, proposals from Ministry of Defence for approval of schemes/projects, proposals from Ministry of Urban Development for land rates and transfer of land, re-appropriation of funds, parliament questions and RTI matters related to these subjects. • Responsible for Dearness Allowance, House Rent Allowance, Transport Allowance, Tough Location Allowance, Special (Duty) Allowance, and others. The DOPT (Department of Personnel and Training) is responsible for policy matters related to these allowances, including upgrading the classification of cities for grant of HRA and Transport Allowance.

		<ul style="list-style-type: none"> • The DOPT is also responsible for handling Parliament Questions, public grievances, RTI Matters, and proposals for additions/alterations in government residences exceeding expenditure limits. The Ministry of External Affairs is responsible for proposals related to Foreign Allowance, Hardship Allowance, and other benefits for officials posted abroad. • The Department of Legal Affairs and Department of Revenue handle proposals for revision of rates of Retainership Fee/Fee payable to Law Officers and Central Government standing counsels. • Responsible for matters related to the constitution of the Central Pay Commission, policy matters on pay related issues, and PLB (Performance-linked Bonus) and Non-PLB (Ad-hoc) Bonus. The DOPT also handles matters related to consolidated pay packages for Chairman/Members of regulatory bodies and compensatory overtime allowances for budget work. The Training Allowance for faculty members in training institutes is also under the purview of the DOPT. • The department is responsible for coordinating matters relating to the National Council (JCM) and dealing with policy issues on matters handled by other Ministries/Departments, such as DACP/No-practicing Allowance, UGC/AICTE pay scales, Flexible complementing scheme, Merit Promotion Scheme, and others. • The DOPT (Department of Personnel and Training) is responsible for conducting Cadre Review of all All India Services (AIS) such as IAS, IPS, IFoS and proposals received through the department. The department also handles the restructuring and cadre review of all Group 'A' organized services, all civilian Group 'A', 'B', and 'C' services, all Defence Group 'B' and 'C' services, and all CAPFs (Central Armed Police Forces) Group 'B' and 'C' services. The DOPT is responsible for policy matters related to cadre review/restructuring and forming new cadres/services under the government of India. • It also involves the revision of salaries and allowances of President, Vice-President, Ministers, Member of Parliament, Governors, Lieutenant Governors, Judges, and other non-official members in commissions, committees, boards, and panels. The responsibilities also include the administration of ex-India leave and the handling of RTI Matters, appeals, Parliament questions, and VIP references.
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		<ul style="list-style-type: none"> Financial concurrence in policy matters related to retirement benefits under the Central Civil Services (Pension) Rules, 1972 and the National Pension System (NPS). The department also provides financial concurrence in policy matters relating to the General Provident Fund (GPF) and Central Provident Fund (CPF), the age of retirement, the Central Government Health Scheme (CGHS)/Civil Services (Medical Attendance) Rules, leave rules, and the service conditions of CPSE (Central Public Sector Enterprise) employees including proposals for Voluntary Retirement Scheme (VRS) and Voluntary Separation Scheme (VSS).
	General Administration	<ul style="list-style-type: none"> Responsible for procurement and maintenance of vehicles and office equipment, maintenance of conference rooms, preparation of budget estimates, payment of bills for refreshments, telephone installations, and reimbursement of newspaper bills for the officers. Other responsibilities include the issuance of identity cards and temporary passes, printing works, and preparation of a Swachhta Action Plan. RTI matters related to these subjects are also included.
	Hindi Section	Hindi Section of the Department of Expenditure is responsible for implementation of the provisions made under Official Language Act, 1963 and Official Language Rules, 1976 as amended from time to time.
	Legal Cell	Handling Legal issues and coordination on Legal matters/Court cases pertaining to 'Establishment Division' of the Department.
	Parliament Cell	<ul style="list-style-type: none"> To coordinate Parliamentary work of Ministry of Finance as a whole All matters relating to Committee on Subordinate Legislation Committee on Petitions Committee on Government Assurance and Consultative Committee Meetings Preparation of Business Question Pads for Ministers Secretaries.
	Pay research Unit	Responsible for collection, compilation, and analysis of data on actual expenditure incurred on pay and various types of allowances as well as data pertaining to the strength of the Central Government Civilian Employees and employees of Union Territory Administration. This unit brings out an Annual Publication titled "Annual report on Pay & Allowances of Central Government Civilian Employees"
	RTI Cell	Responsible for matter related to RTIs in the Department such as drafting information/replies for the applicants and prompt action on

		appeals by Appellate Authorities, uploading required data in RTI portal etc.
	Staff Inspection Unit	Responsible for staffing of Government organizations and aligning it with administrative efficiency and evolving performance standards and work norms in Government offices and Government Grants.
Public Finance (Central)		Engaged with all issues relating to the Central Plan of the Government of India. This division is entrusted with the appraisal and approval of all public funded schemes and projects of the Central Ministries/Departments.
Public Finance (States)	Finance Commission	Finance Commission undertakes processing of and follow up action on the various recommendations of the Central Finance Commission including release of grants recommended to different states.
	PF States	<ul style="list-style-type: none"> Public Finance (State) Division deals with the matters connected with state finances such as issues relating to release of Additional Central Assistance/Special Assistance to the States for the projects. It also deals with Debt and liabilities management of States, enforcement of the fiscal roadmap mandated by Finance Commissions through the powers to approve borrowings by States. Coordination with RBI to monitor States' debt, collating and maintaining state finance data, analysis of trends of State Finances, Scrutiny of State Legislations having bearing on the State's Finances, Continuous monitoring of the resources and Ways & Means position of the States including their overdrafts, Analysis of States Budgets.
	PFMS	<ul style="list-style-type: none"> The Public Financial Management System (PFMS) is a web-based online software application designed, developed, owned, and implemented by the Office of the Controller General of Accounts. Public Financial Management System aims to provide a sound Public Financial Management System for Government of India (GOI) by establishing a comprehensive payment, receipt and accounting network. <p>Single Nodal Agency (SNA) Model for flow and monitoring of CSS funds</p> <ul style="list-style-type: none"> To reduce float outside Consolidated fund of India (CFI) and to monitor flow and utilization of funds under the Centrally Sponsored Schemes (CSS), a new procedure for flow of funds under CSS was notified by the Department of Expenditure, Ministry of Finance on 23rd March, 2021. Under the new procedure, each CSS is to be implemented by a Single Nodal Agency (SNA) having a Single Nodal Account

		<p>in a scheduled commercial bank. The down the line Implementing Agencies (IAs) use Zero Balance Accounts to draw funds from the SNA account.</p> <ul style="list-style-type: none"> • Central Nodal Agency (CNA) Model for flow & monitoring of Central Sector Schemes fund • To reduce float outside Consolidated fund of India (CFI) and to monitor flow and utilization of funds under the Central Sector (CS) Schemes, a new procedure for flow of funds under CS was notified by the Department of Expenditure, Ministry of Finance on 9th March, 2022. Under the new procedure, each CS is to be implemented by a Central Nodal Agency (CNA) having a Central Nodal Account.
Integrated Finance Division		<p>Preparing expenditure and Budget related proposals under Detailed Demand for Grant (DDG) of Department of Expenditure which includes</p> <ul style="list-style-type: none"> • Secretariat General Services covering the establishment budget for the Department of Expenditure, Controller General of Accounts, Central Pension Accounting Office, Finance Commission Division, Staff Inspection Unit, Cost Accounts Branch and Chief Controller of Accounts • Other Administrative Services covering the budget for Institute of Government Accounts and Finance, National Institute for Financial Management, 7th Central Pay Commission, Expenditure Management Commission, Contribution to International Body (AGAOA) • Other General Economic Services covering the budget for Public Financial Management System (PFMS).
Procurement Policy Division		<p>Matters related to Public Procurement and related activities such as drafting of rules and setting up of a Central Public Procurement Portal.</p>

Mapping the roles of the department

The following table provides an overview of the various activities performed by the department and the corresponding designations responsible to carry out the same.

Division	Designation	Count of Employees	Consolidated Activities of the division
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Personnel & Establishment division	Special Secretary	1	<ul style="list-style-type: none"> The Personnel and Establishment Division works under the Joint Secretary (Personnel)/ Additional Secretary (Personnel)/ Special Secretary (Personnel) and is responsible for administration of various financial rules and regulations like General Financial Rules (GFRs), Delegation of Financial Power Rules (DFPRs) etc. including those relating to personnel matters of Central Government Employees such as regulation of pay and allowances, policy matters on pension, and staffing of Government establishments by creation and upgradation of posts, as also cadre reviews The Division also deals with proposals seeking to alter service conditions and other benefits to Government employees with significant recurring financial implication. Broad instructions on Expenditure Management, including economy measures and measures for improving quality of expenditure are issued by the Personnel Division. This Division administers the General Financial Rules and the Delegation of Financial Powers Rules including issue of clarifications/ amendments thereto, and coordinates with Financial Advisors of all Ministries/ Departments of the Central Government. All legislative proposals with general financial implications are scrutinized in the Personnel Division. The Division also handles large value proposals of capital acquisition relating to Defence and other Security Agencies. Service matters pertaining to the Indian Civil Accounts Service (ICAS), Indian Audit and Accounts Service (IA&AS) and Indian Cost Accounts Service (ICoAS) are dealt with by this Division. The Division handles the overall administration of the Department of Expenditure and controls the cadre for all Central Secretariat Service (CSS)/ Central Secretariat Stenographer Service (CSSS)/ Central Secretariat Clerical Service (CSCS) up to the level of Section Officers/ Private Secretaries in the Ministry of Finance, apart from coordinating Parliament work as well as Right to Information Act (RTI) matters for the Ministry of Finance as a whole.
	Joint Secretary	1	
	Director	3	
	Deputy Secretary	7	
	Under Secretary	18	
	Section Officers	26	
	Assistant Section Officer	81	
Public Finance (States)	Additional Secretary	1	Public Finance (State) Division deals with the matters connected with state finances such as issues relating to release of Additional Central Assistance/Special Assistance to the States for the projects/schemes for which budgetary allocation is provided under the Demand
	Director	2	
	Deputy Director	1	

	Assistant Director	2	<p>operated by Department of Expenditure. PF (States) Division also deals with Debt and liabilities management of States, enforcement of the fiscal roadmap mandated by Finance Commissions through the powers to approve borrowings by States under Article 293 (3) of the Constitution of India, Coordination with RBI to monitor States' debt, collating and maintaining state finance data, analysis of trends of State Finances, Scrutiny of State Legislations having bearing on the State's Finances, Continuous monitoring of the resources and Ways & Means position of the States including their overdrafts, Analysis of States Budgets.</p> <ul style="list-style-type: none"> • Finance Commission Division (FCD): The Finance Commission Division deals with releases of Finance Commission (FC) grants as per recommendations of respective Finance Commission. The 14th Finance Commission has recommended mainly three types of grants-in aid to States for its award period 2015-16 to 2019-20 i.e., Post-Devolution Revenue Deficit Grant, Local Bodies grants and State Disaster Response Fund (SDRF). FCD also deals with various aspects of National Disaster Response Fund (NDRF) i.e., IMCT visit to states, brief for SC-NEC and HLC and release of central assistance under NDRF based on recommendations of MHA. • Fiscal Reform Unit (FRU): FRU has been assigned the task to keep track of status of fiscal consolidation under the recommendations made by the respective Finance Commissions for revision in Fiscal Responsibilities and Budget Management Act • (FRBMA) and preparation of State-wise database thereon.
	Assistant Section Officer	9	
Public Finance (Central)	Additional Secretary	1	<ul style="list-style-type: none"> • Public Finance (Central) Division is primarily engaged with all issues relating to the Central Plan of the Government of India. In this regard, this division is entrusted with the appraisal and approval of all public funded schemes and projects of the Central Ministries/Departments. • For all projects of the Central Ministries/PSUs with more than a budgetary outlay of Rs.500 crores, this division acts as the Secretariat for the Public Investment Board (PIB) headed by the Secretary (Expenditure) for appraisal of such projects. In case of projects, for pre-investment activities, the PIB appraises the project if the amount on such activities is more than Rs. 500 crores. Similarly, this division is responsible for holding of the Expenditure Finance Committee (EFC) chaired by the Secretary (Expenditure) in case of all schemes of the
	Joint Secretary	2	
	Chief Adviser (Cost)	1	
	Deputy Director General	1	
	Director	3	
	Deputy Secretary	1	
	Under Secretary	1	

	Deputy Director	7	<p>Central Government where the budgetary allocation is more than Rs.500 crores.</p> <ul style="list-style-type: none"> The division is concerned for constantly improving the quality of public expenditure though better scheme/project formulation, emphasis on outputs, deliverables, impact assessment and convergence approach. A continuous endeavour is made to rationalize the Centrally Sponsored Schemes (CSSs) and Central Sector Schemes (CSs) for optimal and focused use of public resources. This division is also responsible for preparation of outcome budgets for all Central Ministries/Departments in consultation with the NITI Aayog. This output-outcome framework shall be for all CSSs and CSs dealing with identified measurable outcomes in the relevant medium-term framework and physical and financial outputs are targeted on a year-to-year basis. This division also communicates, in consultation with the Budget Division, the outlays for both Central Sector and Centrally Sponsored Schemes over a Finance Commission Cycle. Financial restructuring of Central PSUs on the recommendations of the Bureau for Restructuring of Public Sector Enterprises (BRPSE) are also dealt in this Division. At
	Section Officer	5	
	Assistant Director	1	
	Assistant Section Officer	16	

			<p>the same time, it is engaged in working out modalities for financial assistance to CPSEs, quantification of their Internal and Extra Budgetary Resource (IEBR) generation as well as planned CAPEX for preparation of budget, finalizing modernization of plants and machinery to ensure more efficient production.</p> <ul style="list-style-type: none"> • Various issues relating to Food, Fertilizers and Petroleum subsidy, including their quantification and extension of assistance to the stake holders are also dealt in this Division. The division is also engaged in active consultation with the stake holder ministries in shaping the subsidy policy of the Government by way of a dynamic rationalization process to ensure better targeting of beneficiaries, better efficiency, cost effectiveness and better delivery of services. • This Division also deals with various issues of Direct Benefit Transfer (DBT) in coordination with the DBT Mission, Aadhaar seeding of beneficiary's data base and use of the Public Financial Management System (PFMS) in order to have end to end digitized information on all central expenditures encompassing CSSs, CSs, subsidies and other expenditure. Public Finance (Central) Division is also the Secretariat of National Clean Energy and Environment Fund (NCEEF) and is tasked with holding meetings of Inter-Ministerial Group (IMG) headed by the Finance Secretary for appraisal of eligible projects to get Viability Gap Funding (VGF) from the NCEEF.
Procurement Policy Division	Advisor (PPD)	1	This department deals with policy matters pertaining to the procurement policies for goods, procurement of works, general Financial Rules, Consultancy Services, MSME policies, relaxation policies etc.
	Director	1	
	Under Secretary	1	
	Assistant Section Officer	2	
	Additional Secretary	1	The Integrated Finance Unit works under Joint Secretary & Financial Adviser (Finance) and tenders' financial advice and

Integrated Finance Division	Under Secretary	2	<p>concurrence to proposals involving expenditure in respect of Department of Expenditure as well as their attached offices.</p> <ul style="list-style-type: none"> It deals with the expenditure and Budget related proposals under Detailed Demand for Grant (DDG) of Department of Expenditure which includes <ul style="list-style-type: none"> I. Secretariat General Services covering the establishment budget for the Department of Expenditure, Controller General of Accounts, Central Pension Accounting Office, Finance Commission Division, Staff Inspection Unit, Cost Accounts Branch and Chief Controller of Accounts II. Other Administrative Services covering the budget for Institute of Government Accounts and Finance, National Institute for Financial Management, 7th Central Pay Commission, Expenditure Management Commission, Contribution to International Body (AGAOA) and the budget relating to payment of service charges to the Central recordkeeping Agency for the New Pension Scheme III. Other General Economic Services covering the budget for Public Financial Management System (PFMS).
	Section Officer	1	
	Assistant Section Officer	3	<ul style="list-style-type: none"> IFD is responsible for exercising expenditure control and management, ensuring rationalization of expenditure and compliance of economy measures in accordance with the instructions of the Department of Expenditure including regular monitoring of expenditure through monthly/Quarterly reviews and submission of reports to the concerned. Coordination of all matters relating to the examination of the DDG by the Parliamentary Standing Committee on Finance. Coordination, compilation, printing and laying of the 'Outcome Budget/Detailed Demand for Grants (DDG)' of the Ministry of Finance in Parliament. Monitoring of pending PAC/C&AG Audit Paras. Coordination, compilation, printing and presentation of Statements to be made by Hon'ble Finance Minister as required in terms of Rule 73-A, in Lok-Sabha/Rajya Sabha in respect of implementation of Reports of the Standing Committee.

Sectoral technology roadmap

Following technological aspects may be incorporated into capacity building exercise for DOE to maintain relevance and continuity with respect to objective of the department.

- Innovations in PFMS:** Innovations in PFMS could enhance effectiveness and efficiency of the system
 - **Digitalization of payments** — when integrated into PFM systems—can help realize the full potential gains in effectiveness and functionality these systems can offer. Digitalization substantially strengthens core PFM functions: making regular and timely payments, reaching the correct beneficiaries, improving accounting, and reporting, and strengthening accountability by providing a more reliable audit trail. Digitalization also enhances the quality of information on fiscal developments. Other direct benefits for PFM include expediting in-year budget execution reports, providing more timely information on governments' cash positions, thus enhancing cash management functions, and better reconciliation between fiscal transactions, such as transfers, and corresponding recording in the government relevant bank accounts. In addition, Central Bank Digital Currency (CBDC) could potentially reduce transaction costs and processing times compared to traditional payment methods, such as bank transfers or checks. Further augmenting the usage and ensuring future-proof utilization for the tool will form part of the department's capacity building exercise.
 - **Revamping the PFMS with a blockchain technology** could enable the system to have a tamper-proof and immutable record of all financial transactions. This could help in significantly reducing fraud and other financial crimes, as all transactions would be recorded on the blockchain and could be audited by anyone with access to the ledger. In addition, blockchain could offer greater transparency in financial transactions, as all stakeholders would have access to the same information, thereby eliminating the need for intermediaries and reducing the risk of errors and delays in financial transactions.
 - **Advance Analytics** - Data analytics tools can be used to analyze large amounts of data and identify patterns and anomalies in financial transactions. For example, by analyzing transaction data, data analytics tools can identify unusual patterns in transactions, such as unusually large amounts, irregular frequency of transactions, or suspicious transactions to prevent fraud. Moreover, data analytics tools can help identify trends in financial transactions, enabling the government to make data-driven decisions. For instance, by analyzing transaction data, data analytics tools can help identify the areas where the government needs to allocate more resources and prioritize spending.
 - **Meeting Expectations for faster disbursements:** Disbursements include monthly pay, insurance claims, bill adjustments to vendors, corporations, employees etc. can be done faster by using digital disbursements. According to market trends, a disbursement tool employs cutting-edge technology that provides features such as real-time reconciliation and tracking, as well as allowing all parties to monitor payment status at each stage of the process, which can reduce operational overhead and improve satisfaction. The department's capacity building effort will include enhancing the usage and ensuring the utilization of the tool.
- Improving the Procurement Process:** AI has potential to not only streamline procurement process but to transform by saving time and money. Below are some of the use cases:

- **Automated Procurement:** The department can use AI-powered chatbots and virtual assistants to automate the procurement process, from generating purchase requisitions to evaluating supplier proposals. This can reduce the time and effort required for manual procurement processes and lead to more consistent and efficient procurement practices.
- **Predictive Analytics:** The department can use AI-powered predictive analytics to forecast demand for procurement, identify the associated supply chain risks and to optimize inventory management. This can enable the department to make better-informed procurement decisions, reduce the risk of stockouts and overstocking, and improve the overall efficiency of the procurement process.
- **Supplier Performance Management:** The department can use AI-powered analytics to track supplier performance, identify potential issues, and make data-driven decisions about supplier selection and management. This can help the department to identify high-performing suppliers, reduce the risk of supply chain disruptions, and improve supplier relationships.
- **Market Intelligence:** AI can help gather and analyze market data to provide insights into industry trends, pricing, and supplier performance. This can help procurement teams make more informed decisions about supplier selection, contract negotiation, and cost savings opportunities.
- **Spend Analysis:** The department can use AI-powered analytics to analyze spend data and identify cost-saving opportunities. This can enable the department to optimize procurement spend, reduce costs, and improve the overall efficiency of the procurement process

Functional and technical aspects under the department's capacity building exercise for this initiative will be key to the success of Procurement Process.

Citizen centric goals

Efficient Grievances Redressal Mechanism: Effective utilization of CPGRAMS portal (Centralized Public Grievances Redressal and Monitoring System) for addressing grievance related to Public Sector Banks and Insurance Companies, Financial Institutes. The system helps the complainant to monitor the status of the complaints online and generate action taken reports.

Smarter approach to cost reduction: Cost focused transformations like using financial savings from change initiatives to fund further reforms could be a smarter approach like using savings to fund further improvements—for example, in infrastructure, services for citizens, and civil servants’ capabilities— appears to create a more meaningful purpose for cost-reduction efforts and to boost the motivation of the staff implementing the changes. This approach, however, might require governments to change their budgeting processes and decision-making time frames to enable ministries and agencies to “invest to save.”

Implementing Pay Commission Recommendations: Pay commission is important as it operates keeping in mind all monetary requirements of an employee. This Commission takes care of basic salary as well as dearness allowances, house rent allowances, travel allowances etc. It is imperative for the department to accurately implement latest recommendations of the Pay Commission.

Department’s legacy capacity building programs

1. To improve its capacity building initiatives, the Department of Expenditure has carried out diverse online and offline courses. In this regard, the department has made use of the training programs provided by AJNIFM and INGAF institutes which are tied to this department, as well as the iGOT training courses that cover essential subjects such as General Financial Rules (GFR) and Public Procurement. Furthermore, the department has arranged workshops as a part of its offline program. Below are the **workshops** in which department officers/officials have participated:

Training Name	Count of Participants
Online Deep Dive Training Programme	10
Workshop on Public Private Partnership	1
Self-defense training	12
Program on Procurement & Contract Management for Good Governance	6
Online workshop on noting & drafting	3
Level - IV training Programme for PPS	3

Online workshop on GeM	1
Workshop on maintenance of Reservation roster	2
Training on Inner Engineering Leadership	2
Training on Public Procurement (Basic)	1

2. DoE has devised two courses (Public procurement Framework of GOI, Fundamental Rules (FR) and Supplementary Rules (SR)) comprising multiple modules that constitute the **Basic phase of ACBP**. While certain modules have been made accessible on iGoT, the remaining ones are yet to be released. Below is the list:

Courses	Modules	Published on iGoT
Public Procurement Framework of GOI	General System for Financial Management	Yes
	Procurement of Goods	No
	Procurement of Services (Consultancy/Non-Consultancy)	No
	Procurement of work	No
	Module on usage/features of GeM portal	No
Fundamental Rules (FR) and Supplementary Rules (SR)	FRSR - I (General Rules)	No
	FRSR – II (TA Rules)	No
	FRSR – III (Leave Rules)	Yes
	FRSR – IV (DA, DR & Ex-gratia to CPF beneficiaries)	No
	FRSR V (HRA & City compensatory Allowance)	No

The courses that will be included in the **Advanced phase of ACBP** are under progress and are pending approval within the department.

The **DAKSHTA** program was a Government of India initiative launched to improve the skills and capacities of civil servants in delivering public services. The program offered training and skill development modules on various topics. The program was implemented by the Department of

Personnel and Training (DoPT) in collaboration with the National e-Governance Division (NeGD) and other government agencies.

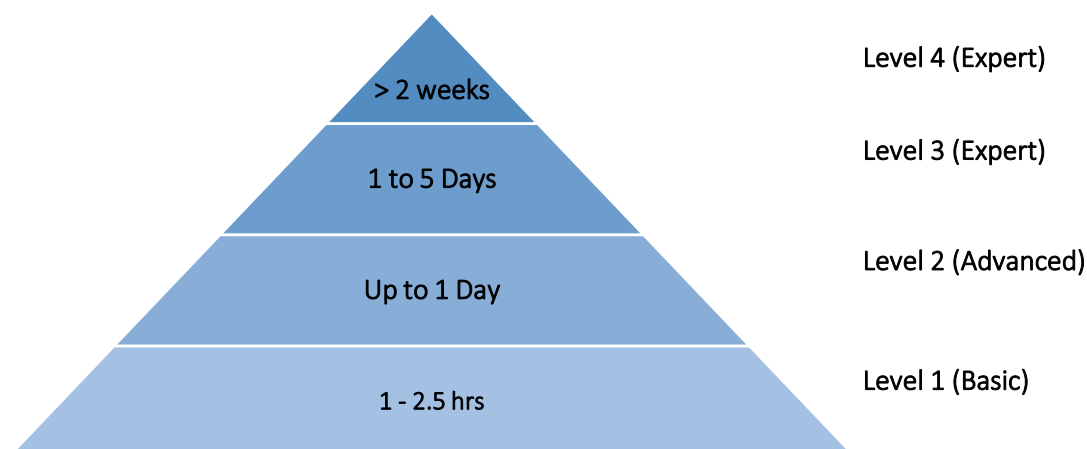
The following **DAKSHTA courses** have also been completed by DOE officials and are accessible on iGOT:

- a) Leave rules
- b) Noting and Drafting
- c) Office Procedure
- d) Government E Marketplace
- e) Right to Information Act- Part 1
- f) Right to Information Act- Part 2
- g) Code of conduct for Government Employees
- h) Public Procurement Framework of GOI
- i) Parliamentary procedures
- j) Pay fixation
- k) Annual Performance Appraisal Report

3. Department of Expenditure also leverages the courses offered by training institutes like AJNIFM and INGAF as these institutes offer varied courses and training programs related to finance, accounting, and public financial management.
 - **AJNIFM (Arun Jaitley National Institute of Financial Management)** offers numerous courses and management development programs in various fields such as public expenditure management, budgeting, financial administration, accounting, procurement, GST, IT, and HR. These programs are attended by officers from various services, including IAS, IES, ISS, state government officers, and officers of PSUs, municipal corporations, institutes, and autonomous bodies.
 - **INGAF (Institute of Government Accounts and Finance)** is the training division of the Civil Accounts Organization, operating under the Controller General of Accounts, Ministry of Finance. The institute provides induction training courses for Indian Civil Accounts Service officers, newly promoted Assistant Accounts Officers, and newly recruited Accountants. INGAF also offers in-service and refresher training courses for Group 'A' and Group 'B' officers of the Indian Civil Accounts service and cadre, along with middle-level officers of the Indian and State Governments. In addition to accounting and reporting, INGAF has expanded its training profile to cover public financial management, public policy, internal audit, and governance issues.

Annexure 2: Detailed Training Calendar

The level of courses suggested below has been divided into 4 categories i.e. Level -1 (L1), Level -2 (L2), Level – 3(L3) and level – 4 (L4) based on nature of content and duration.



1. Personnel & Establishment Division

1.1 Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/ Nomination-based	Course Length
Domain	Payroll Management & Accounting	Government Accounting System	iGOT	Level 1	Under Secretary/Section Officer/ Assistant Section Officer	Mandatory	42 min
Domain	Processing and preparing of pay fixation cases	Pay Fixation	iGOT	Level 1	All	Mandatory	43 min
Domain	Handling of Court Cases	Handling of CAT cases	iGOT	Level 1	All	Mandatory	1hr 20 min
Domain	Audit objection and Reconciliation of accounts	Bill Passing, Imprest, Accounts & Audit Inspection	iGOT	Level 1	All	Mandatory	55 min
Domain	Annual & Supplementary Budget	Budget	iGOT	Level 1	All	Mandatory	55 min
Domain	Financial Analysis & Fundamentals of Accounting	Understanding Financial position of an organization	iGOT	Level 1	All	Mandatory	43 mins
Domain	Budgeting and Forecasting	Budgetary System in Government	iGOT	Level 1	All	Mandatory	32 min
Domain	Procurement Management	Public Procurement framework of GOI	iGOT	Level 1	Under Secretary/Section Officer/ Assistant Section Officer	Mandatory	1hr 55 min
Functional	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	All	Mandatory	2hrs
Functional	Fundamental Rules & Supplementary Rules	Fundamental Rules & Supplementary rules	iGOT	Level 1	All	Mandatory	2hr 30 min
Functional	Right to Information Act	Right to information act – Part 1 & 2	iGOT	Level 1	All	Mandatory	55mins/ 41mins
Functional	Public Policy	Formulation of Public Policies	iGOT	Level 1	All	Mandatory	1hr 15m
Functional	Parliamentary procedures	Noting and drafting	iGOT	Level 1	Assistant Section Officer, Section	Mandatory	2hrs

					Officer, Assistant Director, Under Secretary		
Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 1	All	Mandatory	2hrs 41min
Functional	Stakeholder management	Stakeholders in governance	iGOT	Level 1	Deputy Secretary, Deputy Director, Director, Joint secretary, Additional Secretary, Chief Adviser (Cost), Chief Advisor	Mandatory	53mins
Behavioral	Leadership	Self-leadership	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary	Mandatory	1hr 16mins
Behavioral	Time Management	COMMIT: Time management	iGOT	Level 1	All	Mandatory	1hr 10mins
Behavioral	Collaboration and teamwork	COMMIT: Team building	iGOT	Level 1	All	Mandatory	1hr 20mins
Organizational	Blockchain	The Complete Developer's Guide to Blockchain	Udemy	Level 2	All	Mandatory	6hr

1.2. Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/No mination-based	Course Length
Domain	Payroll Management and Accounting	MDP on Accounting in Government with focus on Accrual Accounting	National Institute of Financial Management	Level 3	All	Optional	-
Domain	Financial Statement and Ratio Analysis	Training Programme on Analysis of Financial Statements	Institute of Government Accounts and Finance	Level 3	All	Optional	-
Domain	Policy formulation & addressing policy issues	Public Policy Formulation	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Domain	Audit Objection and Reconciliation of Accounts	Audit	Indian Statistical Service Training Division	Level 3	All	Nomination-based	-
Domain	Budgeting and Forecasting	Budget	Indian Statistical Service Training Division	Level 3	All	Optional	-
Domain	Budget preparation – setting priorities, establishing spending limits	Formulation and implementation of budget and income tax	Indian Statistical Service Training Division	Level 3	All	Nomination-based	-

2. Integrated Finance Division

2.1 Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/ Nomination-based	Course Length
Domain	Payroll Management & Accounting	Government Accounting System	iGOT	Level 1	All	Mandatory	42 min
Domain	Handling of Court Cases	Handling of CAT cases	iGOT	Level 1	All	Mandatory	1hr 20 min
Domain	Annual & Supplementary Budget	Budget	iGOT	Level 1	All	Mandatory	55 min
Domain	Financial Analysis & Fundamentals of Accounting	Understanding Financial position of an organization	iGOT	Level 1	All	Mandatory	43 mins
Domain	Budgeting and Forecasting	Budgetary System in Government	iGOT	Level 1	All	Mandatory	32 min
Domain	Procurement Management	Public Procurement framework of GOI	iGOT	Level 1	All	Mandatory	1hr 55 min
Domain	Government e-Marketplace	Bid Participation (GeM)	iGOT	Level 1	All	Mandatory	21mins
Domain	Government e-Marketplace	Buyer Dashboard (GeM)	iGOT	Level 1	All	Mandatory	16mins
Domain	Government e-Marketplace	Introduction to GeM for Buyers	iGOT	Level 1	All	Mandatory	10mins
Functional	Fundamental Rules & Supplementary Rules	Fundamental Rules & Supplementary rules	iGOT	Level 1	All	Mandatory	2hr 30 min
Functional	Public Policy	Formulation of Public Policies	iGOT	Level 1	All	Mandatory	1hr 15m
Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 1	All	Mandatory	2hrs 41min
Functional	Government e-Marketplace	Government E Marketplace	iGOT	Level 1	All	Mandatory	1hr 9mins
Behavioral	Leadership	Self-leadership	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary	Mandatory	1hr 16mins
Behavioral	Time Management	COMMIT: Time management	iGOT	Level 1	All	Mandatory	1hr 10mins
Behavioral	Collaboration and teamwork	COMMIT: Team building	iGOT	Level 1	All	Mandatory	1hr 20mins
Organizational	Blockchain	The Complete Developer's Guide to Blockchain	Udemy	Level 2	All	Mandatory	6hr

2.2 Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/No mination-based	Course Length
Domain	Budgeting and Forecasting	Budget	Indian Statistical Service Training Division	Level 3	All	Optional	-
Domain	Budget preparation – setting priorities, establishing spending limits	Formulation and implementation of budget and income tax	Indian Statistical Service Training Division	Level 3	All	Nomination-based	-

3. Public Finance (States)

3.1 Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/ Nomination-based	Course Length
Domain	Annual & Supplementary Budget	Budget	iGOT	Level 1	All	Mandatory	55 min
Domain	Financial Analysis & Fundamentals of Accounting	Understanding Financial position of an organization	iGOT	Level 1	All	Mandatory	43 mins
Domain	Budgeting and Forecasting	Budgetary System in Government	iGOT	Level 1	All	Mandatory	32 min
Functional	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary/Deputy Secretary/Director	Mandatory	2hrs
Functional	Fundamental Rules & Supplementary Rules	Fundamental Rules & Supplementary rules	iGOT	Level 1	All	Mandatory	2hr 30 min
Functional	Right to Information Act	Right to information act – Part 1 & 2	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary/Deputy Secretary/Director	Mandatory	55mins/ 41mins
Functional	Public Policy	Formulation of Public Policies	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary/Deputy Secretary/Director	Mandatory	1hr 15m
Functional	Parliamentary procedures	Noting and drafting	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Mandatory	2hrs
Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 1	All	Mandatory	2hrs 41min
Functional	Stakeholder management	Stakeholders in governance	iGOT	Level 1	Deputy Secretary, Deputy Director, Director, Joint secretary, Additional Secretary, Chief Adviser (Cost), Chief Advisor	Mandatory	53mins
Behavioral	Leadership	Self-leadership	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary/Deputy Secretary	Mandatory	1hr 16mins
Behavioral	Time Management	COMMIT: Time management	iGOT	Level 1	All	Mandatory	1hr 10mins
Behavioral	Collaboration and teamwork	COMMIT: Team building	iGOT	Level 1	All	Mandatory	1hr 20mins

3.2 Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/No mination-based	Course Length
Domain	Financial Statement and Ratio Analysis	Training Programme on Analysis of Financial Statements	Institute of Government Accounts and Finance	Level 3	All	Optional	-
Domain	Budgeting and Forecasting	Budget	Indian Statistical Service Training Division	Level 3	All	Optional	-
Domain	Budget preparation – setting priorities, establishing spending limits	Formulation and implementation of budget and income tax	Indian Statistical Service Training Division	Level 3	All	Nomination-based	-
Domain	Financial Reporting, Cash Flow Analysis & Management	Financial Management	National Institute of Defense Estates Management	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Nomination-based	-
Domain	Cost and Performance Analysis	Financial Management for Public Sector Enterprises	Indian Institute of Public Administration	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Optional	-
Domain	Schemes	Monitoring and Evaluation of government schemes	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Domain	Cost and Performance Analysis	Cost and Management Accounting	Institute of Chartered Accountants of India	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Nomination-based	-
Domain	Public Fin & Fiscal Policy	Public Fin & Fiscal Policy	Indian Institute of Public Administration	Level 3	All	Nomination-based	-
Domain	CGA Reports	Workshop on IT Tools & MS Office for Official of Finance Accounts, O/o CGA	Institute of Government Accounts and Finance	Level 2	All	Nomination-based	1 day
Domain	PFMS	Training Program on PFMS Module & Work Flow	Institute of Government Accounts and Finance	Level 3	All	Nomination-based	3 days
Domain	Public Debt Management	Public Debt Management	International Monetary Fund	Level 2	All	Nomination-based	-
Domain	Capital Restructuring	Corporate Restructuring and Valuation	Indian Institute of Management- Bangalore	Level 3	All	Optional	-

The Public Finance (States) division has identified a selection of topics for which they want a curated course.

- Finance Commission Transfer & it's policies
- CGA Audit reports
- Public Debt Management
- Concept of Borrowing including Article 293

4. Public Finance (Central)

4.1 Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/ Nomination-based	Course Length
Domain	Handling of Court Cases	Handling of CAT cases	iGOT	Level 1	All	Mandatory	1hr 20 min
Domain	Financial Analysis & Fundamentals of Accounting	Understanding Financial position of an organization	iGOT	Level 1	All	Mandatory	43 mins
Domain	Budgeting and Forecasting	Budgetary System in Government	iGOT	Level 1	All	Mandatory	32 min
Domain	Procurement Management	Public Procurement framework of GOI	iGOT	Level 1	All	Optional	1hr 55 min
Domain	Government e-Marketplace	Bid Participation (GeM)	iGOT	Level 1	All	Optional	21mins
Functional	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Mandatory	2hrs
Functional	Right to Information Act	Right to information act – Part 1 & 2	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary, Director, Deputy Secretary	Mandatory	55mins/ 41mins
Functional	Public Policy	Formulation of Public Policies	iGOT	Level 1	All	Mandatory	1hr 15m
Functional	Parliamentary procedures	Noting and drafting	iGOT	Level 1	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Mandatory	2hrs
Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 1	All	Mandatory	2hrs 41min
Behavioral	Time Management	COMMIT: Time management	iGOT	Level 1	All	Mandatory	1hr 10mins
Behavioral	Collaboration and teamwork	COMMIT: Team building	iGOT	Level 1	All	Mandatory	1hr 20mins

4.2 Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/Nomination-based	Course Length
Domain	Financial Statement and Ratio Analysis	Training Programme on Analysis of Financial Statements	Institute of Government Accounts and Finance	Level 3	All	Optional	-
Domain	Budgeting and Forecasting	Budget	Indian Statistical Service Training Division	Level 3	All	Optional	-
Domain	Budget preparation – setting priorities, establishing spending limits	Formulation and implementation of budget and income tax	Indian Statistical Service Training Division	Level 3	All	Nomination-based	-
Domain	PFMS	Training Program on PFMS Module & Work Flow	Institute of Government Accounts and Finance	Level 3	All	Nomination-based	3 days
Domain	Financial Reporting, Cash Flow Analysis & Management	Financial Management	National Institute of Defense Estates Management	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Nomination-based	-
Domain	Cost and Performance Analysis	Financial Management for Public Sector Enterprises	Indian Institute of Public Administration	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Optional	-
Domain	Schemes	Monitoring and Evaluation of government schemes	Institute of Secretariat Training and Management	Level 3	All	Optional	-
Domain	Cost and Performance Analysis	Cost and Management Accounting	Institute of Chartered Accountants of India	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Nomination-based	-
Domain	Public Debt Management	Public Debt Management	International Monetary Fund	Level 3	All	Nomination-based	-
Domain	Capital Restructuring	Corporate Restructuring and Valuation	Indian Institute of Management-Bangalore	Level 3	All	Optional	-

The Public Finance (Central) division has identified a selection of topics for which they want a curated course.

- CGA Audit reports
- Public Debt Management
- Concept of Borrowing including Article 293

5. Procurement Policy Division

5.1. Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/ Nomination-based	Course Length
Domain	Procurement Management	Public Procurement framework of GOI	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Mandatory	1hr 55 min
Domain	Government e-Marketplace	Introduction to GeM for Buyers	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Mandatory	10mins
Functional	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Mandatory	2hrs
Domain	Financial Analysis & Fundamentals of Accounting	Understanding Financial position of an organization	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	43 mins
Domain	Budgeting and Forecasting	Budgetary System in Government	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	32 min
Domain	Government e-Marketplace	Bid Participation (GeM)	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	21mins
Domain	Government e-Marketplace	Buyer Dashboard (GeM)	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	16mins
Domain	Government e-Marketplace	Catalogue Management (GeM)	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	42mins
Functional	Fundamental Rules & Supplementary Rules	Fundamental Rules & Supplementary rules	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	2hr 30 min
Functional	Right to Information Act	Right to information act – Part 1 & 2	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	55mins/ 41mins
Functional	Parliamentary procedures	Noting and drafting	iGOT	Level 1	Under Secretary/Section Officer/Assistant Section Officer	Optional	2hrs
Functional	MS Office applications suite	Microsoft PowerPoint Beginners	iGOT	Level 1	Under Secretary/Section	Optional	2hrs 41min

					Officer/Assistant Section Officer		
Functional	Stakeholder management	Stakeholders in governance	iGOT	Level 1	Deputy Secretary, Deputy Director, Director, Joint secretary, Additional Secretary, Chief Adviser (Cost), Chief Advisor	Optional	53mins
Behavioral	Leadership	Self-leadership	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary	Optional	1hr 16mins
Behavioral	Time Management	COMMIT: Time management	iGOT	Level 1	All	Optional	1hr 10mins
Behavioral	Collaboration and teamwork	COMMIT: Team building	iGOT	Level 1	All	Optional	1hr 20mins
Organizational	Blockchain	The Complete Developer's Guide to Blockchain	Udemy	Level 2	All	Optional	6hr

5.2 Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/No mination-based	Course Length
Domain	Basics of Procurement	Management Development programme- Online Training Programme on Public Procurement (Basic)	National Institute of Financial Management	Level 1	All	Optional	-
Domain	Procurement Process Management	Online Training Programme on Public Procurement (Advanced)	National Institute of Financial Management	Level 2	All	Optional	-
Domain	Basics of Procurement	Management Development programme- Online Training Programme on Public Procurement (Basic)	National Institute of Financial Management	Level 1	All	Optional	-
Domain	Procurement Management	Online Training Programme on Public Procurement (Advanced)	National Institute of Financial Management	Level 2	All	Optional	-

6. Common Trainings for all the divisions

6.1 Digital Learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable Designations	Mandatory/Optional/Nomination-based	Course Length
Behavioral	Ethics, Integrity & rule consciousness	Code of Conduct for Govt. employees	iGOT	Level 1	All	Mandatory	35mins
Behavioral	Gender sensitivity and prevention and redressal of sexual	Prevention of Sexual Harassment of Women at Workplace	iGOT	Level 1	All	Mandatory	1hr 51mins

	harassment of women at workplace						
Behavioral	Stress Management	Yoga for excellence	iGOT	Level 1	All	Mandatory	1hr 10mins
Organizational	Data Analytics	Data driven decision making	iGOT	Level 1	All	Mandatory	2hr 30mins

6.2 Physical/Phygital/Classroom/Other Digital learning

Competency Type	Competency area	Course Name	Institute/ Platform	Proficiency level of current course	Applicable designations	Mandatory/Optional/Nomination-based	Course Length
Functional	MS Office applications suite	Excel Advanced	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	3hrs 44mins
Functional	MS Office applications suite	PowerPoint Advance	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	2hrs 18mins
Functional	MS Office applications suite	Word Advanced	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	2hrs 49 mins
Functional	Presentation skills	Ways of enhancing presentation	iGOT	Level 1	Deputy Secretary, Deputy Director, Director, Joint secretary, Additional Secretary, Chief Adviser (Cost), Advisor	Optional	1hr 25mins
Functional	MS Office applications suite	Microsoft Excel for Beginners	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	6hrs 55min
Functional	MS Office applications suite	Microsoft Word Beginners	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	2hrs 56 min
Functional	E-office	E-office	NIC	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	4hrs
Behavioral	Critical thinking/Decision-making	COMMIT: Problem solving and decision-making	iGOT	Level 1	All	Nomination-based	1hr 40mins
Behavioral	Negotiation/Conflict management	COMMIT: Conflict management and negotiation	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary	Nomination-based	1hr 30mins
Behavioral	Responsive behavior	COMMIT: Personal and professional effectiveness	iGOT	Level 1	Deputy Director, Director, Joint Secretary, Additional Secretary	Nomination-based	1hr 30mins

Behavioral	Motivation	COMMIT: Motivation	iGOT	Level 1	All	Nomination-based	1hr
Behavioral	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Equality and Development – Overview	iGOT	Level 1	All	Optional	1hr 45mins
Behavioral	Innovative and critical thinking	Master your decision-making and critical thinking skills	Udemy	Level 2	All	Nomination-based	4hrs 27mins
Organizational	Data Analytics	Python for Data Science	NIFM	Level 3	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	40hrs
Organizational	Data visualization	Power BI for beginners	SkillUp by Simple Learn	Level 2	All	Optional	6hrs
Organizational	Data visualization	Tableau learning	SkillUp by Simple Learn	Level 2	All	Optional	5hrs
Organizational	Data Analytics	Big Data foundation	Futureskills prime (Digital vidya)	Level 3	All	Optional	50hrs
Organizational	Data Analytics	Data analytics for business strategy- Essential course and application	IIM K	Level 4	All	Optional	10months
Organizational	Artificial intelligence	Certificate course on artificial intelligence and deep learning	IIT R	Level 4	All	Optional	6 months
Functional	MS Office applications suite	Excel Advanced	iGOT	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Under Secretary	Optional	3hrs 44mins
Functional	Digital Collaboration and Productivity Tools.	E-Office	National Informatics Centre	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Optional	4 hours
Functional	Internal record maintenance	Advanced course on record management	Institute of Secretariat Training and Management	Level 3	All	Optional	-
Functional	Government Digital Services and Platforms	Public Procurement Principles and GeM	Administrative Staff College of India (ASCI), Hyderabad	Level 3	All	Nomination-based	5 Days
Functional	Government Digital Services and Platforms	Govt e-marketplace and financial rules	National Academy of Indian Railways	Level 3	All	Optional	-
Functional	Matters related to RTI	Matters related to RTI	Institute of Secretariat Training and Management	Level 2	Assistant Section Officer, Section Officer, Assistant Director, Deputy Director, Under Secretary	Optional	-
Behavioral	Professional & Personal Development Skills	Stress management & performance coaching	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Behavioral	Professional & Personal Development Skills	Managerial effectiveness through stress management	IIM Lucknow	Level 3	All	Optional	3 Days

Behavioral	Professional & Personal Development Skills	Workshop on communication skills	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Behavioral	Professional & Personal Development Skills	Communication and presentation skills	IIM Calcutta	Level 3	All	Optional	5 Days
Behavioral	Motivation/Team Building/Leadership	Leadership and team building	Indian institute of mass communication	Level 3	Director, Joint Secretary, Additional Secretary, Chief Adviser (Cost), Advisor	Optional	-
Behavioral	Networking skills	Interpersonal Effectiveness and Leadership Excellence	IIM Calcutta	Level 3	All	Optional	5 Days
Behavioral	Negotiation	Mastering negotiation and influence	ISB	Level 3	Director, Joint Secretary, Additional Secretary, Chief Adviser (Cost), Advisor	Optional	2 Days
Behavioral	Decision Making	Strategic Decision Making and Risk Management	ISB	Level 3	All	Optional	-
Behavioral	Stakeholder management and organizational awareness	Leadership and change management	IIM Ahmedabad	Level 3	Director, Joint Secretary, Additional Secretary, Chief Adviser (Cost), Advisor	Optional	5 Days

The division has identified a selection of topics for which they want a curated course.

- Fiscal Policy of Government
- Handling of Parliament questions
- FRBMA Act

6.3 Proposed upcoming trainings which were curated by DOE

Below are few of the trainings which will be published on iGOT upon approval by the department:

- Procurement of Goods
- Procurement of Services (Consultancy/Non-Consultancy)
- Procurement of work
- Module on usage/features of GeM portal

6.4 YouTube recommendations on brief knowledge on Legal Acts and Rules

Legal Area / Act	Content description	Competency type	Duration	Identifier/Source
Fiscal Responsibility Budget Management Act (FRBMA)	Fiscal Responsibility Budget Management Act (FRBMA)	Domain	12m 28s	https://www.youtube.com/watch?v=cNsJe6_TMYA
Official Language Act, 1963	Official Language Act, 1963	Domain	33 min	https://www.youtube.com/watch?v=4iNrZkZMsU&t=8s
Official Language Rules, 1976	Official Language Rules, 1976	Domain	20m 59s	https://www.youtube.com/watch?v=3rk332xf86Y
Centrally Sponsored Schemes & Central Sector Schemes	Central Sector Scheme vs Centrally Sponsored Scheme and How CSSs were restructured post 2015.	Domain	22m 04s	https://www.youtube.com/watch?v=XWWgmQPsw_o
Market Intervention Schemes (MIS)	Market intervention Scheme detailed breakdown and analysis	Domain	11m 06s	https://www.youtube.com/watch?v=cYK0kOZPTHU&feature=share
Direct Benefit Transfer (DBT)	Overview of DBT Scheme- benefits and drawbacks	Domain	5m 59s	https://www.youtube.com/watch?v=YXZ0o7tkRmA
Price Support System (PSS)	Price Support System explained through MSP	Domain	7m 08s	https://youtu.be/-tc6n_hVIDA

Further, we have identified certain key competency areas based on insights derived from CNA wherein the knowledge and experience of **internal experts of the department** can be leveraged. Thus, in addition to the training interventions suggested in training calendar we recommend the following topics that can be considered for training interventions via **internal knowledge sharing sessions** –

Division	Competency type	Topic/area name
Personnel and Establishment	Domain	Procedural knowledge for Employee cases & Personal Matters like complaints, pension cases
Public Finance (Central), Public Finance (States)	Domain	Rationalization and impact assessment of public expenditure
Public Finance (Central), Public Finance (State)	Domain	Appraisal and approval of the public funded schemes
Public Finance (Central), Public Finance (State)	Domain	Procedural knowledge of PFMS
All	Functional	Court matters (including complaints of serious nature)
All	Functional	e-HRMS system

All	Functional	Grievance redressal mechanism via RTI/ CPGRAM
All	Functional	e-Samiksha
All	Functional	APMS (Audit Para management system)

Note for Internal knowledge sharing sessions:

1. These internal knowledge sharing sessions will be conducted by DOE's subject matter experts or industry experts.
2. While short-term needs of the department on the above identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit of the department, we recommend mandatory training modules (in line with proficiency levels) to be co-created/identified by CBC, department, and relevant accredited institutes/platforms.

Note (applicable across Annexure 2):

1. For department's efficient capacity building, it is recommended that the officials start undertaking the mandatory training courses on iGOT on an *immediate basis*.
2. For training interventions recommended under the category '*Nomination-based*', officials required to undergo the said training will be nominated/selected by the department.
3. There are certain courses which have been marked as 'Optional'. These courses may be undertaken by the officials on need basis.