



CAPACITY  
BUILDING  
COMMISSION

# ANNUAL CAPACITY BUILDING PLAN

**DEPARTMENT OF FERTILIZERS,  
KRISHI BHAWAN, NEW DELHI, DELHI 110001**

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## Glossary

Abbreviation	Full Form
<b>ACBP</b>	Annual Capacity Building Plan
<b>ASK</b>	Attitudes, Skills, and Knowledge
<b>ASO</b>	Assistant Section Officer
<b>BIFR</b>	Board for Industrial and Financial Reconstruction
<b>BVFCL</b>	Brahmaputra Valley Fertilizer Corporation Limited
<b>CBC</b>	Capacity Building Commission
<b>CBP</b>	Capacity Building Plan
<b>CBU</b>	Capacity Building Unit
<b>CNA</b>	Capacity Need Analysis
<b>CVC</b>	Central Vigilance Commissioner
<b>DAP</b>	Di-ammonium Phosphate
<b>DBT</b>	Direct Benefit Transfer
<b>DoF</b>	Department of Fertilizers
<b>DoPT</b>	Department of Personnel and Training
<b>ECOS</b>	Empowered Committee of Secretaries
<b>FACT</b>	The Fertilizers and Chemicals Travancore Limited
<b>FAGMIL</b>	FCI Aravali Gypsum & Minerals India Limited
<b>FCI</b>	Fertilizer Corporation of India
<b>FCIL</b>	Fertilizer Corporation of India Limited
<b>FEDO</b>	FACT Engineering and Design Organisation
<b>FGD</b>	Focus Group Discussion
<b>FGD</b>	Focused Group Discussions
<b>GVA</b>	Gross Value Added
<b>HFCL</b>	Hindustan Fertilizer Corporation Limited
<b>IFFCO</b>	Indian Farmers Cooperative Limited
<b>iFMS</b>	Integrated Fertilizer Management System
<b>IPL</b>	Indian Potash Limited
<b>ISTM</b>	Institute of Secretariat Training and Management
<b>JMO</b>	Jodhpur Mining Organisation
<b>K</b>	Potash

<b>KCC</b>	Kisan Credit Card
<b>KRIBHCO</b>	Krishak Bharati Cooperative Limited
<b>L&amp;D</b>	Learning and Development
<b>MDO</b>	Ministry, Department and Organisations
<b>MFL</b>	Madras Fertilizers Limited
<b>MOP</b>	Muriate of potash
<b>MRP</b>	Maximum Retail Price
<b>MT</b>	Metric Tonnes
<b>N</b>	Nitrogen
<b>NBS</b>	Nutrient Based Subsidy
<b>NFL</b>	National Fertilizers Limited
<b>NPCSCB</b>	National Programme for Civil Services Capacity Building
<b>OMIFCO</b>	Oman India Fertiliser Company
<b>OTP</b>	One-time password
<b>P</b>	Phosphorus
<b>P&amp;K</b>	Phosphatic and Potassic
<b>PDIL</b>	Project & Development India Limited
<b>PMBJP</b>	Pradhanmantri Bhartiya Janurvarak Pariyojna
<b>PMHRC</b>	PM's HR Council
<b>PMI</b>	Planning, Movement and Innovation
<b>PoS</b>	Point of Sale
<b>PSU</b>	Public Sector Undertaking
<b>RCF</b>	Rashtriya Chemicals and Fertilizers Limited
<b>RLNG</b>	Re-gasified Liquefied Natural Gas
<b>S</b>	Sulphur
<b>SO</b>	Section Officer
<b>SSP</b>	Single Super Phosphate

# 1. Executive Summary

## 1.1 Context

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

## 1.2 Annual Capacity Building Plan

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

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

## 1.3 ACBP for the Department of Fertilizers

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

As a step in this direction, multiple interactions were undertaken with the various Divisions of the Department such as the Urea Policy Wing, P&K Wing, IC Division, General Administration Wing, Planning, Movement and Innovation (PMI), PSU Division, and Shipping Division, etc. to understand the roles and responsibilities of these Divisions and the Department. Accordingly, competency, institutional and technological requirements corresponding to the roles and responsibilities of these entities have been identified, fulfilling such requirements will enable the DoF staff in undertaking their responsibilities efficiently in line with the overall vision of the Department.



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



Figure 1 Past trainings attended

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

At an individual level, for every unique role at the institution, the competency requirements were identified as (i) Domain competency, which is related to the knowledge and expertise related to the Sector, Division and the respective focus areas, (ii) Behavioural competency, which is related to the behaviour and soft skills, and (iii) Functional competency including cross cutting needs across Divisions which is related to the functional aspects of the Division such as Administration, Financial Planning, Communication, Stakeholder Management, Technological know-how and other such broad areas of expertise.

The Institutional and Technological capacity requirements include requirements related to Process Improvements, Knowledge Management and Resources Planning for increasing efficiency. However, this would require a more in-depth study of the institutions, long term capacity building assessment, technological requirements etc. and hence have not been covered in this section presently.

After assessing the gaps and requirements, appropriate initiatives for capacity building have been identified that are necessary for meeting the overall vision of the Department, along with development of an implementation strategy. These initiatives have been further prioritized on an immediate priority and critical priority taking into consideration the urgency of requirement, time for implementation and costs associated so that maximum impact can be realized in the immediate term. These would form part of the annual CBP.

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

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

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

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

The Department envisages implementation of the annual CBP through its Capacity building unit (CBU) headed by Ms. Neeraja Adidam, Additional Secretary, DoF. This unit shall be facilitated by the CBC towards monitoring and evaluation of the implementation exercise.

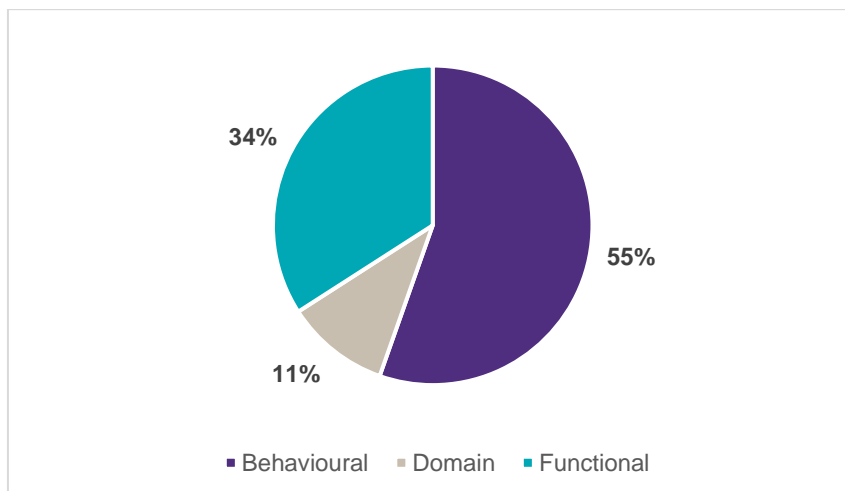
## 1.4 Quick Wins for the Department of Fertilizers

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

- Registration of all officials in iGOT platform and completion of below mentioned modules / trainings.
  - DAKSHTA training module
  - Prevention of Sexual Harassment of Women at Workplace
  - Introduction to Emerging Technologies
  - Effective Communication by IIM Bangalore
  - Public Procurement Framework of GOI
  - Gender equality and development (overview)
  - Introduction to Leveraging AI and Chat GPT
- Development of an Induction Training Module for officers newly posted in the Department
- Immersion visits to fertilizer manufacturing PSU i.e., to RCF, Mumbai to understand the entire value chain, etc.
- Workshop on Data Analytics, Data Visualization, Introduction to Machine Learning and Artificial Intelligence, etc.
- Design thinking workshop for the senior officials of the Department
- Visit to a few private fertilizer manufacturing plants such as Zuari Agro Chemicals Ltd, Chambal Fertilizers, etc.

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

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

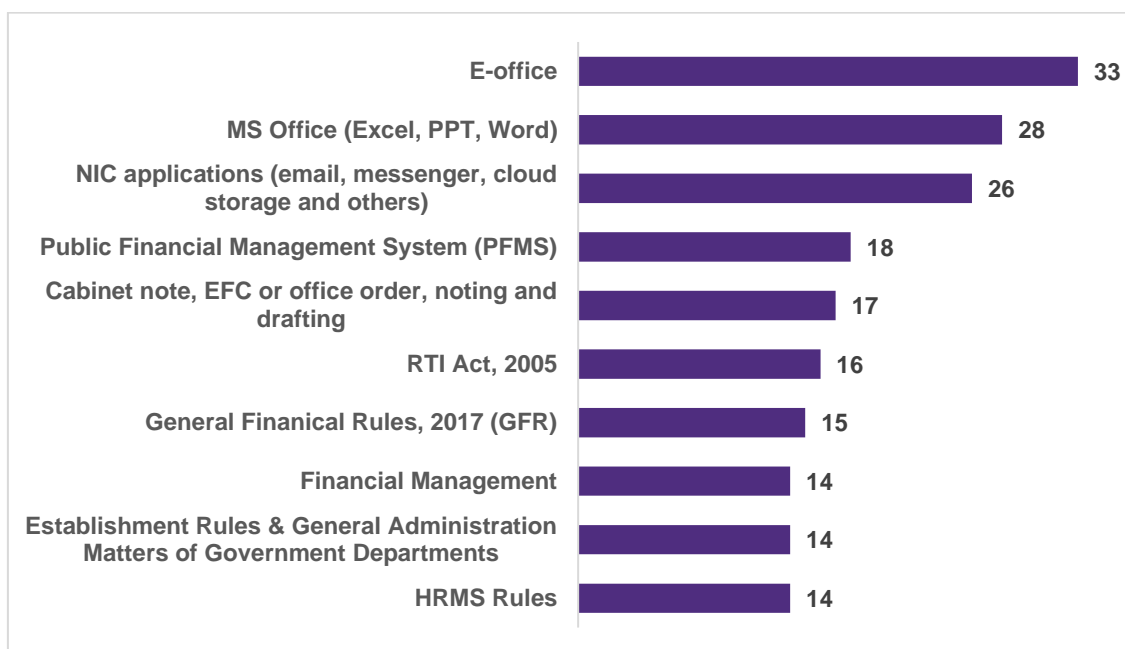


The top five Behavioural competency requirement identified were Time Management, Rule consciousness, Communication skills, Result Orientation, and Ethical Behaviour. The top five functional competency requirements identified are E-Office, MS Office, NIC Applications, PFMS, and Cabinet note, EFC, or Office Order, Noting and Drafting. These requirements were highlighted by all the officials of the Department and need to be addressed immediately.

Figure 3 Ten Behavioural requirements

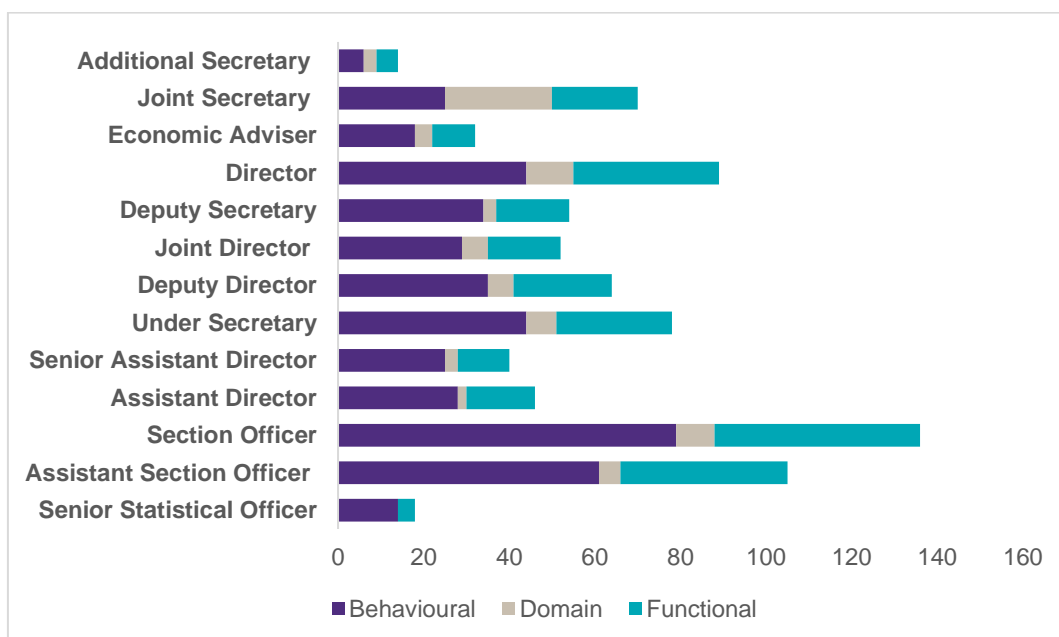


Figure 4 Top Ten Functional requirements



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

Figure 5 Role Wise Break-Up of Capacity Building Requirements



## 1.6 Snapshot of the Training Calendar

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Under Secretary, Assistant Section Officer	L1	Q2
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Assistant Section Officer	L3	Q4
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1

## 2. Introduction

### 2.1 Mission Karmayogi

Government officials are critical to the delivery of a range of public services and core governance related functions. Throughout their career, officials contribute to the process of policy formulation, implementation, monitoring, and analysis, thus driving all government work.

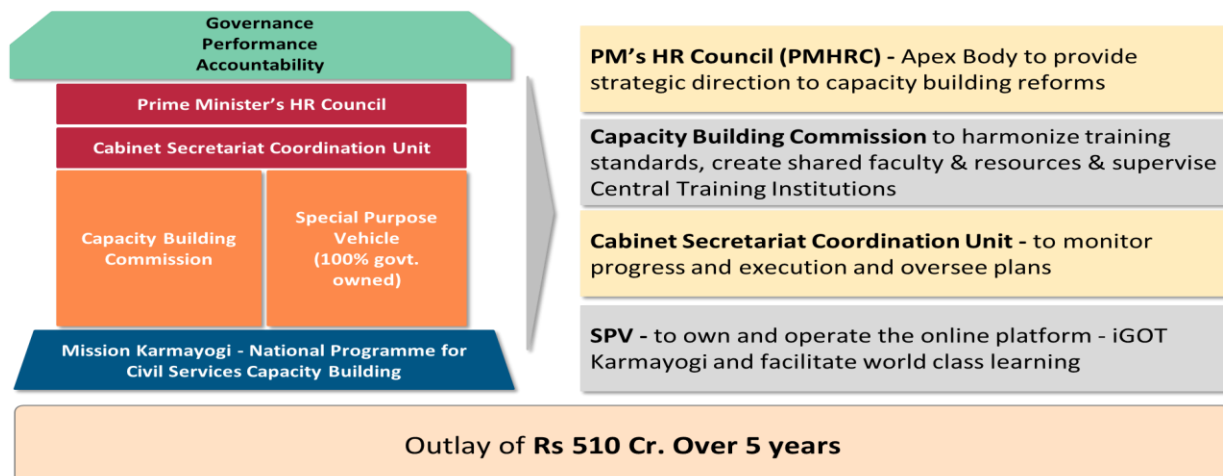
The unparalleled contribution of government officials to the proper functioning of government makes it essential that they be equipped with the right attitudes, skills, and knowledge aligned to the vision of a new India. Mission Karmayogi refocuses emphasis on India's civil service capacity building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

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

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

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

Figure 6 Institutional structure of Mission Karmayogi



The following institutions have been created to operationalize the Mission:

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

### Guiding Principles of Mission Karmayogi

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

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

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

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

A competency-driven capacity-building approach focuses on developing competencies critical for public officials to effectively undertake various roles. In line with the National Training Policy of 2072, Mission Karmayogi introduces a competency framework for the capacity building of the civil services. This framework will govern training, capacity building, and Human Resource (HR) management, including promotions and postings of government officials. Competencies can be defined as a combination of



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

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

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

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

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

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

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

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

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

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

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

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

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

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

**iGOT-Karmayogi**

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

## 2.2 Capacity Building Commission

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

Figure 7 Functions of Capacity Building Commission

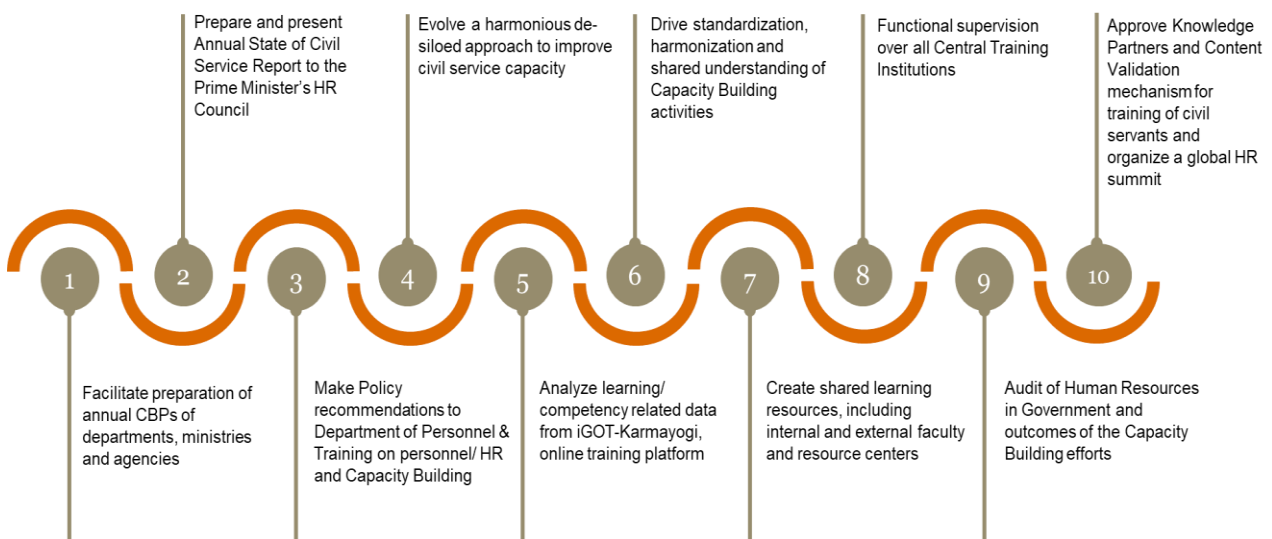
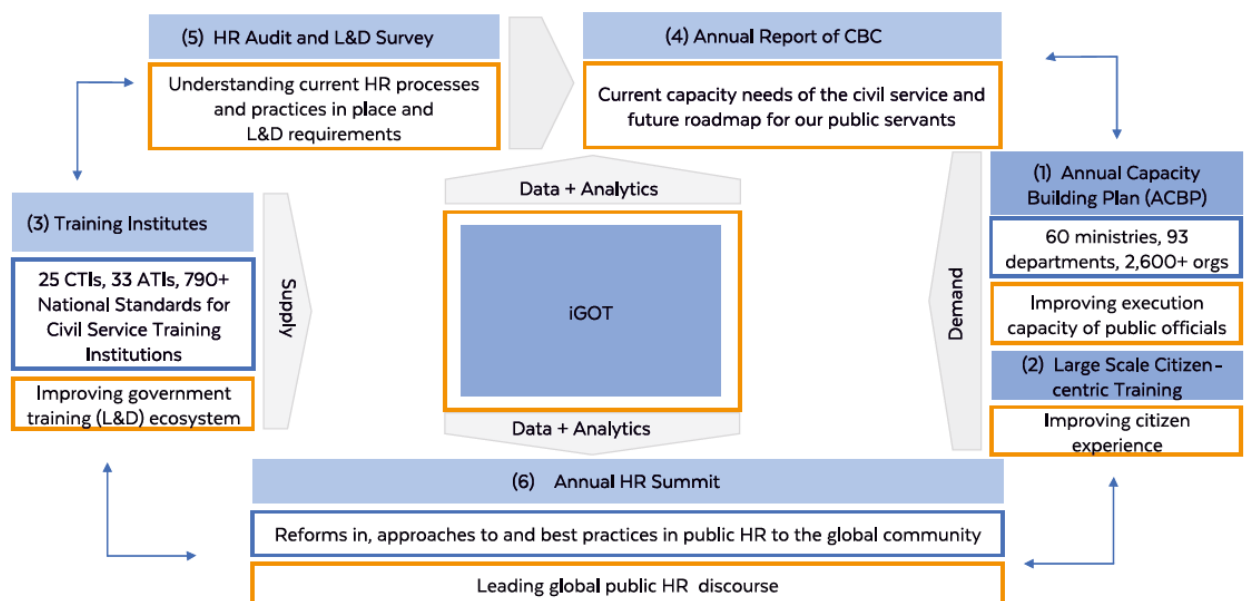


Figure 8 Emerging Ecosystem of Civil Services Capacity Building



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

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

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

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

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

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

## 2.3 Annual Capacity Building Plan

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

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

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

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

*Table 1 Demand and supply side to ACBP*

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

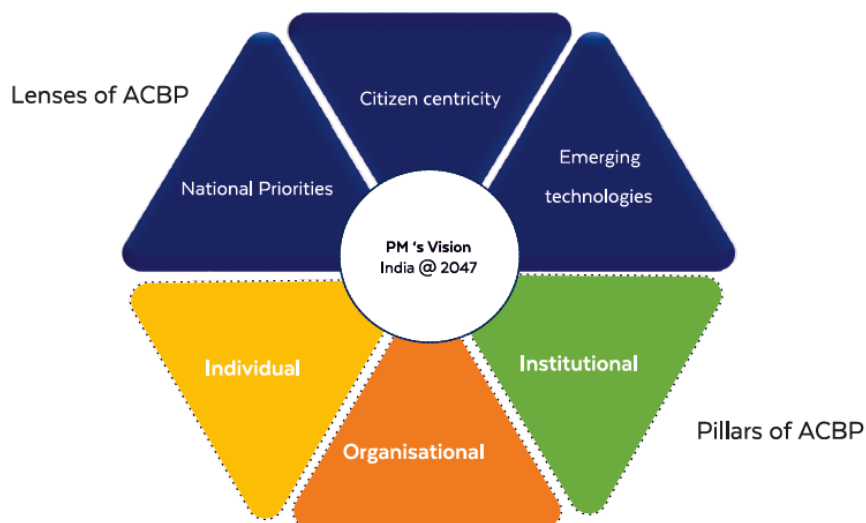
The following section covers the conceptual framework of ACBP. It is followed by the specific suggested steps for the creation, implementation, and monitoring & evaluation of the ACBP by a Ministry.

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

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

- Three Lenses: Focus areas for capacity building exercise
- Three Pillars: Scope of capacity building exercise

Figure 9 Figure 10 CBC Approach to Capacity Building

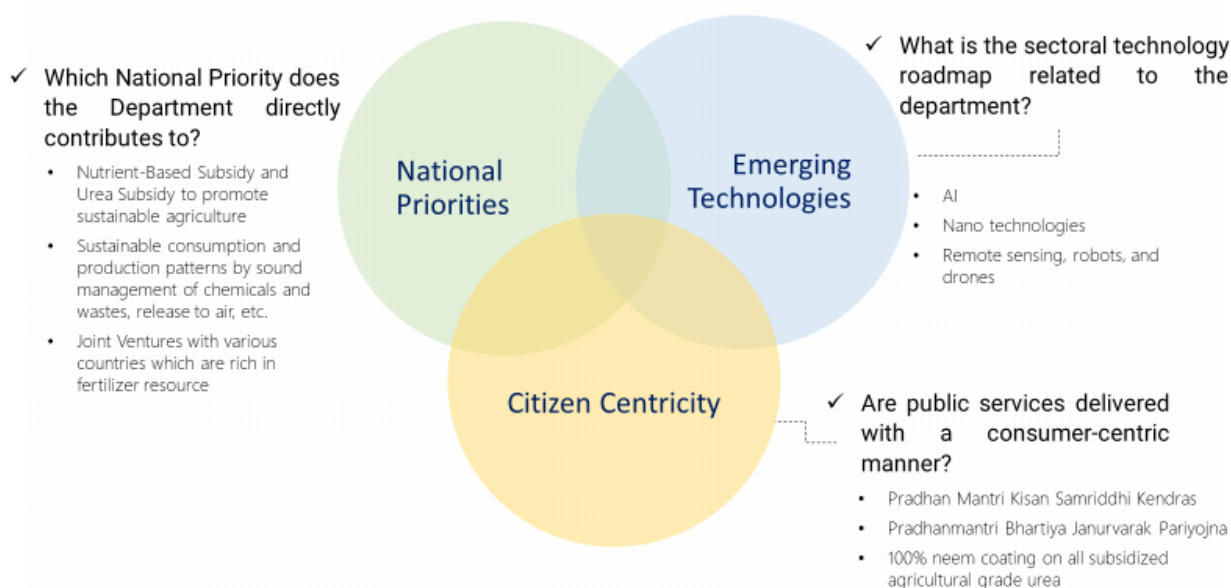


The Figure shows the three lenses of ACBP, namely National Priorities, Emerging Technologies, and Citizen Centricity. It also displays the three pillars of ACBP, namely individual, organizational, and institutional capacity building. Each of these has been elaborated in the section below:

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

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

Figure 10 Three Lenses of Capacity Building



### Three Pillars: Scope of Capacity Building Exercise

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

Figure 11 Three Pillars of Capacity Building

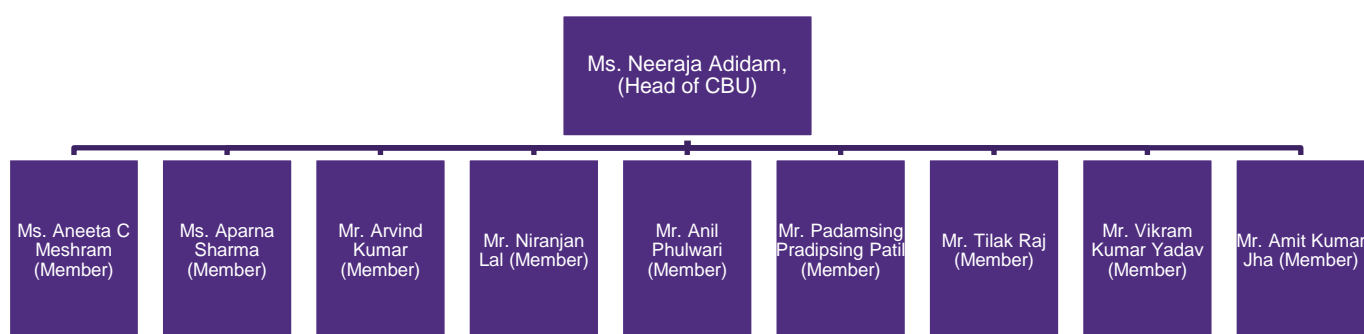


## 2.4 Department, Capacity Building Unit and Functions

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

The CBU of Department of Fertilizers is headed Ms. Neeraja Adidam, Additional Secretary and supported by specialist manpower from Capacity Building Commission.

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



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

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

The Capacity Building Unit set up in the Department will:

- Develop the Departmental capacity building plan
- Operationalize and roll out FRAC
- Monitor the competency development of officials
- Develop, validate, and onboard CBPs
- Develop and onboard assessments
- Manage onboarding on iGOT Karmayogi (KY)

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

- Preparation of the Annual CBC Report
- Making recommendations on standardization of training and capacity building, pedagogy and methodology including coordination with Government Training Institutes to carry out research on pedagogy, competency framework, competency gap assessment et cetera.
- Making recommendations on policy interventions in areas of personnel/HR and Capacity Building to CBC
- Analysis of data emitted from iGOT KY pertaining to different aspects of capacity building such as content creation, competency mapping, feedback et cetera.

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

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

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



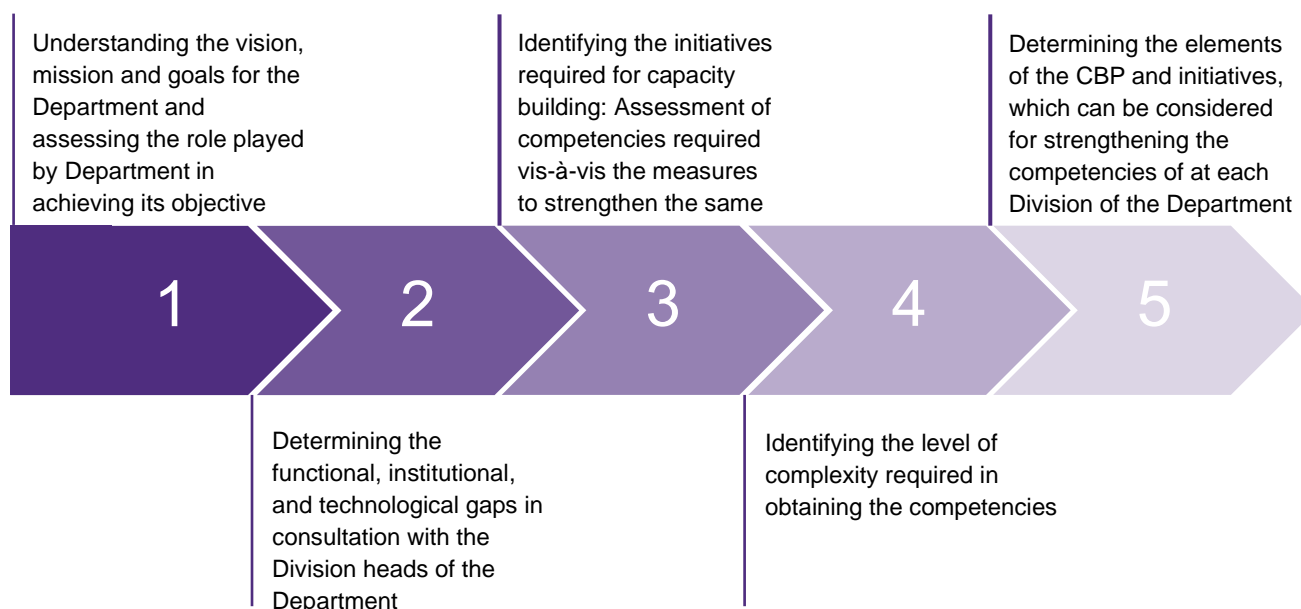
### 3. Approach & Methodology

The purpose of this study is to identify the capability gaps and competency requirements in the Department of Fertilizers (hereinafter referred to as the “Department”) and suggest improvement initiatives which shall assist the Department in realizing its vision & goals in a streamlined manner.

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

As part of this study, the team has adopted an agile and consultative approach in defining the broad contours of the CBP. The key steps followed by the team are as follows:

*Figure 12 Key steps in undertaking the study*



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

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

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

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

Figure 13 Steps undertaken to conduct CNA

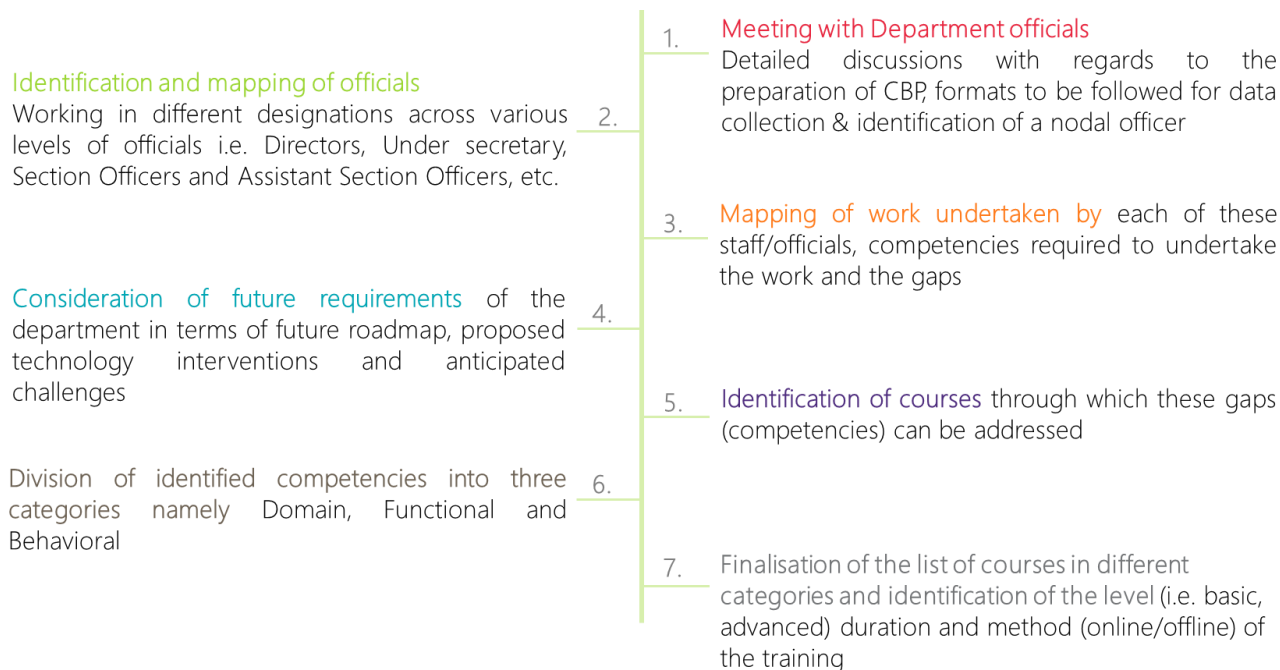


Table 2 Approach to define the broad contours of the CBP

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

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

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

*Table 3 Scope Coverage of the Plan*

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

## 4. Overview of the Department

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

### 4.1 About the Department

Department of Fertilizers comes under the ambit of the Ministry of Chemicals & Fertilizers which is headed by a Cabinet Minister, Shri Mansukh Mandaviya who is assisted by a Minister of State, Shri Bhagwanth Khuba. Secretary to the Government is the administrative head of the Department who is assisted by one Special Secretary and Financial Adviser and 3 Joint Secretaries. An Economic Adviser who is a Joint Secretary level officer advises the Department on various economic issues which have economic implications. At present, there are 33 large size urea plants in the country manufacturing urea, 21 units producing DAP & complex fertilizers and 2 units manufacturing Ammonium Sulphate as a by-product.

### 4.2 Business Rules and Mandates of the Department

The Department of Fertilizers is incorporated with certain subjects under the Government of India (Allocation of Business) Rules 1961. The following subjects are allocated to the Department:

1. Planning for fertilizer production including import of fertilizer through a designated canalizing agency.
2. Allocation and supply linkages for movement and distribution of urea in terms of assessment made by the Department of Agriculture and Farmers Welfare.
3. Administration of concession schemes and management of subsidy for controlled as well as decontrolled fertilizers including determination of retention price for urea, quantum of concession of decontrolled fertilizers costing of such fertilizers and pricing of Phosphatic and Potassic fertilizers.
4. Administration of the Fertilizers (Movement Control) Order, 1960.
5. Administrative responsibility for fertilizer production units in the cooperative sector, namely, Indian Farmers Cooperative Limited (IFFCO), Krishak Bharati Cooperative Limited (KRIBHCO).
6. Administrative responsibility for the Indian Potash Limited (IPL).

### 4.3 Vision

Achieving fertilizer security for the country for sustainable agricultural growth supported by a robust domestic fertilizer industry.

### 4.4 Mission

Ensuring adequate and timely availability of fertilizers to the farmers at affordable prices through planned production and imports and distribution of fertilizers in the country and planning for self-sufficiency in urea production.

## 4.5 Goals / Objectives

The main objective of Department of Fertilizers is to ensure adequate and timely availability of fertilizers at affordable prices for maximizing agricultural production in the country.

The main functions of the Department include planning, promotion and development of the fertilizers industry, planning and monitoring of production, import and distribution of fertilizers and management of financial assistance by way of subsidy / concession for indigenous and imported fertilizers.

## 4.6 Organogram

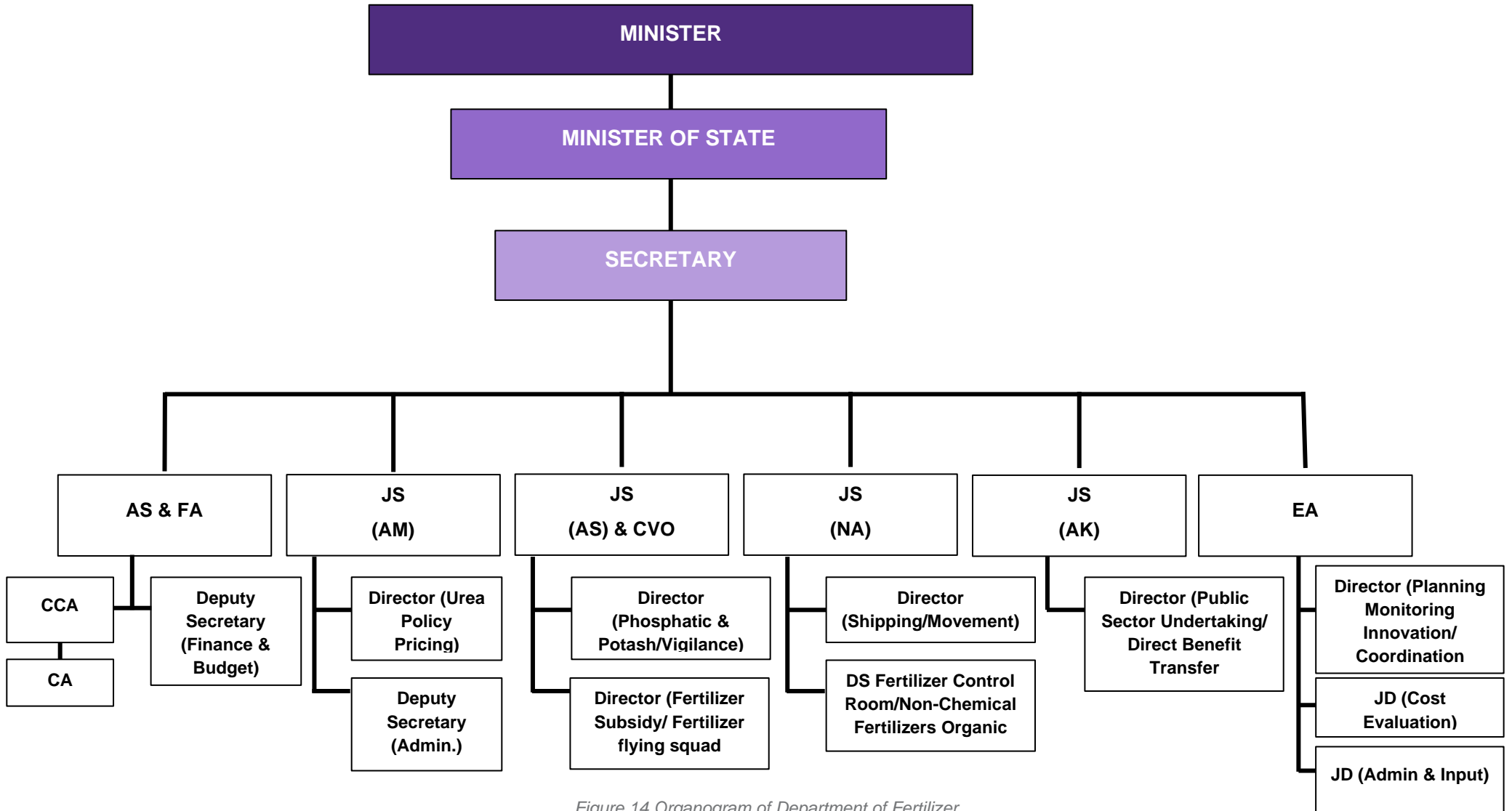
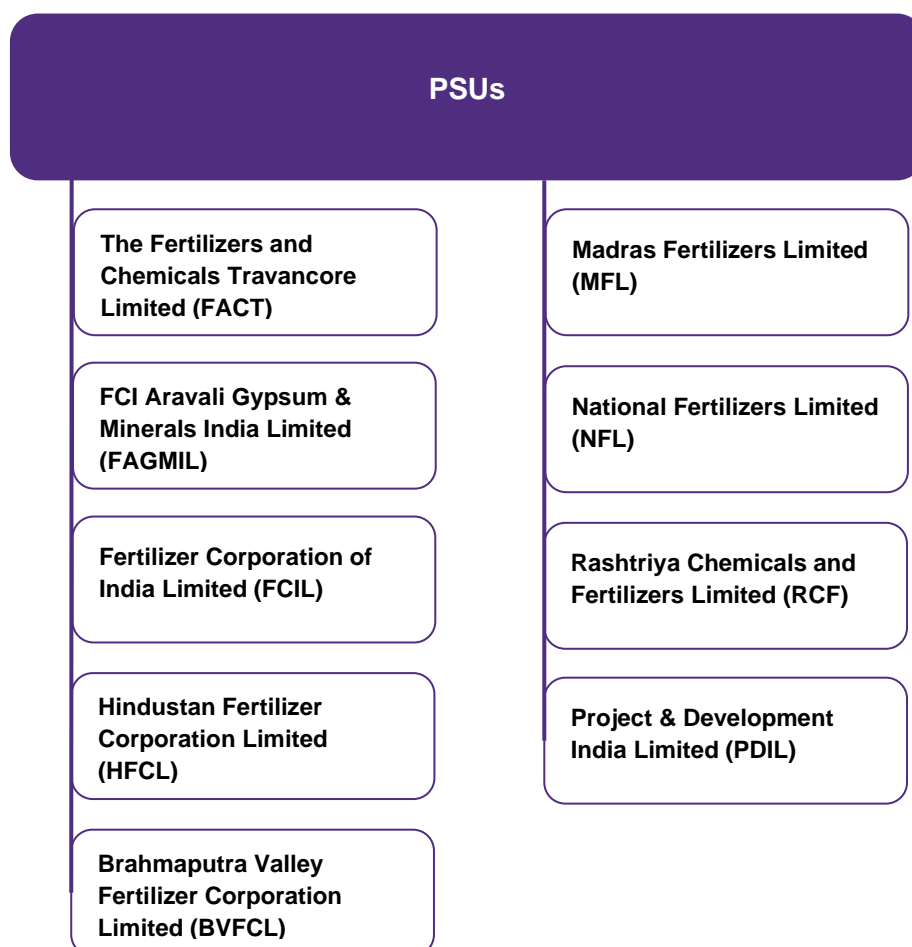


Figure 14 Organogram of Department of Fertilizer

## 4.7 PSUs

The Department also administers 9 Fertilizer Manufacturing Public Sector Undertakings (PSUs). Brief about the PSUs are mentioned below:



### 1. The Fertilizers and Chemicals Travancore Limited (FACT)

The Fertilizers and Chemicals Travancore Limited (FACT) incorporated in the year 1943 is one of the first large scale fertilizer companies in India. Located at Udyogamandal, Kerala, FACT started production in 1947. Initially in the private sector promoted by the Seshasayee Brothers, FACT became a PSU in the year 1960 and towards the end of 1962; Government of India became the major shareholder of FACT.

#### Vision/Mission

FACT's vision is to be a significant player in Fertilizers, Petrochemicals and other businesses such as engineering and technology services.

Table 4: Main Products of FACT

Product	Installed Capacity
FACTAMPOS (NP 20:20)	633,500 MT per annum
AMMONIUM SULPHATE	225,000 MT per annum



CAPROLACTAM	50,000 MT per annum
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Table 5: Details of Internal &amp; External trainings

	Year	21-22 (Apr-Dec)	2020-21
Internal	Total no. of programs conducted	74	61
	Total participants	1953	1071
External	Total no. of programs conducted	26	47
	Total participants	56	109

## 2. FCI Aravali Gypsum & Minerals India Limited (FAGMIL)

The FCI Aravali Gypsum and Minerals India Limited was incorporated under the Companies Act, 1956 as a Public Sector Undertaking on 14.02.2003 after being hived off Jodhpur Mining Organisation (JMO) from Fertilizer Corporation of India Ltd. (FCIL). The authorized share capital and paid-up share capital of the Company is ₹ 50.00 crore as on 31-03-2021.

During the year 2019-20, the Company achieved Sales turnover and Profit before tax of Rs. 35.87 crores (previous year ₹ 47.46 crores) and ₹ 21.06 crore (Previous year ₹ 29.89 crore) respectively.

### Vision/Mission

Vision - To become a leader in Mining of strategic minerals including gypsum for reclamation of land, improving the health of the soil with sulphur nutrients, infrastructure development through supply of ROM gypsum to cement industries and producing various types of Fertilizers.

The Company's mission is to establish and carry on in India or in any part of the World all kinds of business relating to Gypsum and other minerals and their by-products and manufacture of various types of fertilizers, all organic and inorganic chemical compounds including by products, derivatives and mixtures thereof.

## 3. Fertilizer Corporation of India Limited (FCIL)

FCIL has five units at Sindri (Jharkhand), Talcher (Odisha), Ramagundam (Telangana), Gorakhpur (U.P.) & Korba (Chhattisgarh). Due to obsolescence of fertilizer technologies, high energy consumption and deficiency of quality & quantity of power, the Company was making losses and eroded its net worth. Considering the fully-developed infrastructure available with FCIL and the demand of fertilizer, Government of India in October, 2008, constituted an Empowered Committee of Secretaries (ECOS) to evaluate all options of revival of closed units of FCIL. To ensure early revival of the Units, CCEA approved waiver of Gol loan and interest, in order to turn the net worth of FCIL positive. Subsequently, BIFR de-registered FCIL from its purview.

Table 6: Financial Performance FCIL

Description	For year 20-21
Turnover (₹ Cr.)	52.14
Profit before tax (₹ Cr.)	61.46
Profit after tax (₹ Cr.)	51.05

**Vision/Mission**

To revive all the closed units of FCIL to achieve self-sufficiency in the availability of domestic urea in the country by setting up 12.7 lakh MTPA of Urea at each of the four closed units, namely, Sindri, Gorakhpur, Ramagundam & Talcher.

**4. Hindustan Fertilizer Corporation Limited (HFCL)**

Hindustan Fertilizer Corporation Limited (HFCL) has three units at Barauni (Bihar), Durgapur and Haldia (West Bengal). Due to obsolescence of fertilizer technologies, high energy consumption and deficiency of quality & quantity of power, the company was making losses year after year, eroded its net worth and was referred to BIFR in 1992. Considering the fully developed infrastructure available with HFCL and the demand of fertilizer, Government of India in October 2008, constituted an Empowered Committee of Secretaries (ECOS) to evaluate all options of revival of closed units of HFCL, without recourse to Govt funding.

*Table 7: Financial Performance HFCL*

Description	For year 20-21
Turnover (₹ Cr.)	15.93
Profit before tax (₹ Cr.)	11.01
Profit after tax (₹ Cr.)	9.42

**Vision/ Mission**

To revive all the closed units of HFCL to achieve self-sufficiency in the availability of domestic urea in the country by setting up 12.7 lakh MTPA of Urea at each of the three closed units, namely, Barauni, Durgapur and Haldia Division.

**5. Madras Fertilizers Limited**

Madras Fertilizers Limited (MFL) was incorporated in December 1966 as a Joint Venture between GOI and AMOCO India Incorporation of USA (AMOCO) with GOI holding 51% of the equity share capital.

They have changed over Ammonia plant Feed stock from Naphtha to RLNG and Production commenced with RLNG on 28th July 2019. MFL is the first and only PSU in south India producing urea with RLNG.

**Vision/ Mission**

To become a leader in fertilizer industry and assuring Production and Marketing of quality products of fertilizers, Agrochemicals and other eco-friendly products catering to the needs of farming community of the Nation through world class efficient operation.

**Training**

192 numbers of employees have been trained during the period Apr 2021 to Nov 2021 on Technical, Soft and Life Skills.

## 6. National Fertilizers Limited (NFL)

NFL which is presently a Schedule 'A' & a Mini Ratna (Category-I) Company was incorporated on 23rd August 1974 and has its Corporate Office at Noida. It has an authorized capital of Rs. 1000 crore and a paid-up capital of Rs. 490.58 crore out of which Government of India's share is 74.71 % and 25.29 % is held by financial institutions & others.

NFL has five gas-based Ammonia-Urea plants viz. Nangal & Bathinda plants in Punjab, Panipat plant in Haryana and two plants at Vijaipur at District Guna, in Madhya Pradesh. The company currently has a total annual installed capacity of 35.68 LMT & is the 2nd largest producer of Urea in the country with a share of about 15% of total Urea production in the country.

### Vision/ Mission

The vision of the company is to be a leading Indian company in fertilizers and beyond with commitment to all stakeholders.

The mission is to be a dynamic organization committed to serving the farming community and other customers to their satisfaction through timely supply of fertilizers and other products & services, continually striving to achieve the highest standards in quality, safety, ethics, professionalism and energy conservation with a concern for ecology and maximizing the returns to stakeholders.

### Training

During 2020-21, 10491 man-days training were imparted to employees and 548 man-days training imparted to women employees (included in 10491 man-days) i.e., 3.1 man-days training to each employee.

In the fiscal year 2020-21, in the training centers, we have imparted 442 no. of in-house Training Programme to employees through Internal and External faculty in our plants, Zonal Offices and Corporate Office.

## 7. Rashtriya Chemicals and Fertilizers Limited (RCF)

Rashtriya Chemicals and Fertilizers Limited (RCF) was incorporated as a separate company on 6th March 1978 as a result of reorganization of the erstwhile Fertilizer Corporation of India Limited (FCI). The company has an authorized share capital of ₹ 800 Crore and a subscribed and paid-up capital of ₹ 551.69 Crore. Government holding in the company stands at 75%. At the time of its inception, Company had only one unit at Trombay. In 1985, another unit of RCF was established at Thal-which is about 100 KM from Trombay. RCF is having several products in its portfolio such as Urea, Complex Fertilizers, Bio-fertilizer, Micronutrients, 100% Water soluble fertilizers and an array of Industrial chemicals.

### Vision/Mission

Vision - To be a world class corporate in the field of fertilizers and chemicals with dominant position in Indian market, ensuring optimal utilization of resources, taking due care of environment and maximizing value of stakeholders.

Mission - Exponential growth through business excellence with focus on maximizing stakeholder value by manufacturing and selling fertilizers and chemicals in a reliable, ethical and socially responsible manner.

Value Statement - RCF shall deal in all aspects of Business with integrity, honesty, transparency and with utmost respect to the stakeholders, by honoring our commitments, providing results and striving for highest quality.

### **8. Brahmaputra Valley Fertilizer Corporation Limited (BVFCL)**

Brahmaputra Valley Fertilizer Corporation Limited (BVFCL) was incorporated on 5th April 2002 after de-merger of the Namrup unit of Assam from Hindustan Fertilizer Corporation Ltd. It has two operating Ammonia-Urea Units namely Namrup-II and Namrup-III which were originally commissioned in 1976 and 1987 respectively. Its Corporate & Registered Offices are also located at Namrup.

The authorize share capital and paid-up capital of the company as on 31.03.2021 were ₹ 510 Crores and ₹ 365.83 Crores respectively.

#### **Vision/Mission**

To remain a significant producer of nitrogenous fertilizer in an efficient, economical and environment friendly manner and provide a package of agricultural services in Eastern India. To diversify to production of other fertilizers like Single Super Phosphate (SS), Nano Urea etc. and also to enhance revenue earning through trading of imported Urea and other agricultural products.

### **9. Project & Development India Limited (PDIL)**

Projects & Development India Ltd. (PDIL) is an ISO 9001:2015 & OHSAS 18001:2007 Certified as well as ISO/IEC 17020: 2012 Accredited and a Mini Ratna, Category-1 Govt. of India Undertaking under Department of Fertilizers, Ministry of Chemicals and Fertilizers. PDIL is a premier Consultancy & Engineering Organization which has played pivotal role in the growth of Indian Fertilizer Industry. The Company has achieved total turnover of ₹129.68 crore in 2020-21.

#### **Vision/Mission**

Vision - To be a leading Engineering and Project Management Consultancy organization

Mission

- To create and deliver integrated techno-commercial solution optimum in cost, quality and time to all customers.
- To pursue relentlessly world class quality in engineering consultancy and project management by imbibing best practices.
- To develop, upgrade and improve the manufacturing process of Catalyst and other products in line with the ever-evolving need of customers.

## 4.8 Schemes Undertaken by Department of Fertilizers

The Department of Fertilizer implemented schemes such as Urea Subsidy Scheme, Nutrient Based Subsidy Scheme (NBS) and Direct Benefit Transfer (DBT) projects for fertilizer subsidy payments which are implemented on a PAN India basis for ensuring adequate availability of fertilizers to the farmers. In addition, the Department implemented the One Nation One Fertilizers scheme under the Fertilizer Subsidy Scheme, which aims to ensure timely supply of fertilizers, as well as eliminate the dilemma of farmers in choosing one of the many brands available in the market

### 1. Urea Subsidy Scheme

As far as Urea is concerned, Urea is sold at statutorily notified uniform MRP. At present, the Urea is being provided to the farmers at a statutorily notified Maximum Retail Price (MRP) of ₹ 242 per 45 kg bag of urea (exclusive of charges towards neem coating and taxes as applicable). The difference between the delivered cost of urea at farm gate and net market realization by the urea units is given as subsidy to the urea manufacturer/importer by the Government of India. Accordingly, all farmers are being supplied urea at the subsidized rates.

### 2. Nutrient Based Subsidy Scheme

Subsidy rates of Phosphatic and Potassic (P&K) fertilizers are under the Nutrient Based Subsidy (NBS) scheme which were increased on 20th May 2021 & 13th October 2021 (giving special compensation on Di-ammonium Phosphate (DAP) and 3 most commonly used NPK fertilizers) for the year 2021-22 and then further increased substantially for Kharif-2022 (applicable from 01st April 2022 to 30th September 2022), so that these fertilizers are made available at affordable prices to the farmers.

**Financial Implications** - Subsidy approved by Cabinet for the NBS Kharif-2022 (from 01.04.2022 to 30.09.2022) was ₹ 60,939.23 Crores including support for indigenous fertilizer (SSP) through freight subsidy and additional support for indigenous manufacturing and imports of DAP.

The increase in the per kg subsidy rates for nutrients viz. Nitrogen (N), Phosphorus (P), Potash (K) and Sulphur (S) under NBS scheme is as under:

Table 8: Increase in Subsidy Rates (per kg)

#	Nutrients	NBS (₹ Per Kg of Nutrient) (from 01.04.2021 to 19.05.2021)	NBS (₹ Per Kg of Nutrient) (from 20.05.2021 to 31.03.2022)	NBS (₹ Per Kg of Nutrient) (from 01.04.2022 to 30.09.2022)
1	Nitrogen	18.789	18.789	91.96
2	Phosphorus	14.888	45.323	72.74
3	Potash	10.116	10.116	25.31
4	Sulphur	2.374	2.374	6.94

The Subsidy approved by Cabinet for the NBS Rabi-2022 (from 01st October 2022 to 31st March 2023) will be ₹ 51,875 crore including support for indigenous fertilizer (SSP) through freight subsidy. This will enable smooth availability of all P&K fertilizers to the farmers during Rabi 2022-23 at the subsidized / affordable prices of

fertilizers and support the agriculture sector. The volatility in the international prices of fertilizers and raw materials has been primarily absorbed by the Union Government.

The details of the Subsidy Outgo during 2022-23 from 1.4.2022 to 16.12.2022 are as under:

Table 9: Subsidy Outgo during 2022-23

Subsidy on P&K fertilizers	Subsidy on Urea	Total Subsidy Outgo
55648.02	108325.72	163973.74

### 3. Direct Benefit Transfer (DBT) project for fertilizer subsidy payment

Department of Fertilizers (DoF) has implemented Direct Benefit Transfer (DBT) project for fertilizer subsidy payment with a view to improve fertilizer service delivery to farmers. Under the fertilizer DBT system, 100% subsidy on various fertilizer grades is released to the fertilizer companies on the basis of actual sales made by the retailers to the beneficiaries. Sale of all subsidized fertilizers to farmers/buyers is made through Point of Sale (PoS) devices installed at each retailer shop and the beneficiaries are identified through Aadhaar Card, KCC, Voter Identity Card etc.

#### Objective of the Scheme/programme:

- 100% payment of subsidy to the fertilizer manufacturing/ importing companies on the basis of actual sale by the retailers to the beneficiary.
- Buyer identification through POS devices based on Aadhaar Authentication, Voter ID or KCC.
- Processing of subsidy payments on a weekly basis.

#### Achievement in terms of physical progress:

- E-receipts to Farmers: The farmer/buyer has received receipt of each purchase of fertilizers through SMS on his mobile. Department of Fertilizers (DoF) has introduced SMS system in POS 3.1 version on 30th September 2020
- SMS for Stock Availability: SMS Gateway periodically sends SMS to the farmer about the availability of fertilizer at the retail outlet from where he had last purchased the fertilizer. The farmer /buyers can check the availability of fertilizers at any retail outlet by sending the Retailer ID through SMS on mobile no. 7738299899.
- SMS for cancellation of Sale: If the farmer cancels the sale of fertilizers, the farmer will automatically receive an SMS of cancellation of invoice on his registered mobile.
- OTP Based Aadhaar Authentication: Additional contactless OTP-based Aadhaar authentication is a new option introduced in the DBT project on 30 September 2020. Farmers may use the option of OTP-based authentication so that farmers do not need to put their thumbs up for bio-metric authentication during the COVID-19 pandemic situation.

- Android based Mobile Application to Retailers: The Department of Fertilizers has developed an Android based mobile application on 30th September 2020 as an optional or additional feature of POS devices, with the help of which retailers may sell fertilizers to farmers using their mobiles.

Table 10: Sale of Fertilizers

Fertilizers	2021-2022 Sale (in LMT)	2022-2023 (As on 19.12.2022) Sale (in LMT)
Urea	341.8	232.53
DAP	92.71	83.52
NPKS	121.68	74.15
MOP	24.56	11.24
SSP	56.81	44.02

A Project Monitoring Cell has been set up at Department. of Fertilizers to oversee implementation of DBT exclusively. 24 State Coordinators have been appointed across all States to monitor the on-going DBT activities. Implementation of the DBT in Fertilizer Scheme required deployment of PoS devices at every retailer shop and training of retailers for operating PoS device. Across the country, Lead Fertilizer Supplier (LFS) have conducted 16067 training sessions till date. 2.63 Lakh PoS devices have been deployed across all States.

#### 4. Pradhanmantri Bhartiya Janurvarak Pariyojna

On 24th August 2022 the Ministry of Chemicals and Fertilizers announced to implement One Nation One Fertilizer by introducing a “Single Brand for Fertilizers and Logo” under the fertilizer subsidy scheme named “Pradhanmantri Bhartiya Janurvarak Pariyojna” (PMBJP).

The Pradhanmantri Bharitya Janurvarak Pariyojna (PMBJP) scheme mandates that-

- All fertilizer products being sold under the PMBJP scheme should carry a single brand name ‘Bharat’, irrespective of if it is produced by the public or private sector
- Different types of fertilizer products will carry Bharat brand name i.e., ‘Bharat Urea’, ‘Bharat DAP’, ‘Bharat MOP’ and ‘Bharat NPK’
- All bags or packaging material used for fertilizers should carry “a logo indicating Fertilizer subsidy scheme namely Pradhanmantri Bhartiya Janurvarak Pariyojna in two-thirds space.
- Companies are allowed to display their name, brand and logo and other relevant product information in the rest of one-third space only.

The new provisions of PMBJP came into effect from 2nd October 2022 onwards. Fertilizer production companies are not allowed to procure old design bags from 15th September 2022 onwards and will have to exhaust all bags of old design by 12th December 2022. The scheme would help in increasing the availability basket of fertilizers, takes care of dilemma among farmers in choosing from plethora of brands available in the markets, reduce the crisscross movement and further ensure timely supply of fertilizers. The savings in respect of Freight Subsidy is likely to be 5%.

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

### 5.1 National Priorities Influencing the Department of Fertilizers: Sustainable Development Goals

SDG No.	SDG Description	Linkage with other SDGs	SDG Target	Centrally Sponsored / Central Sector Schemes
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	SDGs 1, 3, 4, 5, 6, 8, 12	2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	<ul style="list-style-type: none"> <li>Blue Nutrient-Based Subsidy</li> <li>Urea Subsidy</li> </ul>
12	Ensure sustainable consumption and production patterns	SDGs 2, 6, 7, 8, 9, 11, 13, 14, 15	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	

Joint Ventures with various countries which are rich in fertilizer resource for production facilities with buy back arrangements and enter into a long-term agreement for supply of fertilizers and fertilizers inputs in India. Below is the list of JVs undertaken with 6 countries

- Russia
- Nepal
- Saudi Arabia
- Morocco
- Canada
- Iran



## 5.2 Citizen Centric Goals: Citizen-centric services and customer serviceability

This section elaborates on the Department's identified citizen-centric services and customer serviceability. The following are a few of the Department's interventions in which citizens are directly benefitted. One Nation One Fertilizers introducing Single Brand for Fertilizers and Logo under Fertilizer subsidy scheme namely **"Pradhanmantri Bhartiya Janurvarak Pariyojna" (PMBJP)** under which Urea, MOP, DAP and NPK will be sold under the uniform Bharat brand to bring uniformity in the quality and brands. It would help in increasing the availability basket of fertilizers; takes care of dilemma among farmers in choosing from plethora of brands available in the markets, reduce the crisscross movement and further ensure timely supply of fertilizers.

**Pradhan Mantri Kisan Samridhhi Kendras** is one of the best practices adopted as part of the Special Campaign 2.0 initiatives by the Department of Fertilizers. To convert all retail fertilizer outlets of about 3 lakhs into single window service centres for the farmers. As of today, 600 Kendra opened to act as "One Stop Shop" for all the agriculture related inputs and services. As per the data extracted by Companies in IFMS Dashboard, a total of 8343 shops have been completed/work in progress in PMKSK, till now. Government of India took a transformational decision to introduce 100% neem coating on all subsidized agricultural grade urea in the country. All the indigenous and imported urea were neem coated so as to make the urea slow release and difficult to use for non-agricultural purposes. It reduced diversion of urea for non-agricultural purposes. Neem coated urea production increased the Nitrogen use efficiency and helped increase the crop yield. Subsidy on fertilizers through various schemes and programs like NBS, USS, etc. Under the policy, a fixed amount of subsidy, decided on annual basis, is provided on subsidized P&K fertilizers depending on their nutrient content. Under this policy, MRP is fixed by fertilizer companies as per market dynamics at reasonable level which is monitored by the Government. Accordingly, any farmer, including poor and marginal farmers, who is buying these fertilizers is getting benefit of subsidy.

## 5.3 Emerging Technologies

Over 54.6% of the population is engaged in agriculture and allied activities. Since it plays such an important role in the national economy, the technological growth in this sector is also increasing rapidly. Below are some emerging technologies which are used in this sector for effectively and efficiently managing the sector. • Nano fertilizers are an excellent example towards optimizing efficiency, economy, and ecology. Nano Fertilizers hold great promise for application in plant nourishment because of the size-dependent qualities, high surface-volume ratio, and unique optical properties. The Nano fertilizer releases plant nutrients in a controlled manner contributing to higher nutrient use efficiency. Commercial production of Nano Urea commenced on 1st August 2021 from IFFCO, Kalol plant. As on date, 37isuali. 5 Crore Nano Urea bottles have been produced. National Fertilizers Limited (NFL) and Rashtriya Chemicals and Fertilizers Limited (RCF), under administrative control of Department of Fertilizers, has signed Non-Disclosure Agreement (NDA) & Memorandum of Understanding (MoU) with Indian Farmers Fertilizer Cooperative (IFFCO) to transfer the technology of Nano Urea from IFFCO. By 2025, through 8 urea plant it is proposed to produce 44 crores Nano Urea Bottles per annum which will be equivalent to 200 LMT of conventional urea. Since 1st August 2021 up to 3rd December 2022, 5.12 Crore

bottles of Nano Urea have been dispatched, out of which 4.07 crore bottles have been sold to the farmers (including 0.37 crore exports).

- Department of Fertilizers (DoF) has developed an IT enabled system viz., Integrated Fertilizer Management System (iFMS), which captures end to end details of Fertilizer in terms of Production, Movement, availability, requirement, Sale, Subsidy Bill Generation to Subsidy payment to fertilizer companies.
- More farmer friendly DBT 2.0 Version in July 2019 to improve the existing DBT system and make it more user friendly for the payment of subsidy. DBT 2.0 Version has three components namely,
  - DBT Dashboard,
  - PoS 3.1 Software and
  - Mobile application, Desktop PoS version

DBT Dashboards provide accurate real time information about the position of supply / availability / requirement of various fertilizers. It can be accessed by any general public at <https://urvarak.nic.in>. PoS 3.0 Software captures sale to different categories of buyers, generate sale receipts in multiple languages and provide soil health recommendations to the farmers to promote the balanced use of fertilizers. Desktop PoS Version is an alternative or added facility to PoS devices which is more robust and secure.

- Digital Agriculture Mission 2021–2025 aims to encourage and speed up projects based on cutting-edge technologies, including AI, blockchain, remote sensing, robots, and drones. Technological interventions based on remote sensing, soil sensors, unmanned aerial surveying and market insights, etc., permit farmers to gather, visualize and assess crop and soil health conditions at different stages of production, in a convenient and cost-effective approach. They can act as an initial indicator to identify potential challenges and provide options to deal with them in a timely manner. Artificial Intelligence/Machine Learning (AI/ML) algorithms can generate real-time actionable insights to help improve crop yield, control pests, assist in soil screening, provide actionable data for farmers and reduce their workload. Department of Fertilizers has issued guidelines for development of entrepreneurs for drone spraying of liquid fertilizers.
- Additives like adjuvants, organic acids, and microbial solutions are being used to enhance effectiveness.

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

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

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

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

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

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

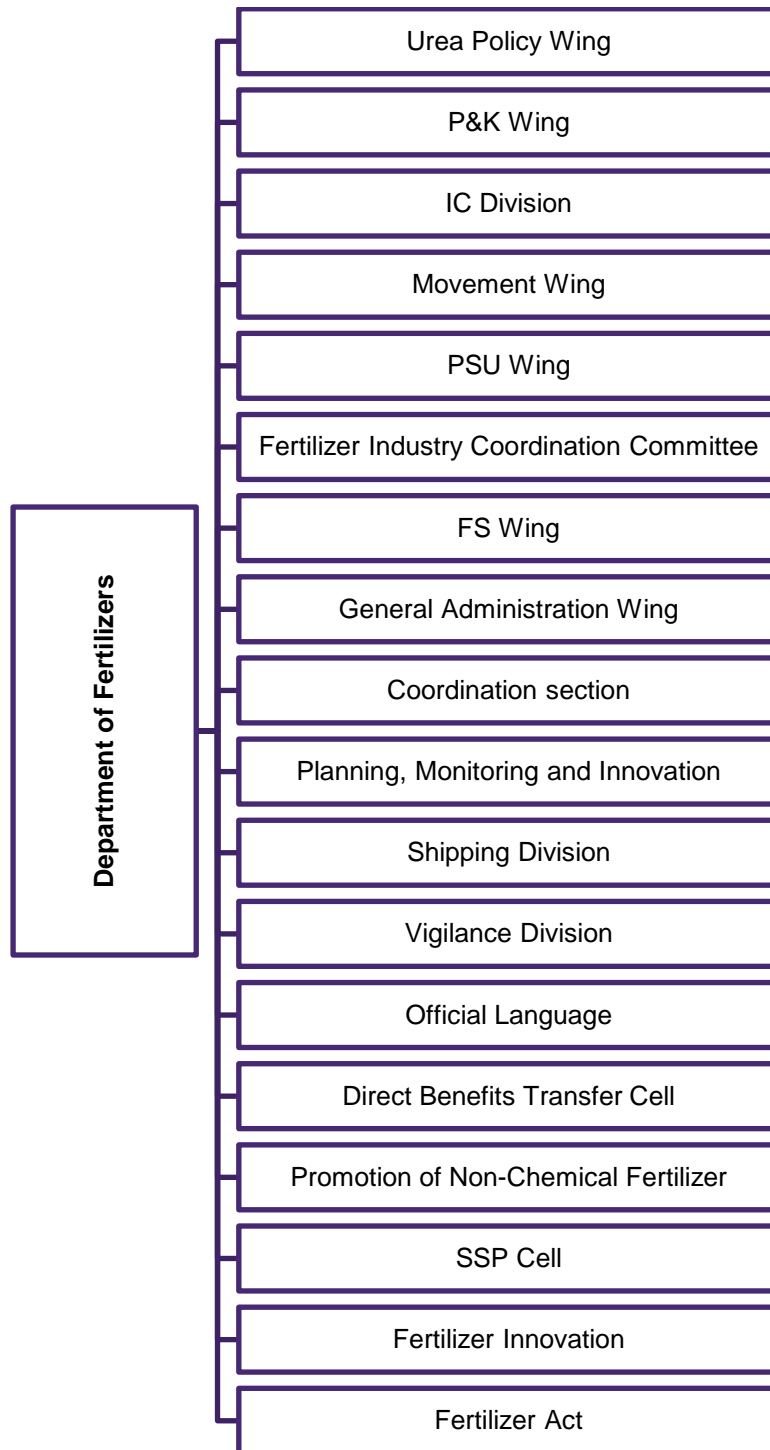
2. **Institutional Requirements:** The various Divisions under the Department have an organization structure and institutional infrastructure that has evolved organically over the years. Therefore, there may be instances where there would be constraints in terms of physical / procedural capacity or otherwise,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

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

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

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

Figure 15 Identified Divisions



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

## 6.1 Movement Wing (Fertilizer Imports, Movement and Distribution)

The Movement Wing is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Director and 1 Assistant Commissioner. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Season wise assessment of subsidized fertilizers (Urea, DAP, MOP and NPK) in consultation with DAC and to ensure adequate and timely availability of fertilizers to the farmers in all parts of the country.</li> <li>Preparation of agreed supply plan in consultation with Manufacturers/Importers to fulfil the monthly requirement in the country.</li> </ul>

## 6.2 Shipping Division

The Shipping Division is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Under Secretary and 1 Assistant Director. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Examining of shipping documents received from the suppliers of the cargo relating to handling agents, examining the terms, conditions and exceptions of charter party agreement of the vessel for ascertaining the feasibility in handling operation, monitoring the discharge and evacuation of cargo at the ports, settlement of demurrage/dispatch at the load and discharge port and finalizing the Lay time calculations.</li> <li>Examining of Joint Draft Survey report to ascertain the quality and quantity of urea cargo received, monitoring the production, stock and daily rate of production of granular urea by Oman India Fertilizers Company, Examinations of specifications of vessels offered by RCF for loading urea cargo, examinations of fixture note and charter party terms, conditions and exceptions, fixation of urea vessels including OMIFCO urea and nomination of discharge port, study of general average cases and preparation of brief/write-ups for counsels in maritime arbitrations, co-ordination with OMIFCO, Handling agents and RCF regarding shipping arrangements, Invitation, scrutiny and finalization of bids from pre-qualified handling agents for handling and distribution of imported urea at Indian ports.</li> </ul>

### 6.3 Promotion of Non-Chemical Fertilizer (City Compost Policy)

This Division is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Deputy Secretary and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>All work relating to formulation of policy, framing guidelines and other related work regarding promotion of Organic/Bio-Fertilizers/Liquid fertilizers are dealt with in this section</li> <li>Under the policy, a provision has been made for Market development assistance of Rs. 1500 per ton of city compost for scaling up production and consumption of the product.</li> </ul>

### 6.4 SSP Cell

The SSP cell is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Director and 1 Assistant Commissioner. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>SSP industries including Induction of units under NBS, inspection /audit of plants/random sampling of Rock Phosphates</li> <li>Examination of reports of PDIL/FEDO regarding trial run/random, sampling/ first time technical reports</li> <li>Marketing arrangements &amp; lease agreements</li> <li>Analyzing various data related to SSP viz cost, MRP, Sale etc.</li> <li>Permission for fortified/granular SSP and other policy matters related to SSP etc.</li> </ul>

## 6.5 Fertilizer Innovation

The Fertilizer Innovation Division is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	All matters related to: <ul style="list-style-type: none"> <li>• Use of Green Ammonia in Fertilizer Sector, Nano Fertilizers, use of Drones for application of fertilizers, One Nation One Fertilizer.</li> <li>• Long term arrangement for fertilizer and raw material procurement and any other new initiatives in fertilizer sector</li> </ul>

## 6.6 Fertilizer Act

The Fertilizer Act Division is headed by Ms. Neeraja Adidam, Additional Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Neeraja Adidam, Additional Secretary</b>	All matters related to: <ul style="list-style-type: none"> <li>• Use of Green Ammonia in Fertilizer Sector, Nano Fertilizers, use of Drones for application of fertilizers, One Nation One Fertilizer.</li> <li>• Long term arrangement for fertilizer and raw material procurement and any other new initiatives in fertilizer sector</li> </ul>

During the discussions with the AS and the officials of the above mentioned 6 Divisions, the following requirements were identified:

### Competency Requirements

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

- Basic skills such as data research & analysis, presentation, drafting of official communication, interpersonal communication skills, document and precis writing, MS Office applications etc. are required for performing day-to-day functions.
- Understanding of various Acts and Policies such as Maritime law, Customs Regulations, Safety and Security Regulations, Trade Agreements and Treaties, etc.
- Knowledge of functional competencies such as RTI Act 2005, understanding of GeM portal, procurement and tender writing, Cabinet note, GFR rules, etc. are also required.

- Since the officials are involved in shipping and movement related activities hence there is a need of skill development in shipping, logistics, demurrage, customs duty,
- National conclaves / seminars on innovations, upcoming latest technologies related to fertilizers, substitutes of Potash, Slow-Release Urea, possibility of using inland waterways for transporting urea, etc. with fertilizer manufacturing companies, State Agricultural Universities can be organized.
- Immersion visits of the officer to learn Nanotechnology with regards to urea and fertilizers, innovative fertilizers, best industry practices, green technologies for production plants, etc.
- Apart from communication skills, the officials are required to be trained in Team building, Stress Management, Stakeholder Management, Conflict Resolution, Innovation

### **Institutional Requirements**

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

- Requirement of employee engagement initiatives including some excursions, team building activities etc. to break the monotony of work and bring in improved coordination.
- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Department, roles and overall understanding of the sector.
- A digital glossary as a ready reference document for the Divisions would also be a helpful guide in this aspect

### **Technological Requirements**

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

- Updating technology of reporting tools and leveraging various databases for better access to information and reporting



## 6.7 Urea Policy Wing (Fertilizers Projects and Planning)

The Fertilizer Act Division is headed by Ms. Aneeta C Meshram, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aneeta C Meshram, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Urea Policies namely modified New Pricing Scheme –III, Modified New Pricing Scheme-III, New Urea Policy-2015 and New Investment Policy- 2008 &amp; 2012 to encourage urea production in the country &amp; to make urea available to farmers at an affordable price.</li> <li>UPP Section also deals with policy for encouraging production and availability of fortified and coated Urea in the country besides looking after the issues relating to requirement of Natural Gas and other inputs i.e., Naphtha, coal etc.</li> </ul>

## 6.8 General Administration Wing (Administration, Establishment, IT, RTI and Cash)

The General Administration Wing is headed by Ms. Aneeta C Meshram, Joint Secretary and is assisted by 1 Deputy Secretary and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aneeta C Meshram, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Administration deals with supply of day-to-day articles needed for smooth running of office, housekeeping services, maintenance of office equipment, printing of annual report, outcome budget, DDG etc., hospitality services.</li> <li>Establishment deals with all service-related matters of officers/officials of Department of Fertilizers.</li> <li>Parliament Section work related to the Meetings of consultative committee, Standing committee, Parliamentary assurances etc. and also centralized handling of parliament questions like marking of questions, handling of question once questions get approved by Joint Secretary/Secretary, taking approval of Minister and submission of necessary copies to Lok Sabha / Rajya Sabha/ PIB etc.</li> <li>IT section deals with procurement of computers/ software and its peripherals, printers, e-office related work, and DEO related matters, payment for iFMS etc. and also all matters related to RTI.</li> </ul>

	<ul style="list-style-type: none"> <li>• Cash section deals with salary and other advances and processing of various bills for payment in coordination with Pay and Account Office of this department. Calculation of annual income tax of officials, maintaining various financial books/records etc.</li> </ul>
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## 6.9 Official Language (Hindi Cell)

The OL Division is headed by Ms. Aneeta C Meshram, Joint Secretary and is assisted by 1 Assistant Director. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aneeta C Meshram, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>• Official language, translation from Hindi to English and English to Hindi, conducting Hindi training to the staff of the department, implementing orders under official language in department and fertilizers companies</li> <li>• Conducting Hindi workshops, promotion of Hindi language and give suggestion to Hindi Official Department from time to time, conducting meetings regarding implementation of Hindi.</li> </ul>

During the discussions with the JS and the officials of the above mentioned 3 Divisions, the following requirements were identified:

### Competency Requirements

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

- To perform day-to-day functioning the officials would require knowledge of GeM portal, procurement and tender writing, Cabinet note, Microsoft excel, Establishment rules, etc.
- Since officials are involved in monitoring of projects and schemes, skill development in the area of project management, Advanced excel, Quantitative and analytical skills, handling data and MIS, Cost analysis, etc. are also required.
- Introduction to global best practices urea production, price fluctuation, market trend, etc. via National Conclave / Seminars / Workshops.
- Exposure Visits / Excursions may be organised so that officers may gain the requisite practical exposure.
- Officials working in parliament section should have the knowledge of role of Parliamentary Standing Committee and Consultative Committee, on how to respond to Parliamentary Questionnaire including starred and unstarred questions, Protocols / procedures / channels of Parliamentary procedures, handling visits of Parliamentary Standing Committees and the roles and responsibilities of the visitors, preparation of Cabinet Notes, etc.

- Training of soft skills such as Leadership, Communication skills, Stakeholder Management, Stress Management, Time Management, etc. are also required.

### **Institutional Requirements**

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

- A specific 'Orientation' Module may be developed for all officials (old or new) to impart comprehensive understanding of the areas of focus of the Department along with role and responsibilities, structure and working of the Department, role of Department in national programs and information on Department's flagship projects, existing policies
- Motivational training and team building among the employees
- Provisions should be made to facilitate knowledge transfer between the incoming and outgoing officers.

### **Technological Requirements**

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

- Knowledge management tools for retaining institutional memory

## 6.10 P&K Wing (Phosphatic & Potassic Fertilizers)

The P&K Division is headed by Ms. Aparna S Sharma, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aparna S Sharma, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Promotion of balanced application of P&amp;K in soil for maximizing agriculture production and also to promote P&amp;K fertilizers industry in the country.</li> <li>Administration/ implementation of Nutrient Based Subsidy (NBS) Policy for decontrolled P&amp;K fertilizers including SSP.</li> <li>The policy issues pertaining to erstwhile concession scheme.</li> </ul>

## 6.11 IC Division (Joint Ventures abroad)

The IC Division is headed by Ms. Aparna S Sharma, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aparna S Sharma, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Secure supply of P&amp;K Fertilizers and raw material/intermediates as well as urea requirements</li> <li>Initiate and finalize joint ventures and long-term off take arrangements with countries having rich fertilizers/raw materials resource, matters relating to WTO/EXIM Policy/ Commerce/Mines etc.</li> </ul>

## 6.12 FS Wing (Fertilizers Subsidy)

The FS Wing is headed by Ms. Aparna S Sharma, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aparna S Sharma, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Payment of the subsidy to fertilizer manufacturing/importing companies</li> <li>Recovery of Pool issue price of urea from Handling Agencies, Ocean freight payments to vessel owners, subsidy disbursement in respect of Indigenous &amp; Imported P&amp;K fertilizers, SSP and City Compost including freight subsidy,</li> </ul>

	reimbursement of freight, insurance charges, custom duty, handling charges, etc.
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### 6.13 Vigilance Division

The Vigilance Division is headed by Ms. Aparna S Sharma, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Ms. Aparna S Sharma, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Complaints received from various sources such as CVC, DoPT, etc. regarding the employees of Department of Fertilizers and the Board level Employees of the PSUs under the DOF.</li> <li>Maintains and reviews the Agreed list, ODI list, Annual property return, etc. and issues Vigilance Clearance in respect of the employees of DOF and Board Level Officers of the PSUs.</li> </ul>

During the discussions with the JS and the officials of the above mentioned 4 Divisions, the following requirements were identified:

#### Competency Requirements

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

- The sector also needs to conform to the provisions of the international conventions to which it is party to such as MARPOL, SOLAS etc. To keep up with international development and to be able to upgrade domestic regulations in line with it, various subjects under environmental management require skill enhancement.
- Chintan Shivir / Conclave to get exposure to issues facing the fertilizer industry, knowledge of international best practices and input prices. The proposed Chintan Shivir / Conclave must be organised in presence of both public sector and private sector fertilizer industry representatives.
- Immersion visits to non-urea plants to understand the processes involved in manufacturing the non-urea fertilizers and inputs required in manufacturing
- Knowledge of functional competencies such as Cabinet note, Quantitative & Analytical Skills, Financial Management, MS Office, office order, noting, drafting, NIC applications are required for performing day-to-day activities.
- Understanding of shipping logistics, Import and export regulations, duties, levies, etc.

#### Institutional Requirements

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

- A Technological Support Unit may be established at the Division to help in dealing with highly technical matters such as Market Intelligence, procurement of input material, input cost of fertilizers, prices of natural gas, etc.
- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Ministry, roles and overall understanding of the sector as mentioned above and about non-urea fertilizers sector.
- Training/Module in organization Leadership, Critical Thinking, Rule Consciousness, Attention to detail
- Motivational training and team building among the employees

### **Technological Requirements**

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

- Data management through use of technological solutions

## 6.14 PSU Wing (dealing with PSUs & Board Level appointments)

The PSU Wing is headed by Mr. Arvind Kumar, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Mr. Arvind Kumar, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Financial performance, annual account, MoUs, Budgetary support (non-plan) to corporate affairs, revival/ rehabilitation of sick PSUs</li> <li>All matter incidental thereto in respect of fertilizers PSUs and matters relating to Multistate Cooperative Societies</li> <li>Work relating to disinvestment of companies, all establishment matters related to PSUs including Board level appointments, Nomination of Part-time official and Non-official Directors in fertilizers PSUs.</li> </ul>

## 6.15 Direct Benefits Transfer Cell (DBT)

The DBT Cell is headed by Mr. Arvind Kumar, Joint Secretary and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Mr. Arvind Kumar, Joint Secretary</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>Oversee deployment of PoS devices, training to retailers etc. for Pan India rollout of DBT in all the states in a phased manner.</li> </ul>

During the discussions with the JS and the officials of the above mentioned 2 Divisions, the following requirements were identified:

### Competency Requirements

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

- Due to the unique nature of the work, it is important that the personnel are well versed with the sector such as key terminologies and functions to be able to develop regulations, stakeholder communications, preparation of responses, etc. An AV toolkit, updated from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.
- Officials are also required to develop a good understanding on Financial Evaluation of the PSUs, Demarcation between the roles, Guidelines, functions / mandates of the DPE, Administrative matters of

PSU, Asset Management of PSUs, Registration of the PSUs' assets on GLIS (Geographical Land Information System), Role of EO / ACC / PACB in recruitments

- There should be a technical immersion module on Production of fertilizers, Micronutrients, Storage facilities for various components used in fertilizer production, etc.
- All the officers of the Division should develop understanding of monitoring & evaluation of iFMS (integrated Fertilizer Management System) and POS machines.
- Officials involved in handling big volumes of data should have the knowledge of data analysis, budgeting, etc.
- Apart from above mentioned competencies, the officials should also have the knowledge of Financial Management, Marketing in PSUs, Material Management processes, Trade Policy, Taxation Issues, Company Act and Role of Company Secretary in PSUs, Analysis of Financial Statements of PSUs, etc.
- Basic skills such as presentation, drafting of official communication, MS Office applications, Project Management, etc. are required for performing day-to-day functions.
- Training of soft skills such as Communication skills, Stress Management, Attention to Detail, Morals and ethics, etc. are also required.

#### **Institutional Requirements**

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

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Department, roles and overall understanding of the sector.

#### **Technological Requirements**

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

- Updating technology of reporting tools and leveraging various databases for better access to information and reporting



## 6.16 Fertilizer Industry Coordination Committee (FICC)

The FICC is headed by Dr. Prathibha A, Economic Advisor and is assisted by 1 Director, 3 Joint Directors and 1 Deputy Director. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Dr. Prathibha A, Economic Advisor</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>• Evolve and review periodically, the group concession rates including freight rates for units manufacturing nitrogenous fertilizers.</li> <li>• Maintain accounts and make payment to/ and recover amounts from fertilizers companies, undertake costing and other technical functions</li> <li>• Collect and analyse producing data, costs and other information, etc.</li> </ul>

## 6.17 Coordination section

The Coordination section is headed by Dr. Prathibha A, Economic Advisor and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Dr. Prathibha A, Economic Advisor</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>• Coordination wherein more than 2-3 sections/Divisions of the Department are involved, or PSUs are involved.</li> <li>• Grievance related matters, VIP references related to personal representations, eSamiksha, preparation of Annual Report, etc.</li> </ul>

## 6.18 Planning, Monitoring and Innovation (PMI)

The PMI section is headed by Dr. Prathibha A, Economic Advisor and is assisted by 1 Director and 1 Under Secretary. The table below provides role/mandate of the Division:

Division Head	Role of the Division
<b>Dr. Prathibha A, Economic Advisor</b>	<p>All matters related to:</p> <ul style="list-style-type: none"> <li>• To evaluate, production input, review &amp; formulate policies for any long planning.</li> <li>• Techno Economic Clearance for renovation/modernization scheme and the project covered under Project Imports in the fertilizer sector for availing concessional custom duty on imported goods</li> </ul>

	<ul style="list-style-type: none"> <li>• Review of monthly and quarterly performance of Public Sector Undertakings through holding of Quarterly Review Meetings.</li> <li>• All matters relating to Bio-fertilizers, balanced fertilizers, soil health cards, nutrient absorption issues, micro-nutrients etc., organic fertilizers based on Urban solid waste including City Compost</li> <li>• Publication of Yearbook, Fertilizers Statistics of India.</li> <li>• Clean technology and general environmental issues.</li> <li>• Monitoring of International prices of fertilizers and fertilizer inputs.</li> <li>• Replying to Parliament questions/RTI/VIP references</li> <li>• Furnishing various information to DAC&amp; FW and other Ministries for inclusion in their Publications, etc.</li> <li>• Provide production data on major fertilizers for various publications including Annual Report of DoF, Economic Survey etc. Further briefs/analytical notes are provided for formulation of policy etc.</li> </ul>
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During the discussions with the JS and the officials of the above mentioned 3 Divisions, the following requirements were identified:

### **Competency Requirements**

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

- Due to the unique nature of the sector, it is important that the personnel are well versed with the sector such as key terminology and functions to be able to develop regulations, stakeholder communications, preparation of responses, etc. An AV toolkit, update from time to time, supplemented with site visits could greatly enhance the understanding of the personnel of the sector and familiarisation with the nature of operations.
- The officials are required to understand Value chain, Knowledge about use and application of advanced/emerging technologies, etc. of the fertilizer sector.
- There is a requirement for enhancement of skills development of officials on Data analytics, Data modelling techniques, Forecasting analysis techniques, data visualization, R, Python, Power BI, etc.
- To perform day to day functioning, the officials should also have the knowledge of functional competencies such as E-office, GeM, PFMS, GFR, MS Office, office order, noting, drafting, NIC applications, etc.
- Training of soft skills such as Communication skills, Time Management, Stress Management, Empathy, Interpersonal skills, Leadership, Conflict resolution, etc. are also required.

### **Institutional Requirements**

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

- An orientation training module along with refresher courses may be to provide familiarisation and understanding of the functions of the Department, roles and overall understanding of the sector.
- SOPs should be developed to coordinate/ information exchange with the Ministries / State offices staffs

### **Technological Requirements**

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

- Development of knowledge bank / data repository systems to enable data management and analysis

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

## 7. Capacity Needs Analysis

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

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

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

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

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

### 7.1 Methodology adopted for Competency Needs Assessment

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

Insights from One-on-One discussion are as follows

- Visioning exercise held with Secretary – Department of Fertilizers
- Meetings were held with Ms. Neeraja Adidam (Additional Secretary), Ms. Aneeta C Meshram (Joint Secretary), Mr. Arvind Kumar (Joint Secretary), Ms. Aparna S Sharma (Joint Secretary), Dr. Prathibha A (Economic Advisor).
- FGDs conducted with the entire Department along with the respective Directors and Under Secretaries
- Key insights and highlights from the meetings and FGDs regarding the high priority competencies are the following:

- **Behavioral:** Leadership, Communication Skills, Stakeholder Management, Stress Management, Time Management, Conflict resolution
  - **Functional:** Data management and MIS, Advanced Excel, GeM Procurement, preparation of cabinet notes, responding to parliament questions, Financial Management
  - **Domain:** Best practices in urea production, understanding of urea/gas trading, basics of fertilizers production, storage of urea, shipping and logistics, green technologies for production, manufacturing of non-urea fertilizers
- Apart from the above-mentioned competencies, it was discussed that refresher courses could be created for understanding the existing policies better. Also, immersion programs in the field (RCF, Chambal Fertilizers, IFFCO, etc.) would be helpful for all. There should also be an induction module for the Department as well as for all the Divisions.

### 7.1.2 Survey Response Summary

- Overall summary
  - The questionnaire was circulated among the staff of the Ministry and was answered by 34 officials
  - Average years of experience of the officials in the Ministry = 6.6 years
- **Past trainings:** Only 2 officials have attended trainings in the last 1 year: Level E and Level F (classroom)
- **Behavioral competencies:** Time management, Leadership, Critical thinking, Communication skills, Result orientation, Attention to detail and Ethical behavior were the most commonly used behavioral competencies identified by the Department's staff
- **Functional competencies:** E-Office, NIC Applications, Quantitative & analytical skills and MS Office were the most frequently used functional competencies
- **Challenges** faced by the officials includes the following - inadequate staff strength, budgetary constraints, lack of field exposure, time management

## 7.2 Detailed Insights from CNA

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

Table 11: Cluster key with designation

S. No.	Division	Cluster	Designations
1	Urea Policy Wing (Fertilizers Projects and Planning)	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer, Assistant Section Officer
2	P&K Wing (Phosphatic & Potassic Fertilizers)	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer, Assistant Section Officer
3	IC Division (Joint Ventures abroad)	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer, Assistant Section Officer
4		1	Additional Secretary, Director

S. No.	Division	Cluster	Designations
	Movement Wing (Fertilizer Imports, Movement and Distribution)	2	Assistant Commissioner
		3	Section Officer, Assistant Section Officer
5	PSU Wing (dealing with PSUs & Board Level appointments)	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer, Assistant Section Officer
6	Fertilizer Industry Coordination Committee (FICC), an attached office	1	Economic Advisor, Director, Joint Director
		2	Deputy Director
		3	Accounts Officer
7	FS Wing (Fertilizers Subsidy)	1	Joint Secretary, Director
		2	Under Secretary, Deputy Director, Senior Assistant Director (Senior Accounts Officer in CCAS), Assistant Director
		3	Section Officer, Assistant Section Officer
8	General Administration Wing (Administration, Establishment, Information Technology (IT), RTI and Cash)	1	Joint Secretary, Deputy Secretary
		2	Under Secretary
		3	Section Officer, Assistant Section Officer
9	Coordination section	1	Economic Advisor, Director
		2	Under Secretary
		3	Assistant Section Officer
10	Planning, Monitoring and Innovation (PMI)	1	Economic Advisor, Director
		2	Under Secretary
		3	Section Officer, Senior Statistical Officer
11	Integrated Finance Division (IFD)	1	Deputy Secretary
		2	Under secretary, AFA
		3	Section Officer
12	Vigilance Division	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer
13	Shipping Division	1	Additional Secretary
		2	Senior Assistant Director, Assistant Director, Under Secretary
		3	NA
14	Official Language (Hindi Cell)	1	Joint Secretary, Deputy Secretary
		2	Under Secretary
		3	Section Officer
15	Direct Benefits Transfer Cell (DBT)	1	Joint Secretary, Director
		2	Under Secretary
		3	Section Officer
16	Promotion of Non-Chemical Fertilizer (City Compost Policy)	1	Additional Secretary, Deputy Secretary
		2	Under Secretary
		3	Section Officer

S. No.	Division	Cluster	Designations
17	SSP Cell	1	Additional Secretary, Director
		2	Assistant Commissioner
		3	Section Officer
18	Fertilizer Innovation	1	Additional Secretary, Director
		2	Under Secretary
		3	Section Officer
19	Fertilizer Act	1	Additional Secretary, Director
		2	Under Secretary
		3	Section Officer

Figure 16 Cluster-wise responses received

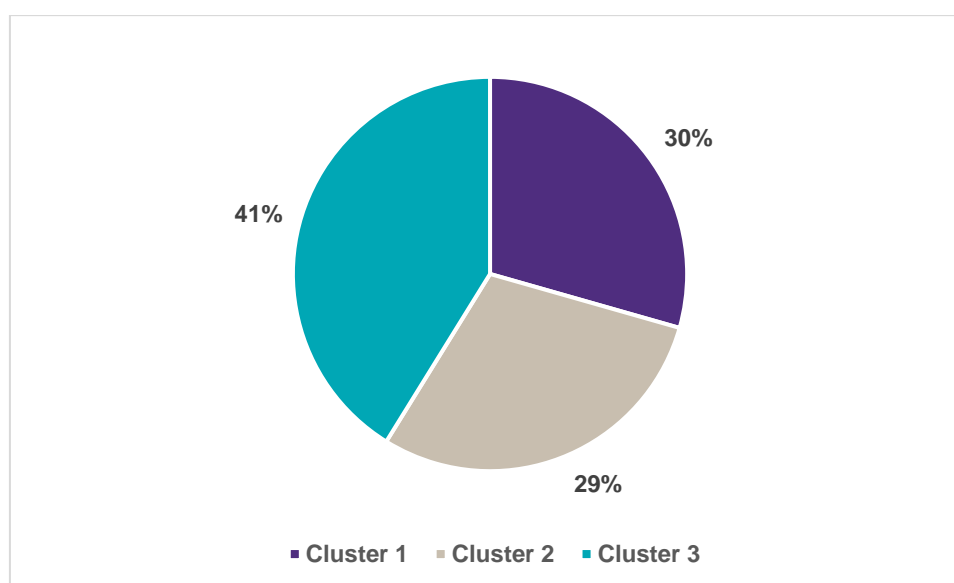


Table 12: Division wise competency requirements

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
1	Urea Policy Wing	Functional Competency	3	E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B
				Cabinet note, EFC or office order, noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Quantitative & Analytical Skills	B
		Behavioral Competency	3	Leadership	B
Decision Making	B				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Communication Skills	A
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Negotiation	B
				Stress Management	S
				Conflict Resolution	B
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	B
		Innovation	B		
Giving Feedback	B				
		Domain Competency	3	Knowledge of Fertilizers manufacturing	B
2	P&K Wing	Functional Competency	1	E-office	I
				Public Financial Management System (PFMS)	A
				General Financial Rules, 2017 (GFR)	A
				Financial Management	A
				Vigilance	A
				Cabinet note, EFC, or office order, noting and drafting	I
				MS Office (Excel, PPT, Word)	A
				Quantitative & Analytical Skills	A
		Behavioral Competency	1	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Stakeholder Management	A
				Time Management	S
				Negotiation	A
				Stress Management	S
				Conflict Resolution	A
				Citizen Centricity	S
				Gender Sensitivity	S
Rule Consciousness	S				
Ethical Behavior	S				



S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)	
3	IC Division	Domain Competency	1	Attention to Detail	S	
				Result Orientation	A	
				Innovation	A	
				Giving Feedback	A	
				Knowledge of chemical processes	A	
		Market intelligence on fertilizers	A			
		Functional Competency	2	Functional Competency	E-office	A
					RTI Act, 2005	A
					Budgeting	I
					Financial Management	I
Cabinet note, EFC, or office order, noting and drafting	I					
NIC applications (email, messenger, cloud storage and others)	A					
MS Office (Excel, PPT, Word)	A					
Behavioral Competency	Leadership				I	
	Decision Making			I		
	Communication Skills			A		
	Empathy			S		
	Critical Thinking			I		
	Time Management			S		
	Stress Management			S		
Citizen Centricity	S					
Rule Consciousness	S					
Ethical Behavior	S					
Attention to Detail	S					
Result Orientation	I					
Giving Feedback	I					
4	Movement Wing	Functional Competency	1	E-office	I	
				RTI Act 2005	A	
				Establishment Rules & General Administration Matters of Government Department	A	
				Vigilance	A	
				Cabinet note/EFC or office order noting and drafting	I	
				NIC applications (email, messenger, cloud storage and others)	A	
				MS Office (Excel, PPT, Word),	A	
			3	E-office	A	
				Public Financial Management System (PFMS)	B	

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				RTI Act 2005	B
				HRMS Rules	B
				Procurement and Tender Writing	A
				Establishment Rules & General Administration Matters of Government Departments	I
				Budgeting	B
				Bookkeeping & Accounting	B
				Financial Management	B
				Vigilance	B
				Cabinet note/EFC or office order noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	B
				Project Management	B
		Behavioral Competency	1	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Stakeholder management	A
				Time management	S
				Negotiation	A
				Stress management	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	A
			Giving Feedback	A	
			3	Leadership	B
				Decision Making	B
				Communication Skills	B
				Empathy	S
				Critical Thinking	B
		Stakeholder management		B	
		Time management		S	
		Negotiation		B	
		Stress management	S		
			Conflict Resolution	B	

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	B
				Innovation	B
				Giving Feedback	B
		Domain Competency	1	Logistics: Transportation Planning, and Multi-model Transportation	A
				Supply Chain Management	A
		3	Assessment of daily movement of fertilizers	B	
5	PSU Wing	Functional Competency	2	E-office	A
				RTI Act 2005	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
			3	E-office	A
				RTI Act 2005	B
				MS Office (Excel, PPT, Word)	A
				Project Management	B
		Behavioral Competency	2	Leadership	I
				Decision Making	I
				Empathy	S
				Time management	S
				Stress management	S
				Citizen Centricity	S
Gender Sensitivity	S				
Rule Consciousness	S				
Ethical Behavior	S				
Attention to Detail	S				
Result Orientation	I				
6	Fertilizer Industry Coordination Committee (FICC)	Functional Competency	1	E-office	I
				Public Financial Management System (PFMS)	A
				RTI Act 2005	A
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	A
				HRMS Rules	A
				Procurement and Tender Writing	I

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	A
				Bookkeeping & Accounting	A
				Financial Management	A
				Vigilance	A
				Cabinet note/EFC or office order noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	A
				Project Management	A
			2	E-office	A
				RTI Act 2005	A
				Cabinet note/EFC or office order noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Vigilance	I
		Behavioral Competency	1	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Time management	S
				Negotiation	A
				Stress management	S
				Conflict Resolution	A
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	A
				Giving Feedback	A
			2	Leadership	I
				Decision Making	I
				Communication Skills	I

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Empathy	S
				Critical Thinking	I
				Stakeholder management	I
				Time management	S
				Stress management	S
				Conflict Resolution	I
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	I
				Innovation	I
				Giving Feedback	I
		Domain Competency	1	Soil Testing: Soil PH value	A
				Fertilizers usage and requirement	A
				Understanding of making alternative fertilizers	A
7	FS Wing	Functional Competency	2	E-office	A
				Public Financial Management System (PFMS)	A
				RTI Act 2005	A
				General Financial Rules, 2017 (GFR)	A
				HRMS Rules	A
				Budgeting	I
				Bookkeeping & Accounting	I
				Financial Management	I
				Vigilance	I
				Cabinet note/EFC or office order noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	I
				Project Management	I
		Behavioral Competency	2	Leadership	I
				Decision Making	I
				Communication Skills	I
				Empathy	S
				Critical Thinking	I
Stakeholder management	I				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)		
				Time management	S		
				Negotiation	I		
				Stress management	S		
				Conflict Resolution	I		
				Citizen Centricity	S		
				Gender Sensitivity	S		
				Rule Consciousness	S		
				Ethical Behavior	S		
				Attention to Detail	S		
				Result Orientation	I		
				Innovation	I		
		Giving Feedback	I				
		Domain Competency	2	Understanding of Customs duty and Inland freight	I		
Knowledge of Fertilizers manufacturing	I						
	3	Understanding of Customs duty and Inland freight	B				
8	General Administration Wing	Functional Competency	3	E-office	A		
				Public Financial Management System (PFMS)	B		
				RTI Act 2005	B		
				Government e-marketplace (GeM)	B		
				General Financial Rules, 2017 (GFR)	B		
				HRMS Rules	B		
				Procurement and Tender Writing	B		
				Establishment Rules & General Administration Matters of Government Departments	B		
				Bookkeeping & Accounting	B		
				Financial Management	B		
				Cabinet note, EFC or office order, noting and drafting	B		
				NIC applications (email, messenger, cloud storage and others)	A		
				MS Office (Excel, PPT, Word)	A		
				Quantitative & Analytical Skills	B		
				Behavioral Competency	3	Leadership	B
						Decision Making	B
						Communication Skills	B
		Empathy	S				
		Critical Thinking	B				
		Time Management	S				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Stress Management	S
				Rule Consciousness	S
				Conflict Resolution	S
				Citizen Centricity	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	B
				Giving Feedback	B
9	Coordination section	Functional Competency	2	E-office	A
				RTI Act, 2005	A
				Budgeting	I
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	I
				Project Management	I
				Quantitative & Analytical Skills	I
			3	E-office	A
				RTI Act, 2005	B
				Budgeting	B
				Cabinet note, EFC or office order, noting and drafting	A
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	B
				Quantitative & Analytical Skills	B
		Behavioral Competency	2	Leadership	I
				Decision Making	I
				Communication Skills	I
				Empathy	S
				Critical Thinking	I
				Stakeholder Management	I
Time Management	S				
Negotiation	I				
Stress Management	S				
Conflict Resolution	I				
Citizen Centricity	S				
Gender Sensitivity	S				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	I
				Innovation	I
				Giving Feedback	I
			3	Leadership	B
				Decision Making	B
				Communication Skills	B
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Stress Management	S
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
		Result Orientation	B		
		Innovation	B		
Giving Feedback	B				
Domain Competency	2	Understanding of Production Linked Incentives (PLIs)	I		
10	Planning, Monitoring, and Innovation (PMI)	Functional Competency	1	E-office	I
				RTI Act 2005	A
				General Financial Rules, 2017 (GFR)	A
				HRMS Rules	A
				Establishment Rules & General Administration Matters of Government Departments	A
				Budgeting	A
				Financial Management	A
				Cabinet note/EFC or office order noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				MS Office (Excel, PPT, Word)	I
			3	E-office	A
				Public Financial Management System (PFMS)	B
				RTI Act, 2005	B



S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)	
				Government e-marketplace (GeM)	B	
				General Financial Rules, 2017 (GFR)	B	
				HRMS Rules	B	
				Establishment Rules & General Administration Matters of Government Departments	B	
				Budgeting	B	
				Bookkeeping & Accounting	B	
				Financial Management	B	
				MS Office (Excel, PPT, Word)	A	
				Public Private Partnership	B	
				Quantitative & Analytical Skills	B	
		Behavioral Competency	1	Leadership	A	
				Decision Making	A	
				Communication Skills	A	
				Empathy	S	
				Critical Thinking	A	
				Stakeholder management	A	
				Time management	S	
				Stress management	S	
				Conflict Resolution	A	
				Citizen Centricity	S	
				Gender Sensitivity	S	
				Rule Consciousness	S	
				Ethical Behavior	S	
			Attention to Detail	S		
			Result Orientation	A		
			Innovation	A		
			Giving Feedback	A		
				3	Leadership	B
			Decision Making		B	
			Communication Skills		B	
			Empathy		S	
			Critical Thinking		B	
			Stakeholder Management		B	
		Time Management	S			
		Negotiation	B			
		Stress Management	S			
		Conflict Resolution	B			
		Gender Sensitivity	S			
		Rule Consciousness	S			

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	B
				Innovation	B
				Giving Feedback	B
11	Integrated Finance Division (IFD)	Functional Competency	1	E-office	I
				Public Financial Management System (PFMS)	A
				RTI Act 2005	A
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	A
				HRMS Rules	A
				Budgeting	A
				Financial Management	A
				Cabinet note/EFC or office order noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				MS Office (Excel, PPT, Word)	A
			2	E-office	A
				Public Financial Management System (PFMS)	A
				RTI Act 2005	A
				Government e-marketplace (GeM)	A
				General Financial Rules, 2017 (GFR)	A
				HRMS Rules	A
				Procurement and Tender Writing	A
				Establishment Rules & General Administration Matters of Government Departments	I
				Budgeting	I
				Bookkeeping & Accounting	I
				Financial Management	I
				Vigilance	I
Cabinet note/EFC or office order noting and drafting	A				
NIC applications (email, messenger, cloud storage and others)	A				
MS Office (Excel, PPT, Word)	A				
Public Private Partnership	I				
Project Management	I				

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
			3	E-office	A
				RTI Act, 2005	B
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Budgeting	B
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
				Quantitative & Analytical Skills	B
		Behavioral Competency	1	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Stakeholder management	A
				Time management	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	A
			2	Leadership	I
				Decision Making	I
				Communication Skills	I
				Empathy	S
				Critical Thinking	I
				Stakeholder management	I
				Time management	S
				Negotiation	I
				Stress management	S
				Conflict Resolution	I
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	I
				Innovation	I
				Giving Feedback	I
			3	Leadership	B
				Decision Making	B

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Communication Skills	B
				Empathy	S
				Critical Thinking	B
				Stakeholder Management	B
				Time Management	S
				Negotiation	B
				Stress Management	S
				Conflict Resolution	B
				Citizen Centricity	S
				Gender Sensitivity	S
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	B
				Innovation	B
				Giving Feedback	B
12	Vigilance Division	Functional Competency	3	E-office	A
				RTI Act 2005	B
				Government e-marketplace (GeM)	B
				General Financial Rules, 2017 (GFR)	B
				HRMS Rules	B
				Procurement and Tender Writing	A
				Establishment Rules & General Administration Matters of Government Departments	B
				Budgeting	B
				Bookkeeping & Accounting	B
				Financial Management, Vigilance	B
				Cabinet note/EFC or office order noting and drafting	B
				NIC applications (email, messenger, cloud storage and others)	A
				MS Office (Excel, PPT, Word)	A
		Behavioral Competency	3	Leadership	B
Rule Consciousness	S				
Ethical Behavior	S				
Attention to Detail	S				
Result Orientation	B				
13	Shipping Division	Functional Competency	2	E-office	A
				Public Financial Management System (PFMS)	A
				RTI Act 2005	A

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)		
				Government e-marketplace (GeM)	A		
				General Financial Rules, 2017 (GFR)	A		
				HRMS Rules	A		
				Procurement and Tender Writing	A		
				Establishment Rules & General Administration Matters of Government Departments	A		
				Budgeting	I		
				Bookkeeping & Accounting	I		
				Financial Management	I		
				Vigilance	I		
				Cabinet note/EFC or office order noting and drafting	I		
				NIC applications (email, messenger, cloud storage and others)	A		
				MS Office (Excel, PPT, Word)	A		
				Public Private Partnership	I		
				Project Management	I		
				Behavioral Competency	2	Leadership	I
				Decision Making	I		
		Communication Skills	I				
		Empathy	S				
		Critical Thinking	I				
		Stakeholder management	I				
		Time management	S				
		Negotiation	I				
		Stress management	S				
		Conflict Resolution	I				
		Citizen Centricity	S				
		Gender Sensitivity	S				
		Rule Consciousness	S				
Ethical Behavior	S						
Attention to Detail	S						
Result Orientation	I						
Innovation	I						
Giving Feedback	I						
Domain Competency	2	Understanding of Maritime law	I				
14	Direct Benefits Transfer Cell (DBT)	Functional Competency	3	E-office	A		
				Public Financial Management System (PFMS)	B		
				HRMS Rules	B		

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)		
				MS Office (Excel, PPT, Word)	A		
				Public Private Partnership	B		
				Project Management	B		
				Behavioral Competency	3	Leadership	B
						Decision Making	B
						Communication Skills	B
						Critical Thinking	B
						Time management	S
						Conflict Resolution	B
						Citizen Centricity	S
						Ethical Behavior	S
						Attention to Detail	S
Result Orientation	B						
15	Promotion of Non-Chemical Fertilizer	Functional Competency	1	E-office	I		
				MS Office (Excel, PPT, Word)	A		
		Behavioral Competency	1	Leadership	A		
				Decision Making	A		
				Communication Skills	A		
				Empathy	S		
				Critical Thinking	A		
				Stakeholder management	A		
				Time management	S		
				Stress management	S		
				Citizen Centricity	S		
				Rule Consciousness	S		
				Ethical Behavior	S		
				Attention to Detail	S		
				Result Orientation	A		
Innovation	A						
Giving Feedback	A						
16	Fertilizer Innovation	Functional Competency	1	E-office	I		
				Public Financial Management System (PFMS)	A		
				RTI Act, 2005	A		
				General Financial Rules, 2017 (GFR)	A		
				HRMS Rules	A		
				Establishment Rules & General Administration Matters of Government Departments	A		
				Budgeting	A		
				Bookkeeping & Accounting	A		
				Financial Management	A		

S. No.	Division	Competency Type	Cluster	Competency Requirements	Beginner (B)/ Intermediate (I)/ Advanced (A)/ Standard (S)
				Cabinet note, EFC or office order, noting and drafting	I
				NIC applications (email, messenger, cloud storage and others)	I
				MS Office (Excel, PPT, Word)	A
				Public Private Partnership	A
				Project management	A
		Behavioral Competency	1	Leadership	A
				Decision Making	A
				Communication Skills	A
				Empathy	S
				Critical Thinking	A
				Stakeholder Management	A
				Time Management	S
				Stress Management	S
				Conflict Resolution	A
				Rule Consciousness	S
				Ethical Behavior	S
				Attention to Detail	S
				Result Orientation	A
				Innovation	A
		Giving Feedback	A		

## 8. Capacity Building Plan

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

### 8.1 Capacity Building Initiatives

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

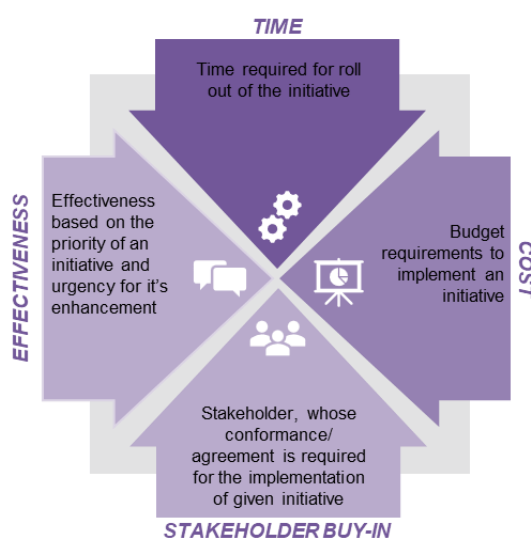


Figure 17: Key considerations for identification of initiatives in short - medium term

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

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

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



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

## 8.2 Identification of Training Interventions based on CNA

### 8.2.1 Immediate Priority Initiatives

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

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

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

Table 13: Quick Wins for the Department of Fertilizers

Behavioural Competencies	Functional Competencies	Domain Specific Competencies
1. Prevention of Sexual Harassment of Women at Workplace - iGOT 2. iGoT: Managing Personal Relationships by Art of Living 3. iGOT: Effective Communication 4. iGOT: Ethics and Values by Aditya Pratap	1. DAKSHTA Module - iGOT Module 2. Karmayogi Prarambh Module: Preparation of Cabinet Notes 3. Introduction to Emerging Technologies - iGOT Module 4. Microsoft Suite (Word, PowerPoint, Excel: Beginner and Advanced)	1. Field Immersion for officers in Fertilizers PSUs to understand the entire value chain, Hydrogen, Nanotechnology, etc. 2. Workshop for the officials to understand the applications of big data analytics, Artificial Intelligence, Machine Learning, etc. 3. Know your Ministry - Induction course

<p>5. iGOT: Gender equality and development – Overview</p>	<p>5. iGOT: Public Procurement Framework of GOI 6. iGOT: Introduction to Leveraging AI and Chat GPT</p>	
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**Interventions Initiated**

**1. Empowering Growth through Immersion visit at Rashtriya Chemical Fertilizers, Tromboy Plant, Mumbai**

**Trainer** – Rashtriya Chemical Fertilizers

**Trainees** – 5 department officials along with 3 Consultants

**Place** - The program was conducted at RCF, Tromboy Plant, Mumbai

**Target Audience** – Department officials ranging from JS to ASO.

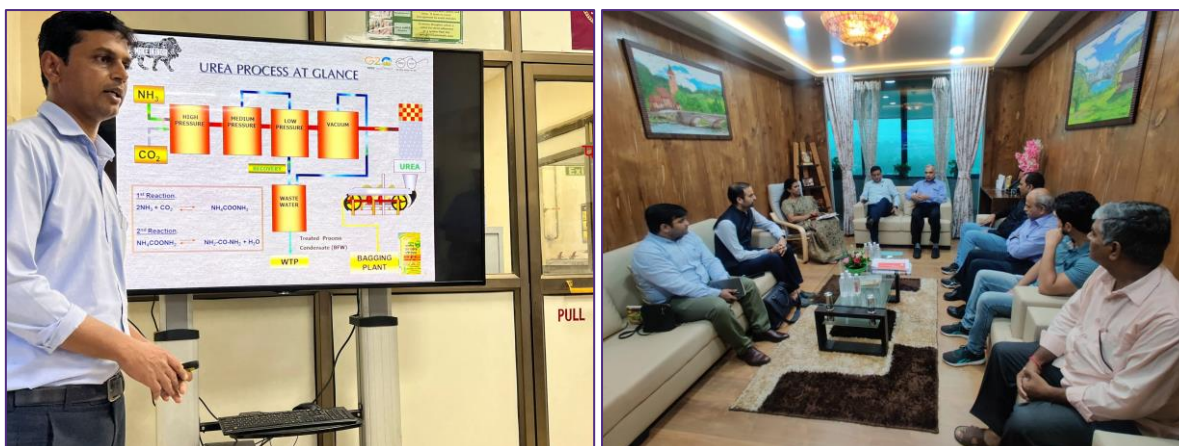
**Duration of the training** – 1 day residential program

**Training Overview** - Below are the list of activities covered during the session. Minute to minute agenda is attached in Annexure 6.

- The initial part of the day commenced with an introductory session at RCF office, chaired by CMD, RCF and the JS. The officials received a comprehensive introduction to RCF, the sector, and the various farmer-centric activities they undertake.
- Subsequently, during the second half of the day, the officials visited the Trombay Plant. The visit included stops at the Ammonia plant, Urea plant, Urea Prilling Tower, Packaging unit, and Water Treatment Plant.
- Prior to the plant visits, the dedicated officials working at each plant provided informative presentations, enhancing our understanding of their operations.

**Snapshot of the Immersion visit to RCF**





### 8.2.2 Critical Initiatives

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

#### I. Domain specific competencies development

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

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

#### Box 1: Immersion Training Program at Rashtriya Chemicals and Fertilizers Limited (RCF)

##### Immersion Training Program at RCF

RCF was incorporated as a separate company on 6th March 1978 as a result of reorganization of the erstwhile Fertilizer Corporation of India Limited (FCI). Company operates two units viz. one at Trombay (Mumbai) and the other one at Thal, Raigad district, about 100 KM from Mumbai. Company has portfolio of products which includes Neem Urea, Complex Fertilizers, Bio-Fertilizers, Micronutrients, 100% Water soluble fertilizers. RCF has also pioneered the manufacture of basic Chemicals like Ammonia, Methanol, Methylamine, Ammonium Nitrate, Ammonium Bicarbonate, Dilute and Concentrated Nitric Acid, Sulphuric Acid, Sodium Nitrate, Sodium Nitrite, Dimethyl Formamide, Dimethyl Actamide, Formic Acid, Argon etc.

RCF always strives for upkeep of the plants through modernizing and upgrading technology. Reduce, Recycle and Reuse (3R) of resources has been the basic philosophy of RCF. As part of modernization, RCF has modernized its Ammonia – I, Nitric Acid and Methanol plants at its Trombay unit. This has facilitated plants to sustain operations and meet technological challenges of improved efficiency, lower energy consumption and maintain environmental norms. It has also resulted in company achieving the highest standards of safety and product quality

##### Potential

The company could offer 2-day training cum orientation programmes for the government officials to understand the entire value chain, about the emerging technologies such as Green Hydrogen, Nano technology, etc., and efficient and effective operations.

- Project management program that strengthens the capacities of staff in various aspects of managing schemes, particularly in areas such as monitoring, budget management, effective implementation, project marketing, etc.
- Policy designing and development
- Business Case tools – Divisions require deep understanding of strategic, economic, financial, commercial and management aspects for formulating a comprehensive business case for schemes and programs formulated by it. Advanced level trainings to decision-makers could be beneficial.
- Development of case studies / use cases-based approach to enable learning/ understanding of various technologies

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

### **Box 2: Immersion Training Program at Chambal Fertilisers and Chemicals Limited**

#### **Immersion Training Program at Chambal Fertilisers**

Chambal Fertilisers and Chemicals Limited is one of the largest private sector fertiliser producers in India. With an annual production of more than 3.4 million MT of urea, the company accounts for nearly 15% of the total urea produced in the country. It's Gadepan III Plant is one of the most efficient plants in the world using the latest and sophisticated technology from Toyo, Japan. The plant's best and efficient features are like purifier technology, gas turbine driven process air compressor, use of gas turbine exhaust gases in primary reformer as combustion air and aMDEA based CO<sub>2</sub> removal process.

Apart from their plant, Chambal also have Agriculture Development Laboratories (ADL) at Gadepan for soil management. Labs are providing a spectrum of services such as testing the soil, soil health management, preparing block and district wise soil fertility maps, suggesting suitability of soil, determining quality of underground water for irrigation purposes, etc.

#### **Potential**

The company could offer 2/3-day training programmes for the government officials to understand the best practices, latest technology, soil testing, soil PH value, operation of a private plant, etc.

## **II. Functional competencies development**

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

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

- Development of knowledge bank / institutional memory / data repository systems to enable to data management and analysis, which would help in efficient knowledge management, effective policy designing, process efficiency, preparing responses for Parliamentary/ public meetings, marketing initiatives, trends analysis.

**III. Behavioral competencies development**

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

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

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
E-Office	1	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• Fertilizer Innovation</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring, and Innovation (PMI)</li> <li>• Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>• DAKSHTA Courses: Office Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• FS Wing</li> <li>• IC Division</li> <li>• Integrated Finance Division (IFD)</li> <li>• PSU Wing</li> <li>• Shipping Division</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>PSU Wing</li> <li>Urea Policy Wing</li> <li>Vigilance Division</li> </ul>			
RTI Act 2005	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring, and Innovation (PMI)</li> <li>Fertilizer Innovation</li> </ul>	<ul style="list-style-type: none"> <li>DAKSHTA courses: RTI Act Part-1</li> <li>DAKSHTA courses: RTI Act Part-2</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> <li>IC Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Movement Wing</li> <li>PSU Wing</li> <li>Vigilance Division</li> <li>Coordination section</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>GeM</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Integrated Finance Division (IFD)</li> </ul>	<ul style="list-style-type: none"> <li>DAKSHTA Course: Government e-Marketplace</li> <li>iGOT: Introduction to Government e-Marketplace by NeGD LMS Team Content Creator One</li> <li>iGOT: Introduction to GeM for Buyers by Content Publisher GeM</li> <li>iGOT: Mode of Procurement</li> <li>iGOT: Payment Process for Buyers</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>		<ul style="list-style-type: none"> <li>Online</li> </ul>	
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>		<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	
<b>GFR 2017</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Planning, Monitoring, and Innovation (PMI)</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Public Procurement Framework of GOI</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
<b>HRMS Rules</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>Competency based HRM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Course material available with ISTM
	<b>2</b>	<ul style="list-style-type: none"> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
<b>Project management</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Course getting curated in iGOT</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework will be available in 60 days
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Direct Benefits Transfer Cell (DBT)</li> <li>Movement Wing</li> <li>PSU Wing</li> </ul>			



Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
<b>Procurement and tender writing (RFP)</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Public Procurement Framework of GOI by Susheel Mamgain</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	<b>2</b>	<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Movement Wing</li> <li>Vigilance Division</li> </ul>			
<b>Budgeting</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Budgetary System in Govt</li> <li>iGOT: Budget by ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
<b>Financial Management</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Course getting curated in iGOT</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework will be available in 60 days

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>			
	2	<ul style="list-style-type: none"> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
<b>Establishment Rules &amp; General Administration Matters of Government Departments</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Movement Wing</li> </ul>	<ul style="list-style-type: none"> <li>Office Procedure (ISTM)</li> <li>Public Administration (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
<b>NIC applications</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>Customised Programmes for NIC applications</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	NIC training centre, UP may customize a course basis the requirement.
	2	<ul style="list-style-type: none"> <li>Coordination section</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Urea Policy Wing</li> <li>Vigilance Division</li> <li>Movement Wing</li> </ul>			
MS office	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> <li>Movement Wing</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Suite (Word, PowerPoint, Excel: Beginner and Advanced)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>PSU Wing</li> <li>Urea Policy Wing</li> <li>Vigilance Division</li> </ul>			
<b>Vigilance</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Preventive Vigilance (Ministry of Steel)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Movement Wing</li> </ul>			
<b>Public Private Partnership</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Workshop on Public Private Partnership: Institute of Secretariat Training and Management (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Course material available with ISTM on PPP.
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>		<ul style="list-style-type: none"> <li>Classroom</li> </ul>	
Bookkeeping and accounting	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Govt Accounting System</li> <li>iGOT: Introduction to functions and organization of accounts Department</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>		<ul style="list-style-type: none"> <li>Online</li> </ul>	
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Vigilance Division</li> </ul>			
Cabinet note, EFC or office order, noting and drafting	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Fertilizer Innovation</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>DAKSHTA Course: Noting and Drafting</li> <li>Karmayogi Prarambh Module: Preparation of Cabinet Notes</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Existing iGOT modules/curated Karmayogi Prarambh and DAKSHTA course already available.
	2	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> <li>Coordination section</li> </ul>		<ul style="list-style-type: none"> <li>Online</li> </ul>	

Functional Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
	3	<ul style="list-style-type: none"> <li>IC Division</li> <li>Coordination section</li> <li>General Administration Wing</li> <li>Urea Policy Wing</li> <li>Movement Wing</li> <li>Vigilance Division</li> </ul>			
<b>PFMS</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>Orientation Training Programme on PFMS: ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Online training available with ISTM of PFMS
	2	<ul style="list-style-type: none"> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Quantitative &amp; Analytical Skills</b>	1	<ul style="list-style-type: none"> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>Statistical tools and techniques: ISTM</li> <li>Big Data Analytics in Government – Basic: ISTM</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Online training available with ISTM
	2	<ul style="list-style-type: none"> <li>Coordination section</li> </ul>			
	3	<ul style="list-style-type: none"> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			

Domain Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
Induction Module/ Refresher course that are specific to the needs of every Division providing a 360° view of the work and functions of that Department with understanding of the existing policies	1	All Divisions of the Department	Online training content to be curated by DoF	• Online	<p><b>To be developed by Department of Fertilizers</b></p> <p>Curriculum development based on comprehensive feedback from the officers of the respective Division with the support of a consultant.</p> <p>Online module to be interactive with audio-visual experiential content wherever required. Field visits and 'situational role play' and problem solving using actual past scenarios to be incorporated</p>
	2				
	3				
Soil Testing, Soil PH value	1	• Fertilizer Industry Coordination Committee (FICC)	Physical training content to be curated	• Field visits	Visit to <b>Krishi Vigyan Kendra, Ujwa</b> to understand the basics of soil testing and soil PH value
	2	-			
	3	-			
Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	1	• Fertilizer Industry Coordination Committee (FICC) • P&K Wing	Physical training content to be curated	• Classroom	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module
	2	• FS Wing			
	3	• UPP Division			

Domain Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
<b>Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage</b>	1	<ul style="list-style-type: none"> <li>• Movement Wing</li> <li>• Shipping Wing</li> <li>• P&amp;K Wing</li> </ul>	Physical training content to be curated	<ul style="list-style-type: none"> <li>• Field visits</li> </ul>	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module
	2	<ul style="list-style-type: none"> <li>• Shipping Wing</li> <li>• P&amp;K Wing</li> </ul>			
	3	<ul style="list-style-type: none"> <li>• Movement Wing</li> <li>• Shipping Wing</li> </ul>			
<b>Market intelligence and Demand assessment on fertilizers</b>	1	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• P&amp;K Wing</li> <li>• UPP Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> </ul>	Classroom training content to be curated	<ul style="list-style-type: none"> <li>• Classroom</li> </ul>	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module
	2	<ul style="list-style-type: none"> <li>• P&amp;K Wing</li> </ul>			
	3	<ul style="list-style-type: none"> <li>• Movement Wing</li> </ul>			
<b>Cost Management and Financial Analysis</b>	1	<ul style="list-style-type: none"> <li>• PSU Wing</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• Coordination section</li> </ul>	iGOT course getting curated in iGOT	<ul style="list-style-type: none"> <li>• Online</li> </ul>	<b>Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad</b> may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the institute to develop one module
	2	<ul style="list-style-type: none"> <li>• PSU Wing</li> <li>• P&amp;K Wing</li> <li>• Promotion of Non-Chemical Fertilizer</li> <li>• IC Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>• PSU Wing</li> </ul>			
<b>Understanding of Customs duty and it's CrPC and Inland freight</b>	1	<ul style="list-style-type: none"> <li>• Shipping Division</li> <li>• P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>• iGOT: International Commercial Terms (INCOTERMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Classroom</li> </ul>	iGOT course is designed to provide an introductory knowledge on international commercial terms.  For more in-depth knowledge, specific content to be added/curated for enhancing domain knowledge of DoF official knowledge in collaboration with <b>Indian Maritime University, Chennai</b>
	2	<ul style="list-style-type: none"> <li>• FS Wing</li> <li>• Shipping Division</li> <li>• P&amp;K Wing</li> </ul>			
	3	<ul style="list-style-type: none"> <li>• FS Wing</li> <li>• Shipping Division</li> </ul>			



Domain Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
					<b>or Ministry of Ports, Shipping and Waterways</b>
Understanding of Maritime law	1	-	Classroom training content to be curated	• Classroom	<b>Indian Maritime University, Chennai/ Ministry of Ports, Shipping and Waterways</b> Specific content to be added/curated for enhancing domain knowledge of DoF official knowledge
	2	• Shipping Division			
	3	-			
Understanding of Production Linked Incentives (PLIs)	1	• Coordination section	iGOT course needs to be curated	• Online	<b>Department for Promotion of Industry and Internal Trade</b> Specific content to be added/curated for enhancing domain knowledge of DoF official knowledge
	2	• Coordination section			
	3	-			
Understanding Urea (indigenous and imported), manufacturing, gas trading and storage	1	• Urea Policy Wing • PSU Wing	iGOT course will be curated by DoF	• Classroom	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module
	2	• Urea Policy Wing • PSU Wing			
	3	• Urea Policy Wing			
Financial Evaluation and Asset Management	1	• PSU Wing	iGOT course getting curated in iGOT	• Online	<b>Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad</b> may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the institute to develop one module
	2	• PSU Wing			
	3	-			
Process, guidelines, policies and procedures DPE, DIPAM	1	• PSU Wing	Classroom training content to be curated	• Classroom	Specific content to be added/curated for enhancing domain knowledge of DoF official knowledge in collaboration with <b>DPE and DIPAM</b>
	2	• PSU Wing			
	3	-			
Basics of fertilizers (Urea and non-urea), production, Micronutrients	1	• PSU Wing • P&K Wing	Classroom training content to be curated	• Classroom	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module
	2	• PSU Wing			
	3	-			

Domain Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
<b>International best practices of fertilizers</b> <ul style="list-style-type: none"> <li>• Urea</li> <li>• Non-Urea</li> </ul>	1	<ul style="list-style-type: none"> <li>• Urea Policy Wing</li> <li>• P&amp;K Wing</li> <li>• Fertilizer Innovation</li> <li>• SSP Cell</li> <li>• Shipping Division</li> </ul>	Conclave/Workshop	<ul style="list-style-type: none"> <li>• Classroom</li> </ul>	Global conclave with partner nations (Russia, Morocco, Iran, etc.) and respective manufacturing firms to gain exposure to international best practices
	2	<ul style="list-style-type: none"> <li>• PSU Wing</li> </ul>			
	3	-			
<b>Data modelling and visualization</b>	1	<ul style="list-style-type: none"> <li>• Coordination Section</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> </ul>	Conclave/Workshop	<ul style="list-style-type: none"> <li>• Classroom</li> </ul>	<b>Wadhvani Institute of Technology and Policy</b> course to enhance domain knowledge of DoF officials.
	2	<ul style="list-style-type: none"> <li>• Coordination Section</li> <li>• Planning, Monitoring and Innovation (PMI)</li> </ul>			
	3	-			
<b>PSU roles and responsibilities, policies, structure, etc.</b>	1	<ul style="list-style-type: none"> <li>• PSU Wing</li> </ul>	Classroom training content to be curated	<ul style="list-style-type: none"> <li>• Classroom</li> </ul>	PSU's such as <b>Rashtriya Chemicals &amp; Fertilisers (RCF), National Fertilizers (NFL)</b> , etc. may create a comprehensive module. If an appropriate module does not exist, Department of Fertilizers Capacity Building Unit may work closely with CBC and the PSU to develop one module

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
<b>Attention to detail</b>	1	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• Fertilizer Innovation</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>• iGOT: Yoga for Excellence by The Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>• Coordination section</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> <li>Vigilance Division</li> </ul>			
<b>Communication Skills</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>Karmayogi Prarambh Module: Effective Communication</li> <li>iGoT: Rajbhasha Hindi</li> <li>iGoT: Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations and official words</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>• FS Wing</li> <li>• IC Division</li> <li>• Integrated Finance Division (IFD)</li> <li>• Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Direct Benefits Transfer Cell (DBT)</li> <li>• General Administration Wing</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Urea Policy Wing</li> </ul>			
<b>Conflict Resolution</b>	<b>1</b>	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• Fertilizer Innovation</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>• iGOT: Conflict Resolution and Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	Appropriate coursework available on iGOT
	<b>2</b>	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• FS Wing</li> <li>• Integrated Finance Division (IFD)</li> <li>• Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>• Direct Benefits Transfer Cell (DBT)</li> <li>• General Administration Wing</li> <li>• Integrated Finance Division (IFD)</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Decision Making</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Problem Solving &amp; Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
<b>Empathy</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Increasing your Emotional Quotient by The Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Ethical Behaviour</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Ethics and Values by Aditya Pratap</li> <li>Ethics and Value by Border Roads Organisation (BRO)</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Online</li> </ul>	Appropriate coursework available on iGOT

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>• Movement Wing</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Promotion of Non-Chemical Fertilizer</li> </ul>			
	2	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• FS Wing</li> <li>• IC Division</li> <li>• Integrated Finance Division (IFD)</li> <li>• PSU Wing</li> <li>• Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Direct Benefits Transfer Cell (DBT)</li> <li>• General Administration Wing</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Urea Policy Wing</li> <li>• Vigilance Division</li> </ul>			
<b>Gender Sensitivity</b>	1	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>• iGOT: Gender Sensitivity by Ministry of Power</li> <li>• Gender Equality and Development –</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> <li>• Online</li> </ul>	<p>Appropriate coursework available on iGOT</p> <p>An external party needs to be involved to give gender</p>
	2	<ul style="list-style-type: none"> <li>• Coordination section</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>	<ul style="list-style-type: none"> <li>Overview (World Bank)</li> <li>Workshop needs to be curated – Gender sensitization</li> </ul>	<ul style="list-style-type: none"> <li>Class room</li> </ul>	sensitization workshop at the ministry
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
Ability to give feedback	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>Suggested reads: Giving and Receiving Feedback by Patti Hathaway</li> </ul>	<ul style="list-style-type: none"> <li>Reading Material</li> </ul>	Self-paced reading material available on various E-commerce portals
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>General Administration Wing</li> </ul>			



Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Innovation</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>P&amp;K Wing</li> <li>Promotion of Non-Chemical Fertilizer</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Innovation and Improvements</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework is getting curated on iGOT in 60 days
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> <li>FS Wing</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Leadership</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Karmayogi Prarambha Module: Self Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>			
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing \</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> <li>Vigilance Division</li> </ul>			
<b>Negotiation</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework is getting curated on iGOT in 60 days
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>FS Wing</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Result Orientation</b>	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>Goal Setting</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework available on iGOT
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Direct Benefits Transfer Cell (DBT)</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>• Movement Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Urea Policy Wing</li> <li>• Vigilance Division</li> </ul>			
<b>Rule Consciousness</b>	<b>1</b>	<ul style="list-style-type: none"> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• Fertilizer Innovation</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• P&amp;K Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics and Values in Public Governance: Institute of Secretariat Training and Management (ISTM)</li> </ul>	<ul style="list-style-type: none"> <li>• Online</li> </ul>	ISTM course to be leveraged
	<b>2</b>	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• Fertilizer Industry Coordination Committee (FICC)</li> <li>• FS Wing</li> <li>• IC Division</li> <li>• Integrated Finance Division (IFD)</li> <li>• PSU Wing</li> <li>• Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>• Coordination section</li> <li>• General Administration Wing</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> <li>• Urea Policy Wing</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>Vigilance Division</li> </ul>			
<b>Stakeholder Management</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>iGoT: Managing Personal Relationships by Art of Living</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>Appropriate coursework available on iGOT</p>
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Shipping Division</li> </ul>			
	<b>3</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
<b>Stress Management</b>	<b>1</b>	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>Karmayogi Prarambh Module: Stress Management</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	<p>Appropriate coursework available on iGOT</p> <p>Art of Living can also be considered as an option. They have curated courses online/physical platforms</p>
	<b>2</b>	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
		<ul style="list-style-type: none"> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> <li>Shipping Division</li> </ul>			
	3	<ul style="list-style-type: none"> <li>Coordination section</li> <li>General Administration Wing</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Urea Policy Wing</li> </ul>			
Time Management	1	<ul style="list-style-type: none"> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>Fertilizer Innovation</li> <li>Integrated Finance Division (IFD)</li> <li>Movement Wing</li> <li>P&amp;K Wing</li> <li>Planning, Monitoring and Innovation (PMI)</li> <li>Promotion of Non-Chemical Fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>iGOT: Time Management</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> </ul>	Appropriate coursework is getting curated on iGOT in 60 days
	2	<ul style="list-style-type: none"> <li>Coordination section</li> <li>Fertilizer Industry Coordination Committee (FICC)</li> <li>FS Wing</li> <li>IC Division</li> <li>Integrated Finance Division (IFD)</li> <li>PSU Wing</li> </ul>			

Behavioral Competency Requirements	Clusters	Divisions	Training Intervention	Mode of Training	Intervention Detail
	3	<ul style="list-style-type: none"> <li>• Shipping Division</li> <li>• Coordination section</li> <li>• Direct Benefits Transfer Cell (DBT)</li> <li>• General Administration Wing</li> <li>• Integrated Finance Division (IFD)</li> <li>• Movement Wing</li> <li>• Urea Policy Wing</li> <li>• Planning, Monitoring and Innovation (PMI)</li> </ul>			

### 8.3 Long-term capacity enhancement initiatives

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

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

Table 14 List of issues requiring Institutional and Technological interventions

#	Institutional Issues and Technological Requirements	Proposed Action
1)	Resource Management and Allocation	Enabling a harmonious work environment can be achieved by aligning competencies with suitable roles and job assignments. By clearly assigning work responsibilities and minimizing instances of overlapping tasks, conflicts in the workplace can be reduced.
2)	Dealing with highly technical matters	An option for addressing intricate subjects like Market Intelligence, procuring input materials, determining input costs of fertilizers, and tracking natural gas prices is the establishment of a Technical Support Unit to provide assistance.
3)	Coordination with the other ministries and state offices staffs needs a formal framework for coordination and information exchange	The coordination and engagement with other ministries and state can improve significantly by formulation of standard operating procedure for periodic engagement and through some of the following recommended methods: <ul style="list-style-type: none"> <li>a) Single Point of Contact to be nominated</li> <li>b) Regular Online meetings be schedule</li> <li>c) Online Message board for updated information exchange</li> </ul>
4)	To establish a robust knowledge bank/ data repository system for maintenance and analysis of available data	Development of knowledge bank/ data repository systems to enable data management and analysis



## 8.4. Non-Training interventions identified at Organisational level

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

Behavioral Non-Training Interventions	Domain Specific Non-Training Interventions
<ul style="list-style-type: none"> <li>• Knowledge sharing through monthly Get-togethers amongst staff.</li> <li>• Adherence to Time: Informal celebrations/rewards for adherence to timeliness in office. Framework can be designed on frequency, levels, and Divisions</li> <li>• Learning Hours to develop confidence, inspire staff, cover initiatives and build capabilities. Expected outcomes of Learning Hours can be Reinforce &amp; create the learning organization, Better understanding of the MDO, Technical Upskilling, Revitalize the learning ecosystem within the organization, Monitoring &amp; Evaluation for compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Taxonomy of Domain specific Terms</li> <li>• Creating a knowledge hub /bank including Internal Wikipedia, Newsletters, Process documentation, Research papers, Reports</li> </ul>

## 9. Operational Plan

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

CBU will coordinate the following activities as mentioned below:

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

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

## 9.1 ACBP Blueprint

ACBP Blueprint		
Department of Fertilizers		
Vision for Capacity Building		
<p>Enabling the officials of DoF through demand-driven capacity building interventions focusing on the use of technology and partnerships to contribute towards economic prosperity and well-being of farmers and other stakeholders, food and nutritional security of the country in a sustainable and responsible manner.</p>		
Three Lenses of Capacity Building		
National Priorities	Emerging Technologies	Citizen Centricity
<p>Enhancing the share of Fertilizers Sector in GDP by focusing on following SDGs:</p> <ul style="list-style-type: none"> <li>• End hunger, achieve food security and improved nutrition and promote sustainable agriculture</li> <li>• Ensure sustainable consumption and production patterns</li> <li>• Joint Ventures with various countries which are rich in fertilizer resource</li> </ul>	<ul style="list-style-type: none"> <li>• Nano Fertilizers hold great promise for application in plant nourishment because of the size-dependent qualities, high surface-volume ratio, and unique optical properties</li> <li>• Integrated Fertilizer Management System (iFMS), which captures end to end details of Fertilizer in terms of Production, Movement, availability, requirement, Sale, Subsidy Bill Generation to Subsidy payment to fertilizer companies</li> <li>• Remote sensing, soil sensors, unmanned aerial surveying and market insights, etc., permit farmers to gather, visualise and assess crop and soil health conditions at different stages of production</li> <li>• Artificial Intelligence/Machine Learning (AI/ML) algorithms can generate real-time actionable insights to help improve crop yield, control pests, assist in soil screening, provide actionable data for farmers and reduce their workload</li> <li>• Additives like adjuvants, organic acids, and microbial solutions are being used to enhance effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• One Nation One Fertilizers introducing Single Brand under scheme namely Pradhanmantri Bhartiya Janurvarak Pariyojna</li> <li>• Pradhan Mantri Kisan Samridhi Kendras to act as “One Stop Shop” for all the agriculture related inputs and services</li> <li>• Introducing 100% neem coating on all subsidized agricultural grade urea in the country</li> <li>• Subsidy on fertilizers through various schemes and programs like NBS, USS, etc.</li> <li>• DBT Dashboard, PoS 3.1 Software and Mobile application, Desktop PoS version to make it more user friendly for the payment of subsidy</li> </ul>
Identifying Capacity Gaps		
<p>Vision, Mission, and Goals of the DoF</p>		

**Vision**

Achieving fertilizer security for the country for sustainable agricultural growth supported by a robust domestic fertilizer industry.

**Mission**

Ensuring adequate and timely availability of fertilizers to the farmers at affordable prices through planned production and imports and distribution of fertilizers in the country and planning for self-sufficiency in urea production.

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

**Three Pillars of Capacity Building**

<b>Individual Capacity Building</b>	<b>Organisational Capacity Building</b>	<b>Institutional Capacity Building</b>
<p>Detailed competency gap assessment for all the officials of the Department of Fertilizers in terms of:</p> <ul style="list-style-type: none"> <li>• Domain Competencies</li> <li>• Functional Competencies</li> <li>• Behavioural Competencies</li> </ul>	<p>An organizational capacity assessment for:</p> <ul style="list-style-type: none"> <li>• Taxonomy of Domain specific Terms</li> <li>• Creating a knowledge hub /bank including Internal Wikipedia, Newsletters, Process documentation, Research papers, Reports</li> <li>• Knowledge sharing through monthly Get-togethers amongst staff.</li> </ul>	<p>Institutional frameworks for:</p> <ul style="list-style-type: none"> <li>• Formal framework for coordination and information exchange with ministries and state officials</li> <li>• Establishment of a Technical Support Unit to provide assistance to highly technical matters</li> </ul>

**Capacity Building Interventions**

<b>Training Interventions</b>	<b>Non-Training Interventions</b>
<ul style="list-style-type: none"> <li>• Induction training module</li> <li>• Functional training at ISTM, iGOT Karmayogi Platform, etc.</li> <li>• Domain training at PSUs, AJNIFM, Krishi Vigyan Kendra, etc.</li> <li>• Behavioural training at ISTM, iGOT Karmayogi Platform, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Immersion Modules with PSUs and private fertilizer manufacturers</li> <li>• Conclaves / workshops with experts</li> <li>• Visit to Parliament may be organised to give a practical exposure based on protocol, SOPs, and Procedures</li> <li>• A visioning exercise or Chintan Shivar to gain a better clarity on the Role of the Department</li> </ul>

**SMART GOALS FOR EACH INTERVENTION****Year 1**

<b>Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals</b>	
Provide trainings as per Training Calendar	<p>A. Establish CBU</p> <p>B. Deploy staff</p> <p>C. Hold regular review meetings to keep track of the developments. Identify training partner institutions to</p> <p>a) Develop course curriculum and training modules</p>
	<ul style="list-style-type: none"> <li>• Measure reduction in the turn-around-time with regards to matters related to e-Office, GeM Procurement, e-HRMS cycle, e-office, etc.</li> <li>• Measure quality of data analyses done using MS Excel</li> <li>• Measure quality of reports generated</li> </ul>

	<p>b) provide online and offline trainings</p> <p>c) certification Domain competency, Functional competency</p> <p>D. Develop Training Calendar for Department staff</p> <p>E. Create separate Budget Head for CBP implementation</p>	<ul style="list-style-type: none"> <li>• Measure reduction in turn-around-time with respect to data analysis</li> </ul>
<b>SMART GOALS FOR EACH INTERVENTION</b>		<b>Year 2</b>
<b>Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals</b>		
Collaborate with training institutions for specific needs	CBU to ensure that various institutions highlighted in the ACBP Report are onboarded for curating training programs for the officials of the DoF.	<ul style="list-style-type: none"> <li>• Design the training calendar with the help of the onboarded training institutions and ensure that the officials are timely released to attend the training programs.</li> <li>• Take feedbacks from the participants to find out the quality of the training programs and the learnings of the officials</li> </ul>
<b>SMART GOALS FOR EACH INTERVENTION</b>		<b>Year 3</b>
<b>Specific, Measurable, Attainable, Relevant, Time-based (SMART) goals</b>		
Refer to the ACBP Report as take a note of all the national-level conclaves / seminars / workshops proposed for the DoF officials	<p>A. CBU to enlist the participants of the conclaves / seminars / workshops in consultation with the Joint Secretaries of various Divisions</p> <p>B. CBU to develop a timeline for organising the events</p> <p>C. CBU to take note of the outcome / learnings of the events and share a report to the Secretary, DoF.</p>	<ul style="list-style-type: none"> <li>• CBU to submit to the Secretary, DoF a list of total number of training programs attended by each official of the DoF.</li> <li>• CBU to develop a report on the conclaves / seminars / workshops / brainstorming sessions and submit it to the Secretary, DoF for review and effective implementation.</li> <li>• CBU to ensure that all the identified interventions have been implemented.</li> </ul>

## 9.2 Training Calendar

In this Section, an exhaustive list of training programs has been prepared and the training programs have been mapped with the internal as well as the external knowledge partners of the DoF.

The training programs which have already been mapped with various institutions such as – ISTM, iGOT; etc. may be attended by DoF officials as per the quarters mentioned in the calendars below. However, for the specialized needs, the Capacity Building Unit will have to take initiative to connect with the indicated institutions (PSUs of DoF in majority of the cases) and carry forward the discussions to either curate the training programs as per needs or take needful action as indicated in the tables below. Further, the detailed Division/wing-wise classification of training calendar is listed below for reference.

### 9.2.1 Urea Policy Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Joint Secretary, Director, Section Officer, Assistant Section Officer	L1	Q2
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q3
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Section Officer, Assistant Section Officer	L1	Q3
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
<b>Behavioural</b>	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Section Officer, Assistant Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
<b>Behavioural</b>	Citizen Centricity	Service Delivery Management	3:11 hours	Online	Indian Institute of Public Administration	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L2	Q3
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2



Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeli ne
<b>Behavioural</b>	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q3
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Under Secretary, Section Officer, Assistant Section Officer	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Section Officer, Assistant Section Officer	L2	Q3
<b>Domain</b>	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director	L2	Q2
<b>Domain</b>	Cost Management	Cost Management	*1 day	*Online	Arun Jaitley National Institute of	Arun Jaitley National Institute of	Joint Secretary, Director, Under Secretary	L2	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Financial Management (AJNIFM), Faridabad	Financial Management (AJNIFM), Faridabad			
<b>Domain</b>	Understanding Urea	Understanding Urea	1 day	Physical	Immersion Module in collaboration PSU's such as RCF, NFL, etc.	Immersion Module in collaboration PSU's such as RCF, NFL, etc.	All Officials	L2	Q2
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Joint Secretary, Director, Under Secretary	L3	Q3

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

## 9.2.2 P&amp;K Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Joint Secretary, Director, Under Secretary	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Joint Secretary, Director, Under Secretary	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Joint Secretary, Director, Under Secretary	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Director, Under Secretary	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Understanding of Customs duty and Inland freight	International Commercial Terms (INCOTERMS)	00:30 hours	Online	Defence Accounts Department	iGOT	Joint Secretary, Director, Under Secretary	L1	Q2
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3
Domain	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	All Officials	L2	Q3
Domain	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Cost Management	Cost Management	*1 day	*Online	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Under Secretary	L2	Q4
<b>Domain</b>	Understanding of Customs duty and it's CrPC and Inland freight	Understanding of Customs duty and it's CrPC and Inland freight	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Joint Secretary, Director, Under Secretary	L3	Q3
<b>Domain</b>	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3

\*To be decided by CBU after discussions with the P&K Wing, and the mentioned training institutes/ partner organisations.

## 9.2.3 IC Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Joint Secretary, Director, Under Secretary	L1	Q2
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Joint Secretary, Director, Under Secretary	L2	Q3
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Director, Under Secretary	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Joint Secretary, Director, Under Secretary	L1	Q2
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	Joint Secretary, Director, Under Secretary	L1	Q3
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Joint Secretary, Director, Under Secretary	L1	Q3
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Joint Secretary, Director, Under Secretary	L1	Q2
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Joint Secretary, Director, Under Secretary	L1	Q2
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Joint Secretary, Director, Under Secretary	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Joint Secretary, Director, Under Secretary	L3	Q4



Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Cost Management	Cost Management	*1 day	*Online	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Under Secretary	L2	Q4
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Joint Secretary, Director, Under Secretary	L3	Q3
<b>Domain</b>	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3

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

## 9.2.4 Movement Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Section Officer, Assistant Section Officer	L1	Q2
<b>Functional</b>	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	Assistant Commissioner, Section Officer, Assistant Section Officer	L1	Q2
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Additional Secretary, Director, Section Officer, Assistant Section Officer	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Additional Secretary, Director, Section Officer, Assistant Section Officer	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Additional Secretary, Director, Section Officer, Assistant Section Officer	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Assistant Commissioner, Section Officer, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Additional Secretary, Director, Section Officer, Assistant Section Officer	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Additional Secretary, Director, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Section Officer, Assistant Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	All Officials	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Section Officer, Assistant Section Officer	L2	Q3
Domain	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	All Officials	L2	Q3

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

## 9.2.5 PSU Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	Section Officer, Assistant Section Officer	L1	Q3
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours  10:15 hours  00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Under Secretary	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Under Secretary	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Understanding Urea	Understanding Urea	1 day	Physical	Immersion Module in collaboration PSU's such as RCF, NFL, etc.	Immersion Module in collaboration PSU's such as RCF, NFL, etc.	All Officials	L2	Q2
<b>Domain</b>	Financial Evaluation and Asset Management	Financial Evaluation and Asset Management	*1 day	*Online	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Joint Secretary, Director, Under Secretary	L2	Q4
<b>Domain</b>	Process, guidelines, policies and procedures DPE, DIPAM	Process, guidelines, policies and procedures DPE, DIPAM	*1 day	*Online	DPE and DIPAM	DPE and DIPAM	Under Secretary	L2	Q3
<b>Domain</b>	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Under Secretary	L3	Q3
<b>Domain</b>	PSU roles and responsibilities, policies, structure, etc	PSU roles and responsibilities, policies, structure, etc	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary	L2	Q3

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



## 9.2.6 Fertilizer Industry Coordination Committee (FICC)

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Economic Advisor, Director, Joint Director, Deputy Director	L1	Q2
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint,	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
		Excel: Beginner and Advanced)							
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Economic Advisor, Director, Joint Director, Deputy Director	L1	Q2
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners SVPNPA Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Economic Advisor, Director, Joint Director, Deputy Director	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Economic Advisor, Director, Joint Director, Deputy Director	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	Economic Advisor, Director, Joint Director, Deputy Director	L1	Q3
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Economic Advisor, Director, Joint Director, Deputy Director	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Economic Advisor, Director, Joint Director, Deputy Director	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Data Visualization	Data Driven Decision Making for Government	2:30 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L2	Q1
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Soil Testing, Soil PH value	Soil Testing, Soil PH value	*1 day	*Physical	Krishi Vigyan Kendra, Ujwa	Krishi Vigyan Kendra, Ujwa	Economic Advisor, Director, Joint Director	L2	Q4
Domain	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Economic Advisor, Director, Joint Director, Deputy Director	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Cost Management	Cost Management	*1 day	*Online	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Economic Advisor, Director, Joint Director, Deputy Director	L2	Q4
<b>Domain</b>	Data modelling and visualization	Data modelling and visualization	*1 day	*Physical	Workshop with Wadhvani Institute of Technology and Policy	Wadhvani Institute of Technology and Policy	Economic Advisor, Director, Joint Director, Deputy Director	L2	Q2

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

## 9.2.7 FS Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q3
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of	iGOT	All Officials	L1	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
					Technology and Policy				
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q2
<b>Behavioural</b>	Communication Skills	Karmayogi Prambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners SVPNPA Food Corporation of India (FCI)	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q3
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Joint Secretary, Director, Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q3
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Under Secretary, Deputy Director, Senior Assistant Director,	L4	Q3



Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Assistant Director		
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L3	Q4
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Understanding of Customs duty and Inland freight	International Commercial Terms (INCOTERMS)	00:30 hours	Online	Defence Accounts Department	iGOT	Joint Secretary, Director, Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L1	Q2
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	Fertilizers usage, requirements, alternative fertilizers making, innovative fertilizers, green technologies for production plants	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Domain</b>	Understanding of Customs duty and it's CrPC and Inland freight	Understanding of Customs duty and it's CrPC and Inland freight	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director, Section Officer, Assistant Section Officer	L2	Q3
<b>Domain</b>	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director, Under Secretary, Deputy Director, Senior Assistant Director, Assistant Director	L2	Q3

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

## 9.2.8 General Administration Wing and Official Language

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	Section Officer, Assistant Section Officer	L1	Q2
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Section Officer, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners SVPNPA Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Under Secretary, Section Officer,	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
		Gender Equality and Development – Overview	1:45 hours		World Bank		Assistant Section Officer		
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	All Officials	L1	Q2
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Under Secretary, Section Officer, Assistant Section Officer	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer, Assistant Section Officer	L3	Q4
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Assistant Section Officer	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3

\*To be decided by CBU after discussions with the General Administration Wing and Official Language, and the mentioned training institutes/ partner organisations.

## 9.2.9 Coordination section

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	Economic Advisor, Director, Under Secretary	L1	Q3
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Under Secretary, Assistant Section Officer	L1	Q2
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Assistant Section Officer	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Assistant Section Officer	L3	Q4
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Assistant Section Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Assistant Section Officer	L1	Q2
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners SVPNPA Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Under Secretary, Assistant	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Section Officer		
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Assistant Section Officer	L1	Q2
<b>Behavioural</b>	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Under Secretary, Assistant Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Under Secretary, Assistant Section Officer	L1	Q2
<b>Behavioural</b>	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	Under Secretary, Assistant Section Officer	L1	Q3
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	Under Secretary, Assistant Section Officer	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Assistant Section Officer	L3	Q4



Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Data Visualization	Data Driven Decision Making for Government	2:30 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L2	Q1
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Understanding of Production Linked Incentives (PLIs)	Understanding of Production Linked Incentives (PLIs)	*1 day	*Online	Department for Promotion of Industry and Internal Trade	Department for Promotion of Industry and Internal Trade	Economic Advisor, Director, Under Secretary	L2	Q4
<b>Domain</b>	Data modelling and visualization	Data modelling and visualization	*1 day	*Physical	Workshop with Wadhvani Institute of Technology and Policy	Wadhvani Institute of Technology and Policy	Economic Advisor, Director, Under Secretary	L2	Q2

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

## 9.2.10 Planning, Monitoring and Innovation Wing

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer, Senior Statistical Officer	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Section Officer, Senior Statistical Officer	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Section Officer, Senior Statistical Officer	L3	Q4
Functional	Quantitative and analytical skills	Statistical Tools and Techniques	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Section Officer, Senior Statistical Officer	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer, Senior Statistical Officer	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours  10:15 hours  00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	All Officials	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	All Officials	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	All Officials	L1	Q3
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Data Visualization	Data Driven Decision Making for Government	2:30 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L2	Q1
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Market intelligence and Demand assessment on fertilizers	Market intelligence and Demand assessment on fertilizers	*1 day	*Online	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Economic Advisor, Director	L2	Q3
<b>Domain</b>	Understanding of Production Linked Incentives (PLIs)	Understanding of Production Linked Incentives (PLIs)	*1 day	*Online	Department for Promotion of Industry and Internal Trade	Department for Promotion of Industry and Internal Trade	Economic Advisor, Director, Under Secretary	L2	Q4
<b>Domain</b>	Data modelling and visualization	Data modelling and visualization	*1 day	*Physical	Workshop with Wadhvani Institute of Technology and Policy	Wadhvani Institute of Technology and Policy	Under Secretary	L2	Q2

\*To be decided by CBU after discussions with the Planning, Monitoring and Innovation division, and the mentioned training institutes/ partner organisations.

## 9.2.11 Vigilance Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	Under Secretary, Section Officer	L1	Q2
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Under Secretary, Section Officer	L1	Q2
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Under Secretary, Section Officer	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Vigilance	Preventive Vigilance Orientation Training Programme on Preventive Vigilance	01:33 hours 2 days	Online Physical	Ministry of Steel Institute of Secretariat Training and Management	iGOT Institute of Secretariat Training and Management	Under Secretary, Section Officer	L1 L3	Q2 Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Section Officer	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3

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



## 9.2.12 Shipping Division

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L3	Q4
Functional	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L2	Q3
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Vigilance	Preventive Vigilance	01:33 hours	Online	Ministry of Steel	iGOT	Senior Assistant Director, Assistant Director, Under Secretary	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Senior Assistant Director, Assistant Director, Under	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Secretary, Section Officer		
<b>Functional</b>	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L3	Q4
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L1	Q3
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L1	Q2
Behavioural	Gender Sensitivity	Gender Sensitivity	00:50 hours	Online	Ministry of Power	iGOT	Senior Assistant Director, Assistant Director, Under Secretary, Section Officer	L1	Q2
		Gender Equality and Development – Overview	1:45 hours		World Bank				
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	All Officials	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	All Officials	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Understanding of Customs duty and Inland freight	International Commercial Terms (INCOTERMS)	00:30 hours	Online	Defence Accounts Department	iGOT	Additional Secretary, Senior Assistant Director, Assistant Director, Under Secretary	L1	Q2
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	Logistics: Transportation Planning, Multi-model Transportation, Supply Chain Management, Demurrage	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	All Officials	L2	Q3
Domain	Understanding of Customs duty and it's CrPC and Inland freight	Understanding of Customs duty and it's CrPC and Inland freight	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Additional Secretary, Senior Assistant Director, Assistant Director,	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
							Under Secretary		
<b>Domain</b>	Understanding of Maritime law	Understanding of Maritime law	*1 day	*Physical	Indian Maritime University, Chennai/ Ministry of Ports, Shipping and Waterways	Indian Maritime University, Chennai/ Ministry of Ports, Shipping and Waterways	Senior Assistant Director, Assistant Director, Under Secretary	L2	Q4
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Additional Secretary, Senior Assistant Director, Assistant Director, Under Secretary	L3	Q3

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

9.2.13 Direct Benefits Transfer Cell

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
Functional and Behavioural	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
Functional	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	Under Secretary, Section Officer	L1	Q3
Functional	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
Functional	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	Under Secretary, Section Officer	L1	Q2
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Under Secretary, Section Officer	L1	Q2
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Joint Secretary, Director,	L2	Q3



<b>Competency Category</b>	<b>Competency Addressed</b>	<b>Name of Course/ Training/ Module/ Intervention</b>	<b>Duration (Hours/ Days)</b>	<b>Mode of delivery</b>	<b>Training Institute/ Partner Organization</b>	<b>Platform/ Location</b>	<b>Target Group of Participants/ Designation</b>	<b>Level of Course</b>	<b>Timeline</b>
							Under Secretary		

\*To be decided by CBU after discussions with the Direct Benefits Transfer Cell, and the mentioned training institutes/ partner organisations.

## 9.2.14 Promotion of Non-Chemical Fertilizer

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	Under Secretary, Section Officer	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2
<b>Functional</b>	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
<b>Functional</b>	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
<b>Behavioural</b>	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7.19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	All Officials	L1	Q3
<b>Behavioural</b>	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	All Officials	L1	Q2
<b>Behavioural</b>	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	Additional Secretary, Deputy Secretary, Under Secretary	L1	Q2
<b>Behavioural</b>	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	Additional Secretary, Deputy Secretary, Under Secretary	L1	Q3
<b>Behavioural</b>	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
<b>Behavioural</b>	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Behavioural</b>	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
<b>Domain</b>	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
<b>Domain</b>	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Additional Secretary, Deputy Secretary, Under Secretary	L2	Q3
<b>Domain</b>	Cost Management	Cost Management	*1 day	*Online	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Arun Jaitley National Institute of Financial Management (AJNIFM), Faridabad	Additional Secretary, Deputy Secretary, Under Secretary	L2	Q4
<b>Domain</b>	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Additional Secretary, Deputy Secretary, Under Secretary	L3	Q3

\*To be decided by CBU after discussions with the Promotion of Non-Chemical Fertilizer, and the mentioned training institutes/ partner organisations.

## 9.2.15 Fertilizer Innovation, SSP Cell and Fertilizer Act

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
<b>Functional</b>	Appropriate coursework for day-to-day function	DAKSHTA Courses	13:40 hours	Online	Institute of Secretariat Training and Management	iGOT	All Officials	L1	Q1
<b>Functional and Behavioural</b>	Appropriate module including Code of Conduct, POSH, Motivation, Self-Leadership, Stress Management	Karmayogi Prarambh Module	21:30 hours	Online	Multiple partners	iGOT	All Officials	L1	Q2
<b>Functional</b>	GFR 2017	Public Procurement Framework of GOI	1:55 hours	Online	Department of Expenditure	iGOT	All Officials	L1	Q2
<b>Functional</b>	Course getting curated by CBC in iGOT Karmayogi on Project Management	Project management	TBC	Online	TBC	iGOT	All Officials	L1	Q3
<b>Functional</b>	Budgeting	Budgetary System in Government	00:45 hours	Online	Defence Accounts Department (DAD)	iGOT	All Officials	L1	Q2
<b>Functional</b>	Establishment Rules & General Administration Matters of Government Departments	Training Programme on Establishment Rules	3 days	Physical	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
<b>Functional</b>	E-Office & Office Management	Programmes for NIC applications	TBC	Online	NIC	iGOT	All Officials	L2	Q3
<b>Functional</b>	MS office	Microsoft Courses (Word, PowerPoint, Excel: Beginner and Advanced)	21:30 hours	Online	Microsoft	iGOT	All Officials	L1	Q2

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Functional	Public Private Partnership	Workshop on Public Private Partnership	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	Assistant Commissioner, Under Secretary, Section Officer	L3	Q4
Functional	PFMS	Orientation Training Programme on PFMS	2 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Functional	Emerging Technology	Introduction to Emerging Technologies	2:20 hours	Online	Wadhvani Institute of Technology and Policy	iGOT	All Officials	L1	Q1
Functional	Power and Potential of AI	Introduction to Leveraging AI and Chat GPT	00:24 hours	Online	Invest India	iGOT	All Officials	L1	Q1
Behavioural	Attention to Detail	Yoga for Excellence	1:11 hours	Online	The Art of Living	iGOT	All Officials	L1	Q2
Behavioural	Communication Skills	Karmayogi Prarambh Module: Effective Communication Module nos. 2,3,4,5,6,7,8,9,10 by Meghna Yadav for grammar, conversations, and official words Rajbhasha Hindi	7:19 hours 10:15 hours 00:13 hours	Online	Multiple partners  SVPNPA  Food Corporation of India (FCI)	iGOT	All Officials	L1	Q3
Behavioural	Empathy	Increasing your Emotional Quotient	1:07 hours	Online	The Art of Living	iGOT	Assistant Commissioner, Under Secretary, Section Officer	L1	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Behavioural	Ethical Behaviour	Ethics and Values	00:50 hours	Online	Border Roads Organisation (BRO)	iGOT	Assistant Commissioner, Under Secretary, Section Officer	L1	Q2
Behavioural	Ability to give feedback	Suggested reads: Giving and Receiving Feedback	Self-paced readings	Reading Material	Patti Hathaway	Various E-commerce portals	All Officials	L1	Q2
Behavioural	Innovation	Innovation and Improvements	TBC	Online	IIT Delhi curating a course for iGOT Karmayogi	iGOT	All Officials	L1	Q3
Behavioural	Result Orientation	Goal Setting Suggested reads: Get Things Done	00:40 hours Self-paced readings	Online Reading Material	Department of Personnel and Training David Allen	iGOT Various E-commerce portals	All Officials	L4	Q3
Behavioural	Rule Consciousness	Ethics and Value in Public Governance	3 days	Online	Institute of Secretariat Training and Management	Institute of Secretariat Training and Management	All Officials	L3	Q4
Behavioural	Stakeholder Management	Managing Personal Relationships	00:41 hours	Online	The Art of Living	iGOT	All Officials	L1	Q4
Domain	Induction Module/Refresher course	Induction Module/Refresher course	*TBC	Online	Induction Training Module for the DoF	iGOT	All Officials	L2	Q3
Domain	Basics of fertilizers (Urea and non-urea), production, Micronutrients	Basics of fertilizers (Urea and non-urea), production, Micronutrients	*1 day	*Physical	PSU's such as RCF, NFL, etc.	PSU's such as RCF, NFL, etc.	Additional Secretary, Director, Under Secretary, Assistant Commissioner	L2	Q3

Competency Category	Competency Addressed	Name of Course/ Training/ Module/ Intervention	Duration (Hours/ Days)	Mode of delivery	Training Institute/ Partner Organization	Platform/ Location	Target Group of Participants/ Designation	Level of Course	Timeline
Domain	International best practices of fertilizers	International best practices of fertilizers	*1 day	*Physical	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Private manufacturers like Zuari Agro, Chambal Fertilizers, etc.	Additional Secretary, Director, Under Secretary, Assistant Commissioner	L3	Q3

\*To be decided by CBU after discussions with the Fertilizer Innovation, SSP Cell and Fertilizer Act, and the mentioned training institutes/ partner organisations.



## 9.3 ACBP Standardized Templates

### 9.3.1 Responsibility Allocation

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

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

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

### 9.3.2 Monitoring and Evaluation Matrix

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

#	Date of Entry	Intervention/ Course Name	Institute Name/ Partner Organization	Recommended Participation (As per ACBP)	No. of Estimated Participants (Target)	No. of Actual Participants	Source of Data (eg: attendance sheet, IGOT records, etc.)	Start date	End date	KPI Completed (Y/N)	General feedback for the course
1	26-May-23	Office Procedure	iGOT	US SO ASO	US (8), SO (10), ASO (38)	SO (5), ASO (20)	iGOT Records	1-April-23	26-May-23	Yes	The included course covers all the aspects of Office procedures Average rating out of 10, given by all the participants in the feedback form

9.3.3 KPIs

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

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

# Annexure 1 – CBU Formation Letter

## Composition Letter

**No.F-23011/08/2018-Estt.**  
Government of India  
Ministry of Chemicals & Fertilizers  
Department of Fertilizers

Shastri Bhawan, New Delhi-110001.  
Dated the 6<sup>th</sup> January, 2023

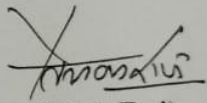
**OFFICE MEMORANDUM**

**Subject:** Constitution of Capacity Building Unit in DoF.

The undersigned is directed to refer to the subject cited above and to say that a Capacity Building Unit having the following composition has been constituted in this department:

i.	Dr. Prathibha A., EA	- Chairperson
ii.	Shri Padamsing Pradipsing Patil, Dir(FS &FFS).	- Member
iii.	Shri Vikram Kumar Yadav, US(Coord.)	- Member
iv.	Shri Navneet Kumar,SO (Movt./Fert. Inn/FWR)	- Member
v.	Shri Amit Kumar Jha, SO(Coord./DBT/DDO)	- Member

2. This issues with the approval of the Competent Authority.

  
(Tilak Raj)  
Under Secretary to the govt. of India  
Tel No.: 011-23387492

To:  
1. All the concerned officers

Copy to:  
PPS to Secretary(F)

**Reconstitution Letter**

**No.F-23011/01/2019-Estt.**  
 Government of India  
 Ministry of Chemicals & Fertilizers  
 Department of Fertilizers

Shastri Bhawan, New Delhi-110001.  
 Dated the 31<sup>st</sup> March, 2023

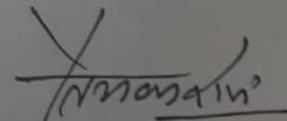
**OFFICE MEMORANDUM****Subject: Constitution of Capacity Building Unit in DoF.**

The undersigned is directed to refer to refer to this department's OM No.F-23011/08/2018-Estt. dated on the subject cited above and to say that the Capacity Building Unit of this department is hereby re-constituted as under:

- |       |   |               |
|-------|---|---------------|
| i.    | Ms. Neeraja Adidam, AS                              | - Chairperson |
| ii.   | Ms. Aneeta C Meshram, JS(UPP & Admn.)               | - Member      |
| iii.  | Ms. Aparna Sharma, JS(P&K)                          | -Member       |
| iv.   | Shri Arvind Kumar, JS(PSU)                          | -Member       |
| v.    | Shri Niranjana Lal, Director(UPP)                   | -Member       |
| ✓vi.  | Shri Anil Phulwari, Director(PMI & Coord.)          | -Member       |
| vii.  | Shri Padamsing Pradipsing Patil, Dir(FS, FI & FFS). | -Member       |
| viii. | Shri Tilak Raj, US(Estt./Gen. Admn./IT/Shipping)    | -Member       |
| ix.   | Shri Vikram Kumar Yadav, US(Coord.)                 | - Member      |
| x.    | Shri Amit Kumar Jha, SO(Coord./DBT/DDO)             | - Member      |

2. Shri Johan Topno, DS is nominated as MDO of Capacity Building Unit for coordinating with Capacity Building Commission on all matters relating to iGOT Karmayogi.

3. This issues with the approval of the Competent Authority.

  
 (Tilak Raj)

Under Secretary to the govt. of India  
 Tel No.: 011-23387492

To:  
 All the concerned officers

Copy to:  
 PPS to Secretary(F)

## Annexure 2 – Kick-off Meeting Minutes

This section includes the minutes and pictures of the Kickoff meeting for Department of Fertilizers which was held on 20<sup>th</sup> December 2022 at IST 4:00 PM.

The meeting was participated by:

- a. Mr. Arun Singhal, Secretary, Department of Fertilizers
- b. Ms. Neeraja Adidam, Additional Secretary, Department of Fertilizers
- c. Mr. Adil Zainulbhai, Chairman, CBC
- d. Mr. Himansu Pandey, Project Coordinator, CBC
- e. Mr. Chirag Jain, Partner, GT
- f. Mr. Nishant Singh, Director, GT
- g. Mr. Chandan Sangal, Director, GT
- h. Ms. Varsha Menon, Consultant, GT

1. Mr. Adil Zainulbhai shared the objectives of Mission Karmayogi, CBC, and its approach to creation of Annual Capacity Building Plans.
2. Mr. Adil Zainulbhai also informed about the industry specific immersion programs used for MDOs such as MoFPI, Aviation, Petrochemicals, Steel, etc. All the attendees were informed about the India's capacity building framework and overview of iGoT platform.
3. During the meeting, Mr. Arun Singhal, Secretary, Department of Fertilizers commended the initiative and informed the participants that systematic training process would be beneficial to the department.
4. Few training programs discussed in the meeting
  - a. Techniques of freight minimization
  - b. Operational research
  - c. Efficiency in transportation & movement planning
  - d. Immersion training program
  - e. Interacting with farmers, manufacturing unit visits, stakeholder management
5. CBC team informed the participants about our understanding of the department and our approach for creating the ACBP.
6. Quick wins that may be implemented in the short term
  - a. Modules for functional trainings like parliamentary questions, cabinet queries, RTI, GeM, GFR etc. on iGOT
  - b. Modules for functional trainings like stakeholder management, stress management, etc. on iGOT
7. Ms. Neeraja Adidam was appointed as the POC for the department.

**Key action points:**

- a. Formal order for CBU creation to be released by Department of Fertilizers
- b. Visioning exercise to be scheduled between CBC team and Department of Fertilizers this week
- c. Detailed list of staff with their email addresses and Divisions for disbursal of questionnaire to be shared by Department of Fertilizers

**Snapshots of Kick-off meeting**



## Annexure 3 – Progress Review with Secretary Meeting Minutes

### ACBP Review - with the Secretary and Senior Officials of the Department of Fertilizers & CBC

Meeting Attendees:

Mr. Arun Baroka, Secretary, DoF

Mr. Adil Zainulbhai, Chairman CBC

Mr. Praveen Singh Pardeshi, Member (Admin) CBC

Ms. Aneeta C Meshram, JS, DoF

Ms. Aparna S Sharma, JS, DoF

Mr. Arvind Kumar, JS, DoF

Dr. Prathibha A, EA, DoF

Dr. Tina Soni, Director, DoF

Mr. Anil Phulwari, Director, DoF

Mr. Harvinder Singh, Director, DoF

Mr. Shyam Sunder Agrawal, Joint Director, DoF

Mr. Manoj Kumar, DS, DoF

Mr. Johan Topno, DS, DoF

Mr. Ujjwal Kumar, DS, DoF

Consultants from GTBL - Mr. Chirag Jain

Mr. Neeraj Sharma

Ms. Varsha Menon

Venue and Time : Shastri Bhavan, DoF; 5:00 PM, 4<sup>th</sup> May 2023

- Mr. Adil Zainulbhai gave a brief overview of the ACBP to all the officers of the Department of Fertilizers (DoF) and highlighted the Immersion Programme suggested by the team of consultants.
- Secretary, DoF directed JS, Admin to include visit to RCF Plant at Alibagh under the scheduled Immersion Programme
- Mr. Pardeshi also highlighted the need for visiting a few private sector Fertilizer manufacturing plants, which was accepted and appreciated by the Secretary, DoF
- Secretary, DoF, while highlighting the need for strengthening the communication skills of the officers highlighted that capacity building for communication skills must target not only English but Hindi also. Further, the upskilling must focus on four broad modes of communication – Listening (ability to clearly understand what another person said), Speaking (ability to clearly communicate one's thoughts to others), Oral (ability to converse while ensuring that the thoughts are being exchanged clearly from both ends), and Written (related to day to day communications through files, notes, letters, etc.)
- Secretary, DoF further highlighted the need for enhancing the Presentation Skills of the officers, as Power Point presentation has become the most common base for initiating and carrying out discussions or meetings. The officers of DoF must be proficient in creating and delivering good presentations.
- Mr. Zainulbhai, further shared that a course in Time Management is being curated and will be hosted on the iGOT Platform; the said course would prove to be very useful for all the officers of the DoF



- In order to gain domain knowledge in the field of Green Hydrogen and Nanotechnology, officers of the DoF may visit the Mumbai based RCF fertilizer plant. The officers may gain exposure to: (i) functioning of Biofertilizer Unit, (ii) Hydrogen generation from Ammonia, (iii) activities related to gas sourcing, production of fertilizers, handling of fertilizers, distribution, etc.
- It was also highlighted that so far 93 Officers of the DoF have registered themselves on the iGOT Karmayogi Platform; DAKSHTA is a mandatory module for all the SOs and ASOs of the Department.
- Mr. Pardeshi described the various components of the DAKSHTA module and the entire system through which the officers will first attend the online DAKSHTA module followed by a physical, advanced course at the ISTM, Delhi.
- Mr. Zainulbhai told the meeting attendees that the course on Emerging Technologies, hosted on iGOT Karmayogi Platform will prove to be very useful for all the officers and that everyone should take the course on Emerging Technologies created by the Wadhawani Foundation.
- Mr. Zainulbhai also highlighted that the course on Communication Skills created by IIM Bangalore is highly recommended for the DoF officials
- Secretary, DoF discussed with JS, PSUs to include visit to the Fertilizer Plant of Chambal Fertilizers instead of the NFL Fertilizer plant
- A note on the Field Visit / Immersion Module will be shared by the consultants with the DoF and the CBC.
- It was highlighted by Secretary, DoF that through the visits, the officers should develop an understanding of the entire ecosystem including the Distribution of fertilizers, etc.
- During the meeting, Secretary, DoF discussed with his senior staff about the significance of carrying out an assessment of the extent of utilization of Nano Urea as this would impact the Nano Urea production in both – short and long term.
- It was also discussed to explore the possibility of organising a Design Thinking workshop for the officers of the DoF.
- The organisational intervention suggested by the consultants – Setting up a Technical Support Unit at the DoF for helping the DoF officials in dealing with highly technical matters – was well accepted by the Secretary, DoF. Consultants and CBC may help DoF in preparing a note on the skills required for the staff of the proposed Technical Support Unit.
- Consultants were asked to share the details of the Data Analytics course curated by the Wadhawani Foundation with the CBC and the DoF officials
- Mr. Zainulbhai and the Secretary, DoF also discussed the possibility of getting a course curated and hosted on iGOT Karmayogi Platform based on Swamy's book
- Secretary, DoF highlighted the importance of having regular knowledge upgradation on – GFR Rules, FR-SR, Disciplinary Proceedings, Office Procedures, etc.
- Consultants were asked to visit FICC Unit for carrying out a detailed competency needs analysis of the officers of the FICC.
- In the end, Secretary, DoF and JS, FICC discussed the possibility of organising a workshop for the DoF officials to understand the applications of AI/ML applicable to the kind of data collected at FICC and other Divisions of the DoF. Secretary, DoF suggested to involve the CMDs of all the Fertilizer Plants and Units to be a part of the proposed workshop.

## Annexure 4 – Gaps identified and capacity building initiatives

Details of the Department's identified competency gaps are provided below:

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
1	Training Module(s) for familiarization with basic role of Department and different functions including knowledge of office procedure manuals	A basic toolkit for familiarization with concepts for all employees which provides basic information on working of various Divisions/wings, schemes, etc.
2	Basic soft skills for day-to-day functions	Providing basic training on document writing along with training in MS-tools like PowerPoint, Excel focused on data representation (graphs, bar charts figures etc.)
3	General Finance Rules, introductory and advanced module on financial planning and development of fertilizers business	Training module for management of financial issues and understanding the general financial rules of the Department including strategic pricing/costing and developing long term investment plan
4	Business analytics	Advanced course on business analytics with specific modules on: <ul style="list-style-type: none"> <li>Global trends in international commerce/trade patterns and its implications</li> <li>Recent industrial development patterns in India and trade lane priorities</li> </ul>
5	Basic drafting techniques for official communication & rules related to cabinet note	A basic module on standard operating procedures for stakeholder engagements, communications which shall include RFI (request for information,) RTI (Right to Information) follow ups and creating information sharing platforms.
6	Mandatory courses for level transitions	Special modules for officers undergoing level transition to fully familiarize them with changed expectations, roles, and duties. Such modules would have to be customized to specific roles/Departments and respective hierarchies and would best be delivered by experienced former officers, in combination with faculty who are experienced in the overall domain expertise
7	Knowledge transfer incoming and outgoing officers	Provisions should be made to facilitate knowledge transfer between the incoming and outgoing officers.
8	Manpower shortage	Appropriate recruitment of the staff as required
9	Lack of practical exposure	Immersion training programs to various PSUs and private manufacturers such as RCF, Chambal Fertilizers, Zuari Agro to increase the practice knowledge

S. No	Gap Identified	Skills/Competency Related Intervention Suggested
10	Behavioral training for the officials	<p>Training on various behavioral competencies such as</p> <ul style="list-style-type: none"> <li>• Stress Management</li> <li>• Time Management</li> <li>• Stakeholder Management</li> <li>• Leadership</li> <li>• Moral &amp; Ethics</li> </ul>
11	Data management through technological solutions	<ul style="list-style-type: none"> <li>• SOPs for Drafting of Parliamentary Question Responses, GeM portal, Cabinet Notes, Notifications, Circulars, Public Notice, Press Releases, etc.</li> <li>• SOPs for submission of all documents by all officers/staff generating and managing documents to these databases for proper record keeping</li> <li>• Development of secure databases for filing electronic version of different categories of documents, organized by broad subject matter</li> <li>• Developing a 'Search' application for this database for easy retrieval of relevant documents later</li> </ul>
12	Orientation module for freshers	Develop an online 'Orientation' Module for all freshers in the Department that would include 360 understanding of the Department's work, role and responsibilities, structure and working of the Department, role of Department in national and flagship programs like Atmanirbhar/PM Gati Shakti, DBT, Fertilizer subsidy, etc.
13	Basic understanding to perform day-to-day functions	Procurement and tender writing, Cabinet note, EFC, office order, noting, drafting, NIC applications are required for performing day-to-day activities
14	Use of Government portals for procurement management	Training module for efficient use of GEM for procurement including developing SOPs for special requirements of Ministries/common issues and challenges and their resolution when using GEM
15	Understanding latest technologies and best practices in fertilizers sector	Knowledge of domestic/International technological advancement and best practices through national conclaves, workshops, visits, etc.
16	Knowledge of various policies/rules/acts w.r.t. fertilizers sector	Training module on various policies/rules/acts such as policies Maritime Law, Custom Duty, import and export policies, etc.
17	Requirement of a for highly technical matters	A Technical Support Unit may be established at the Department to help in dealing with highly technical matters such as Market Intelligence, procurement of input material, input cost of fertilizers, prices of natural gas, etc.

<b>S. No</b>	<b>Gap Identified</b>	<b>Skills/Competency Related Intervention Suggested</b>
18	Data analysis and visualization	Since Urea production cost is dynamic and fluctuates with the fluctuating in the price of the Natural Gas, officials need understanding of trend and data analysis through various suggested courses on iGOT and workshop
19	Team collaboration and employee engagement	Requirement of employee engagement initiatives including some excursions, team building activities etc. to break the monotony of work and bring in improved coordination.
20	Knowledge bank for all the data	Development of knowledge bank/ data repository systems / digital glossary to enable data management and analysis

## Annexure 5 – List of training courses available on IGOT

### DAKSHTA Module

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

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

1. Karmayogi Prarambh Module
2. Karmayogi Prarambh Module for newly appointed DS/Directors
3. Karmayogi Prarambh Module for newly appointed JS
4. Microsoft Courses
5. COMMIT (Comprehensive Online Modified Modules for Induction Training)
6. Introduction to Emerging Technologies by Wadhvani Foundation
7. Prevention of Sexual Harassment of Women at Workplace by ISTM
8. Effective Communication by IIMB

## Annexure 6 – Immersion visit to RCF – Office Notice and Minute to Minute Agenda

**No. 25011/03/2023-Coord  
Government of India  
M/o Chemicals & Fertilizers  
D/o Fertilizers**

Shastri Bhawan, New Delhi  
Dated 5<sup>th</sup> July, 2023

Subject : Immersion visit to RCF, Mumbai – reg

The undersigned is directed to refer to the above cited subject matter and to state that following officers from D/o Fertilizers have been nominated for Immersion Visit to RCF, Mumbai on 14.07.2023 as part the Capacity Building Exercise:

**Representatives from DoF:**

- i. Shri Arvind Kumar, JS (PSU), DoF
- ii. Shri Padamsing P. Patil, Director, DoF
- iii. Shri Tilak Raj, Under Secretary, DoF
- iv. Shri Navneet Kumar, SO(FI), DoF
- v. Shri Mohit Kumar Jha, ASO, DoF

**Representatives from CBC:**

- i. Shri Chandan Sangal
- ii. Shri Neeraj Sharma
- iii. Ms. Varsha Menon

2. This issues with the approval of the Competent Authority.

  
(Anil Phulwari)

Director  
Ph No. 011 2338 9839

To,

1. Shri Anurag Kumar, US, Capacity Building Commission : with request to make travel arrangement in respect of representatives of CBC.
2. CMD – RCF : with request to make necessary arrangements at RCF Mumbai for the above delegation

Copy to:

1. PA to JS (AK), DoF, Shastri Bhawan
2. Steno to Director (FS), DoF, Udyog Bhawan
3. US (Estt/Gen) – with request to make necessary travel arrangements for the DoF officers
4. Shri Navneet Kumar, SO, DoF
5. Shri Mohit Kumar Jha, ASO, DoF

Date	Timing	Activity	Coordination
13.07.2023		Arrival of the guests	
14.07.2023	08:00 Hrs	Breakfast at Ark Guest House	
	10:30 Hrs	Arrival at Priyadarshini Building	
	10:45 Hrs	Meeting in Board Room/Presentation	
		<ul style="list-style-type: none"> <li>• Welcome by CMD</li> <li>• Presentation by CGM (P &amp; PD)</li> </ul>	To be attended by Concerns, CGMs and above.
	13:00 Hrs	Lunch	
	14:30 Hrs	<b>Trombay Plant Visit</b>	
		Visit to Ammonia V plant	
		Visit to Urea V plant	
		Visit to Urea Prilling Tower	
		Visit to STP	
	17:00 Hrs	Reserve Time	
	20:00 Hrs	Dinner at Ark Guest House	