CAPACITY
BUILDING
COMMISSION

Department of Ex-Servicemen Welfare

Annual Capacity Building Plan (ACBP)

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List of Abbreviations

Abbreviations	Full Form
NPCSCB	National Programme for Civil Services Capacity Building
CBC	Capacity Building Commission
ACBP	Annual Capacity Building Plans
MoD	Ministry of Defence
DoD	Department of Defence
MDO	Ministries/Departments/Organisation
FGD	Focused Group Discussions
RACT	Role-Activity-Competency-Training
SO	Section Officer
ASO	Assistant Section Officer
OSD	Officers on Special Duty
ISTM	Institute of Secretariat Training and Management
GDP	Gross Domestic Product
IMF	International Monetary Fund
PMHRC	Prime Minister's Public Human Resource Council
SPV	Special Purpose Vehicle
FRAC	Framework of Roles, Activities, and Competencies
JS	Joint Secretaries
MoU	Memorandum of Understanding
RTI	Right to Information
GeM	Government e-Marketplace
IFI	International Financial Institutions
PMO	Prime Minister Office
FDI	Foreign Direct Investment
APMS	Audit Para Monitoring System
APAR	Annual Performance Assessment Report
ACR	Annual Confidential Report
CPGRAMS	Centralised Public Grievance Redress and Monitoring System

Abbreviations	Full Form
ACP	Assured Career Progression
DPC	Departmental Promotion Committees
GFR	General Financial Rules
DFPR	Delegation of Financial Powers Rules
DFPDS	Delegation of Financial Powers Defence Services
CPL	Continuous Professional Learning
CBU	Capacity Building Unit
OM	Office Memorandum
TNA	Training Needs Analysis
SoCs	Statement of Cases
SHQs	Service Head Quarters
IRCC	Inter-Regional Coordination Committee
ENC	Eastern Naval Command
ICG	Indian Coast Guard
HBA	House Building Advance
BRO	Border Road Organisation
CVC	Central Vigilance Committee
APCSS	Asia-Pacific Center for Security Studies
URDPFI	Urban and Regional Development Plans Formulation and Implementation
AFMS	Armed Forces Medical Services
DGDS	Director General of Dental services
MES	Military Engineer Service
OOMF	Output-outcome monitoring framework
DPENGRAMS	Defence Pension Grievances Redress And Monitoring System
RBMS	Results-based management system
SOP	Standard Operating Procedures

1. Executive Summary

A. Context

The Union Government launched Mission Karmayogi, also referred to as the National Programme for Civil Services Capacity Building (NPCSCB), in September 2020. The programme aims to create a professional, competent, well-trained, and future-ready civil service through guided capacity building and is based on the philosophy of creating an ecosystem thriving on "competency-driven training and human resource management" by transitioning from a 'rule-based' system to a 'role-based' system." Under this programme, the Capacity Building Commission (CBC) has been set up for functional supervision of civil services training institutions and is currently conceptualizing and developing Annual Capacity Building Plans (ACBPs) for different Ministries, Departments, and Organisations of the Government of India (GoI) – with Department of Ex-Servicemen Welfare (DESW) under Ministry of Defence (MoD) being one of them.

B. Annual Capacity Building Plan

The Annual Capacity Building Plan (ACBP) is a strategic document that outlines key strategic areas that require intervention within the Ministry, Department, Organisation (MDO) and provides a macro picture of year-wise capacity-building initiatives that would cater to those areas. The ACBP is incremental in nature, identifying a few focus areas (in which the competency of the MDO – its officials, resources etc. needs to be built) that demand immediate attention and will gradually evolve into a full-fledged annual training calendar plan. The plan will follow a structured process of preparation as it involves working in tandem with all divisions within the MDO.
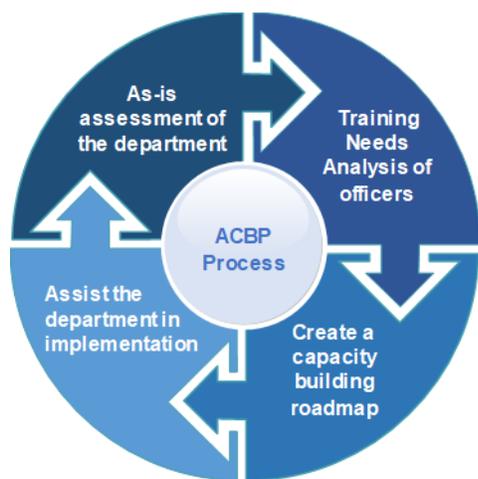
Figure 1: The process of Annual Capacity Building Plan (ACBP)

C. ACBP for the Department of Ex-Servicemen Welfare

The ACBP preparation for the Department of Ex-Servicemen Welfare (DESW) began in the month of January 2023 with a kick-off meeting held under the Chairpersonship of the Joint Secretary of the Department of Ex-Servicemen Welfare on 18th January 2023. This meeting was subsequently followed by Focused Group Discussions (FGDs) with officers/staff of the Department on 1st February 2023.

As part of the process to prepare the ACBP, data collection and collation exercises were initially rolled out to conduct an As-Is Assessment of the Department. The same aimed to capture data points that would enable building up a baseline for training and capacity-building interventions at an institutional level. Roles and responsibilities of various divisions of the Department along with the existing capacity-building interventions at the departmental level were studied. FGDs were carried out through in-person meetings and consultative workshops, spanning various levels of hierarchy within the organization. The workshops conducted were targeted to gather the nature of demand on specific areas of competency and training needs that were directly fed into a detailed matrix outlining the major roles and activities being performed across functions.

As a part of the next steps, for every unique role under the Department of Ex-Servicemen Welfare (DESW), the competency needs will be grouped under one of the three buckets as discussed below:

- **Domain**: Knowledge and expertise related to the sector, division, and the respective focus areas of each division
- **Functional**: Cross-cutting needs across MDOs which is related to functional aspects of the division such as administration, financial planning, communication, legal, stakeholder management, technological knowledge, and other such broad areas of expertise
- **Behavioural**: About the learning and implementation of soft skills and cultivating certain attitudes

Based on the understanding of the nature of roles and activities at each level, specific areas of competencies were mapped to each role. These competencies were evaluated through primary interaction with these individuals and consultation with higher officials to identify competency gaps. Based on these competency gaps, basic and advanced levels of training interventions were identified and marked out across the **Role-Activity-Competency-Training** (RACT) matrix. At an organizational level, the dimensions for capacity building are for non-training interventions like enhancements to technical systems, processes mapping and improvements, technology and data handling, resources and assets optimization, personnel management, partnerships, and stakeholder engagement methods, use and enhancement of digital tools especially for future, etc.

D. Macro picture of Capacity Need Analysis (CNA) exercise

The Capacity Needs Analysis exercise has been undertaken to identify and assess the knowledge and skills required by all officers under DESW which would enable them in executing their duties effectively. It involved evaluating the required competencies within the department and identifying gaps that need to be addressed to enhance performance and achieve desired outcomes. In this context, three key dimensions of knowledge are being considered: domain knowledge, functional skills, and behavioural skills and the analysis is being conducted at a department level, hierarchical role level and at an individual and division level.

In terms of domain knowledge, a course on **Effective Policy Formulation and Implementation** has emerged as the top course required by all officers across the Department. Officers have also expressed their need for courses on dealing with **Legal matters,** especially the handling of court cases ((including M/o Law & Justice instructions on the hiring of Govt. counsels, processing of their bills), managing LIMBS – Legal Information Management and Briefing System Software, preparation of para wise replies and working on CAT- Central Administrative Tribunals (Acts, Rules & Orders). In terms of functional competencies, DESW officers have suggested training courses on the **Right to Information Act of 2005** and the **General Financial Rules of 2017** along with courses on better ways to handle **Grievance Redressal** and developing competency of the **MS Office Suite (Word, PPT and Excel)**. In terms of behavioural competencies, DESW officers have highlighted **Risk Management** and **Effective Communication** as the top two behavioural competencies required at the Department level.

A comparison between competencies required at a department level, role level and individual level shows an emerging trend. The trend depicts that in terms of domain skills, **Effective Policy Making and Implementation**, **Knowledge of DESW policies and acts** and modules on **Understanding the Ministry, the Departments and connected outside organisations** is a major competency requirement across the different hierarchical roles in the Department. Also, since DESW is required to handle multiple pension claims, invalidment claims and other legal cases, **Handling court cases** has emerged as one of the top competencies. In terms of functional skills, **Handling different Government Portals**, usage of **MS Office** and the **RTI Act, 2005** have emerged as the top competencies required. Therefore, short training modules on these should be

specifically crafted and prioritized for the Department. Since DESW receives a huge budget, especially for Defence Pension (Rs 1.38 lakh crore allocated in the year 2023-24), **Budgeting** has also emerged as one of the top functional competencies required by officers across different roles. In terms of behavioural competencies, **Problem Solving** has emerged as one of the top competencies along with **Team Development** and **Effective Communication** across different designations in the Department.

At higher levels (e.g., Joint Secretary, Director, etc.), there is a requirement to be competent with **different policies** under the Ministry of Defence (MoD) that may impact the overall delivery of critical projects at the implementation stage. Competency needs at the SO / ASO levels are largely **administrative in nature**, involving considerable desk work. It thus requires them to be proficient with the MS Office suite and other noting and drafting skills. Also, based on a specific role and job description, the intensity of training would vary from basic to advanced, depending on the criticality of a particular competency area in effectively discharging duties under a role/designation.

E. Conclusion

Based on the capacity-building requirements identified across the domain, functional and behavioural competency areas, the ACBP report presents an annual training plan. The plan developed takes into account all the competency requirements identified above, offering a macro picture of year-wise capacity building initiatives that would cater to identified gap areas. The implementation of ACBP is envisaged through a Capacity Building Unit (CBU). CBC shall guide the CBU on exercising a monitoring oversight over the implementation exercise.

2. Introduction to Mission Karmayogi

The Indian economy is anticipated to be one of the fastest-growing economies in the world. International Monetary Fund (IMF) estimates India's Gross Domestic Product (GDP) to grow at 7 per cent in CY23. This is a positive step towards realising its ambition of becoming a USD 5 trillion economy in the next few years. Major reforms are being introduced to achieve this target and to meet the aspirations of its growing youth. India is on the cusp of a major transformation. The implementation of the planned transformations is being led by the civil services. The civil services are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Hence, capacity building of civil service has been identified as one of the key pillars to meet the changing needs of the country, with a focus on moulding a future-ready civil service that can deliver to larger social and economic mandates.

However, the prevailing civil services capacity-building landscape was marred by various challenges. The capacity programmes were largely cadre, service and department driven leading to a silo-based approach disallowing consistent peer-to-peer learning across multiple services, thereby limiting a collaborative learning environment. There is a non-availability of life-long and continuous training programmes for civil servants with the current ones having an inordinate high time lapse between them. The capacity-building landscape also lacked data-driven, robust monitoring and evaluation framework to achieve outcomes, milestones, and key performance indicators of civil servants.

The National Programme for Civil Services Capacity Building (NPCSCB)- Mission Karmayogi was launched in 2020, keeping in mind the above challenges. Mission Karmayogi aims at a comprehensive reform of civil services capacity-building mechanisms at individual, organizational and institutional levels for efficient public service delivery, capacity building and continuous learning for India's most vital civil servants. The program believes in the philosophy that a suitable government workforce requires a dynamic, competency-driven capacity-building approach, aligned to the demands of the rapidly changing world. Envisioned as one of the largest capacity-building initiatives for government organizations globally, the programme envisages training ~46 lakh officials at the centre and ~1.5 crore officials across states and local bodies.

NPCSCB proposes to leverage technology to offer world class learning to all the civil service officials across different hierarchies and geographies. For larger impact, the intervention aims to cover and address the capacity building requirements of all the employees of government ministries/departments/organizations. Mission Karmayogi aims to embark on a learning transformation programme that will address the capacity-building requirements of civil service through a comprehensive online platform – i-GOT Karmayogi. iGOT Karmayogi aims to offer online, face-to-face and blending learning options while managing and maintaining an extensive record of civil servants. i-GOT is an online learning platform that has been developed under Mission Karmayogi to specifically cater to the capacity-building needs of the nation's administrators. The content can be created by different ministries, departments, in-house or through knowledge partners. Carefully crafted and vetted content from leading government institutions, private content providers and individual resources have already been made available on the i-GOT platform. Along with the i-GOT platform, Mission Karmayogi aspires to enable all officials to pursue anytime-anyplace-any-device learning at their own convenience. The officials will have access to round-the-clock guidance by being able to refer to job-specific learning resources and collaborating with officials who have completed the training previously. This feature

aims at enabling the officials to take charge of their professional learning journey, using self-directed or guided learning paths, enabling continuous learning for all.

The institutional arrangement for implementation and monitoring of the programme comprises of the apex body, **Prime Minister's Public Human Resource Council** (PMHRC), Cabinet Secretariat Coordination Unit, **Capacity Building Commission** (CBC) and a **Special Purpose Vehicle** (SPV) to operate the digital assets created for NPCSCB. While the Cabinet Secretariat Coordination Unit will monitor the implementation of NPCSCB, align stakeholders and oversee the capacity-building plans, the Capacity Building Commission (CBC) will be playing a critical role with respect to facilitating the preparation of annual capacity-building plans.

Under this highly aspirational initiative, CBC aims to facilitate creation of Annual Capacity Building Plans (ACBPs) for all ministries, departments, and organizations of the Government of India to enhance competency and efficacy at all levels – individual, organizational, and institutional. Constituted in 2021, CBC is the custodian of the civil services capacity building initiative and hence oversees the planning and implementation of the Mission Karmayogi programme. Under the programme it is envisaged to prepare Annual Capacity Building Plans which would enable:

Figure 1: Institutional arrangement of Mission Karmayogi

- A 21st-century civil service machinery that is focused on delivering Ease of Living, Ease of Doing Business, Citizen Centricity, and governance reform at its core.
- A civil service which is aligned with national priorities, and is well-apprised and equipped to respond to emerging technologies
- Aligning work allocation of civil servants by matching their competencies to the requirements of the post, enabling a transition from 'Rule-based' to a 'Role-based' management framework
- Calibration of civil service positions to a Framework of Roles, Activities, and Competencies (FRAC) approach, to suggest learning content relevant to the identified FRAC for different positions
- An opportunity for civil servants to continuously build and strengthen their Behavioural, Functional and Domain competencies in their self-driven and guided learning path.
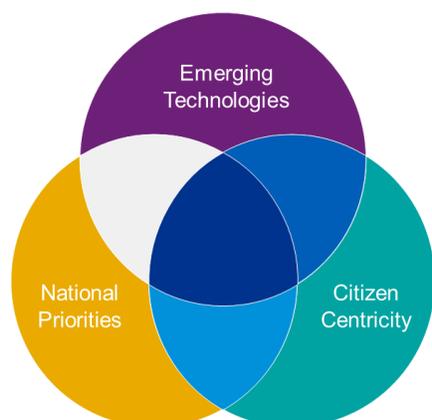
Figure 2: Three lenses of CBC interventions

As highlighted above, 'national priorities', 'emerging technologies' and 'citizen centricity' remain the three key lenses of all the interventions planned by CBC, including the Annual Capacity Building Plans. As per the exercise of ACBP preparation under Mission Karmayogi, each MDO is expected to arrive at its capacity-building goals, keeping in focus the mentioned three lenses. The same have been elaborated below.

- **National Priorities**: This lens examines how the MDO contributes to the national priorities now and in future. The national priority includes goals such as USD 5 Trillion economy for India, Ease of Living, etc. The vision, mission, goals, and objectives of the Department (DESW in this case) are studied to assess how these contribute to national priorities in coming times. Gaps, if found, would then be identified by ACBP. Addressing these gaps through training and organisation interventions would then become the key goal of ACBP.

- **Emerging Technologies:** The ACBP and the initiative overall should enhance the capacity of civil servants on emerging technologies. To prepare future-ready civil service, this focus area looks to understand the potential impact and challenges being posed by new technology trends in the sector in which the MDO is operating. The ACBP will also gauge the capacity the MDO currently has and the need to have other emerging technology trends. Such gaps would be targeted by ACBP to propose relevant capacity building interventions for the MDO.
- **Citizen Centricity:** The initiative should raise a set of civil service officers who promotes citizen centricity and customer serviceability as key focus areas. The ACBP exercise will involve examining MDO's key citizen-centric initiatives (if applicable) such as – transparent and effective public delivery, customer focus, inclusion of citizen inputs during policy/scheme formulation, maintenance of effective grievance redressal system, participatory governance etc. Gaps in citizen-centric initiatives, if identified for an MDO, will be targeted by ACBP, and addressed using capacity building interventions at the individual and organisational levels.

3. Approach and Methodology

This section describes the approach taken by the study to understand steps taken for the preparation of the Capacity Needs Analysis (CNA) report for Department of Ex-Servicemen Welfare.

In the initial stage, the charter of duties/allocation of work document was collected from the Department to understand the work performed by each wing in the Department. Subsequently, discussions (including Focus Group Discussions) were conducted with Directors, Deputy Secretaries, OSDs, Under Secretaries, Section Officers, and Assistant Section Officers of various wings. The overall approach undertaken for the preparation of this study report is explained below.

The key steps as illustrated above are explained in detail in the table below:

Steps	Details	Phase
Step 1: Meeting with officials of the Department	• A kick-off meeting was conducted under the chairmanship of the Joint Secretary of the Department of Ex-Servicemen Welfare on 18th January 2023 to chair the meeting. • Introduction to the initiative being undertaken for the preparation of the Annual Capacity Building Plan (ACBP) was provided. • Details for the formats/tools to be followed for data collection was shared along with the identification of a nodal officer from the Department. • The current agenda which would focus on capacity building at – individual, organisational, and institutional level was shared along with the critical facets encompassing the same.	As-Is Assessment
Step 2: Understanding the role and function of the Department	Following the meeting, team conducted a thorough secondary review of the following areas: • Departments' mandate, roles, activities, policies, any recent developments/trends from Department's website, annual reports, portals etc. • The current organisational structure, important stakeholders of the Department including its various attached offices. • Department's key programmes, priorities, future-plan, and vision along with key activities from the lens of national priorities, citizen centricity and emerging technology. • Sectoral training institutes falling under the Department engaged in training of civil servants.	As-Is Assessment
Step 3: Identification and mapping of officials/staff	• Mapping of officials/staff working at different hierarchical levels of the Department / Divisions i.e., Joint Secretary, Deputy Secretary, Director, Under Secretary, Deputy Director, Section Officer, Assistant Section Officer etc. to select for Focus Group Discussions.	As-Is Assessment

Steps	Details	Phase
Step 4: Consultation with head/Joint Secretaries and other officials	• Focus Group Discussions were conducted with Directors, Under Secretaries, and other staff/officials of the Department working at different hierarchical levels.	As-Is Assessment
Step 5: Comprehend roles and responsibilities of different wings/ positions of the Department	FGDs were done to understand: The roles and responsibilities undertaken by each division of the Department. Understanding the Training needs and competencies required to deliver the various roles in the department The current state of training/capacity development/challenges within the Department/divisions. FGD workshops conducted with the officials also involved understanding the existing capacity-building initiatives being taken at the Department. • Any structured induction training to explain the department/ division, employee role and responsibilities, and expectations from them. • Types of training conducted, if any. • Frequency of the training. • Effectiveness of the training provided. • Any encouragement/incentive structure provided by the Department for participating in capacity building initiatives.	As-Is Assessment
Step 6: Identification of current capacity building practices and Capacity Needs Assessment (CNA)	Discussions with Directors, and FGDs with Under Secretaries, Section Officers, and Assistant Section Officers were undertaken to understand the following aspects - • The competencies required to execute the key functions of the division/role • The competency gaps as per the experience of the head of the division or other department officials • Current organizational practices and institutional mechanisms to address competency deficits, and ongoing capacity building and training initiatives	Capacity Needs Analysis
Step 7: Identification of training providers and preparation of training plan to finalize ACBP	• The competency requirements of the officials identified as part of CNA exercise were mapped to relevant training providers. The Department will collaborate with these training providers for development and delivery of training courses to its officials. • An annual training plan for the delivery of such courses is prepared. Steps for identifying a particular institute, training course, mode of delivery, duration are listed below:	Preparation of ACBP

Steps	Details	Phase

	• Relevant courses from a variety of institutes and platforms based on their competency were identified. These include-
	   o iGOT Karmayogi platform
	   o Institutes associated with respective MDOs
	   o Other government training institutes
	   o Central and State Public Sector Undertakings
	   o Indian universities (CBC is developing policies on onboarding & pricing)
	   o Private sector organizations within and outside India (Udemy, Coursera, etc.)
	   o Foreign universities (CBC is developing policies on onboarding & pricing
	• Once the pertinent courses were identified, assessment on their applicability to officials along with their potential usefulness was deliberated.
	• Further meetings were held with Department officials to determine whether if officials prefer online, classroom, or a combination of both for course delivery.
	• Following mutual discussions with the Department CBU/institution, the frequency and duration of courses at specific role level was identified.
	Going ahead, a designated spokesperson will be appointed as a point of contact between CBU and the relevant institute.	

Table 1: Understanding Key Steps undertaken for Preparation of the Capacity Needs Analysis Report

4. Annual Training Plan

4.1. At Role and Division level – Training Plan

This section presents a tentative annual training plan to address the competency requirements identified in the CNA exercise (Findings of the CNA exercise are explained in detail in the CNA report). It proposes the training interventions that the Department can undertake to address the different domain, functional and behavioural competency requirements identified in the CNA exercise. For each of the competencies required, a training intervention outlining the training provider(s)/institute (s), mode of delivery, training duration, target group, and quarter of training etc. etc. is suggested. The approach is followed for all the domain, functional and behavioural competencies identified.

All Quarter 1 trainings have been assigned based on the availability of these trainings on i-GoT. Therefore, these training could be taken up immediately. Most Quarter 2 trainings have also been assigned on their availability on i-GoT or their plans to be available by the quarter 2 timelines. Most quarter 3 and quarter 4 trainings, however, are yet to be available on i-GoT and are presently in the process of preparation. The domain competencies listed under DESW will require DESW's supervision for its preparation.

4.1.1. Training plan for Domain competencies

The below table presents the annual training plan for domain competencies required by the Department officials at various designations. These competencies are specific expertise related to the Defence sector which are required by the Department officials currently and in coming times. The Department can collaborate with the listed institutes/Training Providers (TPs) to undertake and complete the required training interventions. All this can be done under the overall guidance and support of CBC. The domain training interventions, along with their partner TPs, training duration, target audience, delivery mode, and training quarter are provided below.

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No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
1.	"Know Your Ministry" module for Ministry of Defence and Department of Ex-Servicemen Welfare	Online	DeSW and third-party agency empaneled by CBC	Ad	Ad	Ad	Ad	3-4 hours	Q2
2.	Artificial Intelligence Powered Grievance Handling Application	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	15 min	Q1
3.	Public Grievance Handling and CPGRAM 7.0	Online	iGoT and Institute of Secretariat Training and Management (ISTM)	Ad	Ad	Ad	Ba	2 hours	Q1
4.	विभाग में शिकायतें COMPLAINTS	Online	iGoT and Defence Headquarters Training Institute (DHTI)	Ad	Ad	Ad	Ba	5 min	Q1
5.	Central Civil Services (Conduct) Rules 1964	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	46 min	Q1
6.	Budgetary System in Government	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	45 mins	Q1
7.	Disciplinary Proceedings in Government	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	4 hours	Q1
8.	Govt Accounting System	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	54 min	Q1
9.	Budgeting in Defence	Online	iGoT and National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ba	52 min	Q1

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
10.	Knowledge of policies relating to Service pension, ordinary family pension, gratuity, commutation/forfeiture of pension, dearness relief, Disability pension, Special Family Pension, Liberalized Family Pension, dependent pension, War Injury Pension, Constant Attendance and Disability /Death Awards in respect of cadets, Exemption of Income Tax.	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
11.	Knowledge of Pension Regulations for the three Services and Entitlement Rules.	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
12.	A module on medical guide issued by DGAFMS having a bearing on pensionary benefits i.e., Entitlements Rules.	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
13.	Knowledge of pension policy and its implication on legal court cases	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
14.	Training on assisting ex-servicemen for re-employment	Online	National Institute for Entrepreneurship and Small Business Development (NIESBUD)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
15.	Knowledge of Self-Employment Schemes being run by DGR	Online	Directorate General Resettlement (DGR)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
16.	Information on Vocational & other Training programmes run by DGR	Online	Directorate General Resettlement (DGR)	Ad	Ad	Ad	Ba	\<TBD\>	Q2
17.	Knowledge of concessions for ESM like Air/Rail travel, Telephones	Online	Department of Indian Army Veterans (DIAV)	Ad	Ad	Ad	Ba	\<TBD\>	Q3
18.	Knowledge of policy matters relating to financial assistance from Raksha Mantri Ex-Servicemen Welfare Fund	Online	Department of Indian Army Veterans (DIAV)	Ad	Ad	Ad	Ba	\<TBD\>	Q3

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
	(RMEWF) and other schemes funded out of the Armed Forces Flag Day Fund (AFFDF)								
19.	Knowledge of Army Battle Casualties Welfare Fund (ABCWF), Army Central Welfare Fund	Online	Adjutant General Branch	Ad	Ad	Ad	Ba	\<TBD\>	Q3
20.	Knowledge of Matters relating to 1st & 2nd World War Veterans, Centenary Celebrations	Online	Adjutant General Branch	Ad	Ad	Ad	Ba	\<TBD\>	Q3
21.	Knowledge about matters relating to India's contributions to Commonwealth War Graves Commission	Online	Adjutant General Branch	Ad	Ad	Ad	Ba	\<TBD\>	Q3
22.	Knowledge of Policies relating to Individual grievances/ Representations from Public/MP/VIP/PMO references, on pension matters/issues where relaxation of rules is not required	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q4
23.	Knowledge of policies relating to Defence Pension Adalats/ Lok Adalats	Online	Principal Controller of Defence Accounts (PCDA)	Ad	Ad	Ad	Ba	\<TBD\>	Q4
24.	Knowledge of matters relating to the functioning of ECHS, Empanelment of hospitals	Online	Ex-Servicemen Contributory Health Scheme	Ad	Ad	Ad	Ba	\<TBD\>	Q4
25.	Knowledge of policies relating to the creation of posts, classification of polyclinics relating to ECHS	Online	Ex-Servicemen Contributory Health Scheme	Ad	Ad	Ad	Ba	\<TBD\>	Q4

4.1.2 Training plan for Functional competencies

The below table presents the annual training plan for different functional competencies required by the Department officials, as identified during the CNA exercise. Few of the courses are readily available on iGOT (the Learning Management System started under Mission Karmayogi). Officials can directly start undertaking such iGOT courses. For others, the Department may collaborate with CBC to partner with the suggested institutes or Training Providers (TPs). Under the guidance of CBC, TPs can be partnered to develop and deliver the proposed training courses. Specific requirements such as – delivery mode, duration, delivery quarter etc. can be communicated to the TPs to develop courses in line with the training plan presented below.

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
1.	Formulation of Public Policies	Online	i-GoT and Institute of Secretariat Training and Management (ISTM)	B	B	Ad	Ad	2h 30m	Q1
	Basics of Public Policy Research		Indian Institute of Public Administration (IIPA)					2h 48m	
2.	Pension rules, fraud examination and financial investigation and calculation of pension anomalies	Online	Coursera: Forensic Accounting and Fraud Examination	Ad	Ad	Ad	B	6 hours	Q1
			Financial Effects of Penalties: iGoT and Institute of Secretariat Training and Management					22min	
3.	Project Management	Online	Quality Control of India (QCI)	B	Ad	Ad	Ad	<TBD>	Q2
			iGOT & Indian Institute of Public Administration						
4.	Data Analysis (R and Python)	Online	Python – Upgrad	Ad	Ad	Ad	B	<TBD>	Q1
			R – Indian Statistical Institute						
			R and Python – Arun Jaitley National Institute of Financial Management						
5.	Data Visualization (Tableau, Power BI)	Online	Courses from Simply Learn to be moved to i-GoT	Ad	Ad	Ad	B	<TBD>	Q3
6.	CSS Level B: Assistant Section Officer	Online	i-GoT and Department of Personnel and Training (DoPT)	B	B	B	B	32 – 46 hrs	Q1 and Q2
	CSS Level E: Under Secretary								
	CSS Level F: Deputy Secretary								

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
7.	RTI Matters	Online	i-GoT and Institute of Secretariat Training and Management (ISTM) – Part 1& 2	Ad	Ad	B	NA	55 min + 41 min	Q1
			Landmark Judgments- RTI Act, 2005 – iGoT and Institute of Secretariat Training and Management (ISTM)					1 h 10m	
			Haryana Institute of Public Administration					2 days	
			Certified Event Management Professional by Vskills					13 hours	
8.	Operating in E-office mode	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	B	B	B	NA	2h 17m	Q1
			National Informatics Centre (NIC)						
9.	Basics of Administrative Law	Online	iGoT and LBSNAA	Ad	Ad	Ad	B	43 min	Q1
	Advanced Administrative Law		iGoT and National Institute of Communication Finance					1 hour	
	Understanding of Labour Law		iGoT and National Institute of Communication Finance					46 min	
	Contract Labour Act and other Labour Laws		iGoT and Bharat Sanchar Nigam Limited (BSNL)					26 min	
10.	Noting and Drafting	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B	NA	2 hours	Q1
11.	Establishment & Human Resource Management	Online	State Bank of India	Ad	Ad	Ad	B	<TBD>	Q2
12.	Handling Annual Performance Assessment Report (APAR)	Online	Institute of Secretariat Training and Management	B	B	Ad	Ad	38m	Q3
13.	A course on writing different documents with modules on letter writing etc.	Online	Institute of Secretariat Training and Management	Ad	Ad	B	B	<TBD>	Q1

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
14.	Audit Paras	Online	The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B		<TBD>	Q3
	Handling the APMS Portal	Online						<TBD>	
15.	Parliamentary Procedures	Online	i-GoT and The Institute of Secretariat Training and Management (ISTM)	Ad	Ad	B	B	2 hours	Q1
16.	General Financial Rules (GFR)	Online	National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ad	<TBD>	Q2
17.	Delegation of Financial Powers (DFPR)	Online	National Academy Of Defence Financial Management Institute (NADFM)	Ad	Ad	Ad	Ad	<TBD>	Q3
18.	Delegation of Financial Powers to Defence Services 2021 (DFPDS)	Online	i-GoT and Defence Headquarters Training Institute (DHTI)	Ad	Ad	Ad	Ad	14m 2s	Q3
19.	Prevention of Sexual Harassment of Women at Workplace	Online	i-GoT and Institute of Secretariat Training & Management (ISTM) & Wadhwani Foundation Production	Ad	Ad	B	B	1h 51m	Q1
20.	Interdepartmental/Ministerial Coordination Skills for Relational Management	Online	Institute of Secretariat Training and Management	Ad	Ad	B	B	<TBD>	Q4
21.	Training on Pay fixation of Gazetted/Non-Gazetted civilian employees	Online	i-GoT and Institute of Secretariat Training and Management	Ad	Ad	B	B	1h 26m	Q4
22.	MS Word	Online	Microsoft Word Beginners	Ad	Ad	Ad	B	2h 56m	Q4
			Word Advanced					2h 49m	
23.	MS PowerPoint	Online	Microsoft PowerPoint Beginners	Ad	Ad	Ad	B	3h 17m	Q3
			PowerPoint Advance					2h 28m	
24.	MS Excel	Online	Microsoft Excel for Beginners	Ad	Ad	Ad	B	7h 3m	Q2
			Excel Advanced					3h 49m	

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
25.	Training on Results Framework Document (RFD)	Online	Defence Headquarters Training Institute (DHTI)	Ad	Ad	Ad	B	<TBD>	Q1
26.	Family Pension under NPS	Online	iGoT and Defence Headquarters Training Institute (DHTI)	Ad	Ad	Ad	B	<TBD>	Q4

4.1.3. Training Plan for Behavioural Competencies

As suggested for domain and functional competencies, the below table presents the annual training plan for various behavioural competencies. The same have been identified to be important for the Department officials. The training plan suggests the training courses that the officials can undertake to train themselves for the specific competencies. Many of these courses are already available on iGOT. The Department can encourage its officials to directly undertake such courses following the timeline (a quarter of training) suggested. For others, Department can collaborate with CBC to reach out to the proposed institutes / TPs to develop courses that are in accordance with the specifics proposed in the below training plan.

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
1.	Communication – Effective Communication	Online	iGOT & IIM Bangalore (PRARAMBH Course)	✔	✔	✔		5h 35m	Q1
2.	Stress management	Online	Developing Resilience to manage stress – iGOT & IIPA	✔	✔	✔	✔	1h 54m	Q2
			i-GoT and Art of Living						
3.	Change Orientation	Online	Harappa	✔	✔	✔	✔	<TBD>	Q3
4.	Conflict Management at Workplace	Online	State Bank of India in collaboration with EDx (CBC is in the process of collaborating with SBI for course development)	✔	✔	✔		<TBD>	Q2
5.	Emotional Intelligence	Online	Harappa Course: Leading Self	✔	✔	✔		<TBD>	Q1
			Increasing your Emotional Quotient: The Art of Living					1h 7m	
6.	Learning Agility	Online	IIT Delhi	✔	✔	✔	✔	<TBD>	Q3
7.	Motivation	Online	Sri Aurobindo Ashram	✔	✔	✔		<TBD>	Q4
			i-GoT and LBSNAA					1h 35m	
8.	Negotiation	Online	Indian School of Business (CBC is in the process of collaborating with ISB for course development)	✔	✔	✔	✔	<TBD>	Q4
9.	Problem-solving and decision-making skills	Online	Solve: Harappa (Collaboration of CBC with the platform is under progress)	✔	✔	✔	✔	<TBD>	Q3
			Department of Personnel and Training DoPT					1h 45m	

No.	Course	Mode	Institute/Training Provider	Target Group				Duration	Quarter
				ASO	SO	US	DIR/DS		
10.	Strategic Thinking	Online	CBC to design a course from IIMs or McKinsey/Bain/BCG	✔	✔	✔	✔	\<TBD\>	Q4
11.	Teamwork and Team Management	Online	Harappa	✔	✔	✔	✔	\<TBD\>	Q3
12.	Time Management	Online	Harappa	✔	✔	✔	✔	\<TBD\>	Q1
13.	Visionary Leadership	Online	High Impact Leadership: IIM Indore	✔	✔	✔	✔	\<TBD\>	Q4
			Leadership Development: IIM Lucknow						
			Leadership and Team Building: IIM Calcutta						
14.	Interpersonal skills / Building relationships	Online	Level III CSS Course to Develop Behavioural Competencies – Interpersonal skills: i-GoT	✔	✔	✔	✔	2h 18m	Q3
			Building Presence: Harappa					\<TBD\>	
15.	Self-Awareness	Online	Leading Self: Harappa	✔	✔	✔	✔	\<TBD\>	Q2
			Self-Leadership: iGOT & The Art of Living					1h 26m	

5. Non-training Initiatives

A. Individual Capacity Building Interventions

The mandate of Mission Karmayogi is to create life-long learning for civil servants through a **70-20-10** framework of learning, which illustrates that for any professional, **70 per cent** of the learning and expertise around his / her field of work comes through **on-the-job experiences and reflections**, **20 per cent** of it comes through **interactions with peers and colleagues** while the **remaining 10 per cent** comes from **instructor-led training modules**. In line with the importance of experiential learning to overall capacity development, certain non-training interventions like immersion programs and induction modules are being conceptualized for the Department as described in subsequent sections.

i. Immersion Program

The Department of Ex-Servicemen Welfare (DESW) based on the recommendation by the Capacity Building Commission (CBC), proposes to establish an 'Immersion Programme' to allow officers of the Department to visit different MDOs/ancillary organisations of DESW and the Ministry of Defence to learn about their functioning, share best practices and gather more knowledge on regulating pension schemes, develop welfare schemes, cater to the re-settlement of ex-servicemen etc. The duration of this immersive programme is expected to be for a period of one week every six months and will remain subject to revision depending upon the inputs received.

The key objectives of the 'Immersion Programme' are:

- To provide exposure to how ancillary organisations of DESW work and develop connections for facilitating greater efficiency in their daily work.
- To learn from other MDOs about their best practices in terms of regulating pension schemes, developing welfare schemes and managing grievances.
- To broaden officers' perspectives about on-ground issues to make better policy-related decisions.
- To enable officers to understand the impact of policies at a ground level.
- To create a network between intersecting MDOs to share and learn from each other and not work in silos.

a. Learning opportunities:

The immersion programme will provide officers with the opportunity to understand on-ground issues related to their area of expertise/ priority areas and key challenges in terms of operations. Through this programme, the participating officers will get an opportunity to create a network of expertise and understand the following:

- The diverse ways **MDOs operate** and deal with changing business, technology, and operating environment
- To familiarize oneself with the **entire value chain** of the pension/resettlement processes and the work of **ancillary organisations** of DESW who manages these operations
- Understand how guidelines for managing **grievances** are implemented
- Learn about the different ways the implementation of any scheme might face challenges and create bottlenecks in the system

- Gather information on the areas ex-servicemen **collaborate with national and international agencies** for resettlement purposes
- Familiarize oneself with the different challenges and issues related to resettlement
- Resettlement issues are managed by various organisations/ departments within the services/ regional formations and hence there is a scope for building synergies and bringing best practices across various such departments to DESW
- Officers who handle grievances can have an immersion program with service industries like Amazon, Zomato, Uber etc. coupled with behavioural training and sharing of best practices workshop on handling grievances

b. Planning for the Immersion visit:

Along with planning for logistical and operational details, immersion visits also need to plan towards creating a particular learning experience for selected officers.

- Each immersion visit needs to be connected to certain learning outcomes as applicable to the officers selected for the immersion exercise
- These learning outcomes need to be communicated with officers before the visit
- The officers can be asked to make a list of questions that they would be able to address during the immersion visit to drive their learning
- Feedback should be collected at the end of every immersion visit for the planning team to learn and implement viable suggestions

c. Selection of officers for the programme:

Minimum service duration, domain expertise, and specific roles played by the officer will be considered for participation in the programme with a selected company (host institution). The officer(s) selected for the programme must not have directly dealt with matters concerning the host institution specifically, in the previous 2-3 years.

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

d. Expected output:

On completion of the programme, the officer(s) will be required to debrief and share knowledge gained in the Immersion Programme in a debriefing session with peers, junior and senior officers as deemed desirable by Department.

Officers who complete the programme will be required to make a short presentation covering the following aspects:

- Areas of his current work and impact on it post the immersion visit?
- Key learnings from the visit.

- Gainful application of the knowledge gained during the immersion visit to tasks in the Department/ Division/ Section in future

e.   Feedback on the immersion exercise (Collected by the immersion-visit planning body)

Suggested Immersion Programme

A number of immersion programmes have been discussed with the Department. The list of immersion programmes, DESW officers could take up based on the work allocated to them are:

   a. **Immersion exercises with Polyclinics:** DESW officers who work on ECHS policies, and claims could benefit from visiting Polyclinics in and around Delhi to understand the ground-level challenges.
   b. **Immersion exercises with Zila Sainik Boards:** Officers who work on Resettlement and Welfare can visit different Zila Sainik Boards in areas with a high density of ex-servicemen to understand ground-level challenges and learn from them.
   c. **Immersion exercise with Lok Adalats:** Officers who work on Pension can visit Lok Adalats or other courts which process pension-related hearings.
   d. **Immersion exercise with Employees' Provident Fund Organisation (EPFO):** Officers who work with Pension could have a workshop with EPFO employees of the Ministry of Labour & Employment (MoLE) for facilitation of cross-learning opportunities.
   e. **Immersion exercise with NSDC:** Officers who work with Resettlement are required to map the skills of ex-servicemen. In that area, an immersion exercise with NSDC could prove useful.

ii. *Preparation of an Induction Module for New Joiners*

Interactions with various officers of DESW suggested that in some cases officers take close to a year to understand the functioning of associated formations/organisations that they work with and thereafter adapt to their daily work.

a. **Know Your Ministry:** To ease bottlenecks and increase efficiency, a customized module called "Know Your Ministry/Department/Division" has been conceptualized. This will help officers understand the entire ministry, department and associated organisations and the part that they play in facilitating the national priorities of the ministry.
The process for developing this module has already begun. The department is currently working on developing an induction module through a third party empanelled by CBC to understand the roles, responsibilities and duties of a particular division and its interlinkage with other divisions. The Department's linkage with other MDOs in similar sectors will also be covered in this module. This module will be useful for any new official recruited in the department and the case of transfers.

b. **A compendium of major policies/OMs required for all officers in DESW:** Each Ministry/Department needs to access certain policies/OMs for their day-to-day functioning in the department. The development of a compendium of all these policies can help a new joiner in getting familiar with a basic set of domain knowledge in their early days. Later these policies/OMs could also be translated into digital modules which can be a part of officers' regular training program.

B. Organizational Capacity Building Interventions

Organisational Capacity Building initiatives refer to the process of building capacity of collective and shared aspects of the organisation such as existing processes, digital and physical infrastructure and technological capabilities that enable the organisation to achieve its goals.

a. Technology and Data

This dimension deals with the technology solutions employed by the department to improve its functioning.

i. **Database management:** Officers have suggested that a database management system in relation to the management of data especially concerning grievance needs to be created. This database could be used to track best practices and collate a set of common answers for managing various standard responses across them. For setting up these processes, a dedicated data management unit can be set up to handle data collection, analysis, and privacy as per industry-recognized quality standards which can enable the following:
   * Data entry only at the primary unit of activity as opposed to at different levels of administrative command
   * Develop a protocol to assess the quality of data collected
   * Procure or commission software that enables encryption of sensitive data

ii. **Monitoring and Evaluation Dashboard:** A monitoring and evaluation dashboard within the department for managing welfare schemes like the Prime Minister's Scholarship Scheme, Armed Forces Flag Day Fund scheme, etc. and Resettlement programmes could be set up. This would help the department track progress and access challenges in the implementation of these schemes across the country. It could also help the department track the performance of different states and share best practices. For setting this up the following needs to be developed:
   * Outcomes-based (results-based) monitoring and evaluation indicators for all programmes across the department
   * Output-Outcome Monitoring Framework (OOMF) & Results-Based Management System (RBMS)

iii. **Technology tools:** Officers in the Department suggested that setting up technological tools like QR codes, scanners, and digital signatures could increase efficiency in the office and should be adopted by the Department.

iv. **Learning Management System:** Learning Management systems are being set up for regular updation of required competencies across the Department:
   * **iGOT platform** under Mission Karmayogi is the **Learning Management System (LMS)** for all Government MDOs. DESW may use the platform as their LMS.
   * Different **training content – modules, knowledge briefs etc.** about DESW can be uploaded periodically on iGOT. Such content can emphasise on covering aspects such as - the latest trends, R&D, investments, sector growth prospects, new technologies etc. of the defence industry. DESW officials (across different hierarchies) may consume these knowledge briefs over the LMS.

b. System and Processes

This dimension includes all the established systems and processes of the Department to conduct its day-to-day functions. These include setting up Standard Operating Procedures (SOPs) and Knowledge Management systems in place.

i. **Project Governance:** Small-scale experimental and innovative pilots on the resettlement of a focused group of ex-servicemen through industry involvement or development of entrepreneurial skills could be tested out. The focus would be on service delivery improvement and knowledge generation goals without a rigid focus on targets.

Project review cycles could also be institutionalised periodically where officers could gather to learn about the successes and failures of a particular project and derive key learnings from them to apply in their next project.

ii. **Knowledge generation and management:** Regular transfers of officers from one department to another lead to a loss of knowledge that the officer had cultivated in the department. This can be managed through the following:

- **Knowledge dissemination**: Monthly/quarterly newsletter for disseminating the latest information about the department or experience of handling specific cases along with the latest trends in the sector could be set up.
- **Setting up Standard Operating Procedures (SOPs)**: Documenting all processes and related outputs of the department such that they are easily accessible could help the department function more efficiently. As mentioned above, the collection of data regarding the handling of grievances could lead to developing a Standard Operating Procedure for certain common grievances. The same could be applicable to the implementation of various schemes across different states.
- **Knowledge transfer**: Quarterly knowledge transfer sessions where officials can share their work experiences. These sessions could also be set up when one officer is transitioning out of their role and another officer joins in.

c. Personnel Management

This includes all the functions associated with managing the human resources of the department such as performance appraisals, training and development, performance management, etc.

i. **Training Support (Learning and Development)**
- A Capacity Building Unit (CBU) for leading the L&D function within the department
- Hiring/appointing/bringing onboard subject matter experts

d. Sectoral Tech Roadmap

This section includes a sectoral tech roadmap and the best practices followed by other countries in resettlement of ex-servicemen and processing claims. The best practices followed by different countries for resettlement of ex-servicemen and processing welfare claims vary, but some common themes include:

- In the **United States**, the Department of Veterans Affairs (VA) provides a wide range of services to ex-servicemen, including pension payments, healthcare, education assistance, and job training. The VA also has a system of veterans' preference that gives ex-servicemen an edge in federal employment.

- In the **United Kingdom**, the Ministry of Defence (MoD) provides a range of resettlement services to ex-servicemen, including financial assistance, job training, and help with finding housing. The MoD also has a program called the Armed Forces Covenant, which commits the government to supporting ex-servicemen and their families.

- In **Canada**, the Department of National Defence (DND) provides a range of resettlement services to ex-servicemen, including financial assistance, job training, and help with finding housing. The DND also has a program called the Transition to Civilian Life (TCL) program, which provides ex-servicemen with personalized support to help them make a successful transition to civilian life.

- In **Australia**, the Department of Veterans' Affairs (DVA) provides a range of services to ex-servicemen, including pension payments, healthcare, education assistance, and job training. The DVA also has a program called the Transition to Employment (TtoE) program, which provides ex-servicemen with personalized support to help them find a job in the civilian workforce.

In addition to the above, some other best practices that can be followed for resettlement of ex-servicemen and processing welfare claims include:

- **Early planning and preparation**: Ex-servicemen should start planning for their transition to civilian life as early as possible. This will give them time to gather information about the available services and benefits, and to develop a plan for their future.

- **Providing individualized support**: Ex-servicemen have different needs and circumstances, so it is important to provide individualized support. This may involve providing one-on-one counselling, helping ex-servicemen find suitable jobs, or providing financial assistance.

- **Working with other stakeholders**: The government should work with other stakeholders, such as businesses, non-profit organizations, and educational institutions, to provide comprehensive and coordinated services to ex-servicemen.

- **Continuous evaluation and improvement**: The government should continuously evaluate the effectiveness of its resettlement programs and make improvements as needed.

C. Quick Wins

Quick-impact initiatives are those that can be implemented within a short span of time and operationalized soon, without requiring an enormous budget and planning. Basis the CNA exercise conducted with the Department officials; the following Quick Impact Initiatives were identified for the officials.

i. *Under Training interventions:*

- Implementing courses on General Financial Rules (GFR), Delegation of Financial Powers to Defence Services (DFPDS), and training on portals like (GeM, E-Samiksha, etc.) MS Office Suite training, etc. **Online self-paced courses are already available on i-GOT** and could easily be undertaken
- Implementing courses on **functional aspects** like noting and drafting, communication skills and interpersonal skills
- Implementing courses on **behavioural competency** areas like Stress Management, Motivation Building, Team Building, Leadership Skills, Emotional Intelligence and Conflict Management
- **Learning hour** – One hour a week may be fixed for learning in the Department with staff/officials undertaking the DAKSHTA courses.
- A Phygital **DAKSHTA** course is being launched for Directors. It is currently under preparation by CBC. DESW may ensure the participation of its Director-level officials in the intervention.

ii.   *Under Non- Training interventions*

- **Know Your Ministry** / **Know Your Department** - Induction training programmes can be provided to new joiners (even if transferred within the same Ministry/Department to a different section) with a broad overview of the work undertaken by the Department, its Ministry, each Division / Section in the Department, and particular responsibilities to be undertaken by each of them. Thus, these programmes can include – the 'Know You Ministry' / 'Know Your Department' module.

- **Conducting Immersion programme**: Immersion programmes allow officers to engage with various MDOs and private industries to understand how resettlement and pension value chain operates with changing business, technology, and operating environment. As a part of the quick win, one immersion exercise based on these identified options may be implemented by the Department in the near future.

Immersion Plans

Based on the recommendation of the Department of Ex-Servicemen Welfare, it has been designated that all immersion plans will take place in two phases for the participating officers. This will include the following:

1. **Phase 1**: Participating officers will visit the recommended MDO specific to their role in the first phase for a period of 2-3 weeks as would be designated by the department. During this phase the participating officers will learn about specific tasks and functions of the visiting MDO and work in tandem with the MDO to learn the tasks in a more efficient manner.

This phase will be followed by a gap of 45 days to 60 days where the officer will return to his own role in DESW and perform his tasks in tandem with the working of the Department of Ex-Servicemen Welfare. This phase would be a gap period for the officer to assess and apply his learnings in his role. It'd also help him understand specific areas where he requires more support and learning.

2. **Phase 2:** In this phase the officer will either re-visit the same MDO as in phase 1 or another MDO specific to their task for 1-2 weeks or more as will be designated by the Department of Ex-Servicemen Welfare to reinforce the knowledge gained and acquire practical exposure.

All suggested Immersion plans have been prepared on the recommendation of the Department of Ex-Servicemen Welfare and will be implemented by the same. These plans will follow the structure as have been explained above.

Intervention 1
Immersion Visits for DESW with CGDA and EPFO
The Department of Ex-servicemen Welfare India (DESW), Principal Controller of Defence Accounts (PCDA) and Employees Provident Fund Organisation India (EPFO) are government organizations that are responsible for providing pension benefits to ex-servicemen and employees, respectively. Both organizations have a wealth of knowledge and expertise in relating to pension and could benefit from exchanging with each other.   **Phase 1: Visit to CGDA office**   Objectives: • To provide DESW officials with a first-hand hands-on training in SPARSH   Some of the topics that could be discussed include: • SPARSH training: DESW officials could be given a hands-on training on the various usage of the SPARSH portal to understand the use of technology in enhancing pension administration.   • Discussion on Challenges: DESW officials could also pick out case studies of specific challenges they face while working on SPARSH. These could be clarified through Phase 1.   **Phase 2: Visit to EPFO office**   Objectives: • To learn about the use of technology and pension administration   DESW and EPFO could benefit from exchanging more general information on pension policy and best practices. By working together, they could improve the quality and efficiency of pension administration in India.   • The DESW could learn from the EPFO's experience in using technology to automate pension administration. This could help the DESW to reduce costs and improve efficiency.   • DESW's could also learn from EPFO to improve its outreach and customer service.

Intervention 2
Visit Polyclinics and public/private empaneled hospitals for officers working with ECHS schemes
Objectives: • To provide DESW officials with a firsthand understanding of the work processes and challenges faced by Polyclinics   • To improve coordination and efficiency between DESW and Polyclinics.   • To learn about policies and processes in Private and Public empanelled hospitals   **Participants**: \<To be decided by the department\>
Logistical Modalities: Officers from DESW office will visit and work with specific Polyclinics or empaneled private and public hospitals which have higher concentration of Ex-servicemen.
Phase 1: Visit to a Polyclinic   **Phase 2: Visit to a public/private empaneled hospitals**   **Duration**: 2 weeks each   Some of the topics that could be included: • Overall functions and processes of the polyclinic and the hospital   • Referral process to an Empaneled Service Hospital   • Process of procurement of Medicines by Senior Executive Med Officer (SEMO) /Stn. Hqrs. Based on authorised local chemists in the area   • Process of Reimbursement Claims in Polyclinics and at Empanelled Hospitals

Intervention 3
Visit Rajya/Zila Sainik Boards for officers working with Welfare and Resettlement
Objective: • To provide DESW officials with a first-hand understanding of the work processes at RSB/ZSB offices   • To improve coordination and efficiency between DESW and RSB/ZSB offices   **Participants**: \<To be decided by the department\>
Logistical Modalities: The Rajya Sainik Board (RSB)/ Zila Sainik boards (ZSB) could be chosen based on the following: • The size of the district.   • The number of ex-servicemen in the district.   • The level of activity of the RSB/ZSB
Phase 1: Rajya Sainik Board (RSB)   **Phase 2:** Zila Sainik boards (ZSB)   Some of the topics that could be included: • Overall functions and processes of the Rajya Sainik Board (RSB)/ Zila Sainik boards (ZSB)   • Overview of the various services provided by RSB/ZSB offices   • Procedure of application submission for welfare scheme at ZSB and its verification process   • Schemes of the State Govt apart from the KSB Schemes   • Procedure for getting an ESM card at ZSB

Intervention 4
Visit to Principal Controller of Defence Accounts (PCDA) office and Records office by DESW Pension division
Objective: • To provide DESW officials with a first-hand understanding of the work processes followed in calculation of pension • To learn about different pension processes and procedures • To provide DESW officials with a first-hand understanding of the work processes followed verification of records in Army/Navy/Airforce record offices **Duration**: \<To be decided by the department\> **Participants**: \<To be decided by the department\>
Phase 1: PCDA Some of the topics that could be included: • Pension calculation: DESW officials could be briefed on different methods of pension calculation for different kinds of pension. They could also discuss specific challenges in processing pensions in the form of case studies to understand the nuances of the topic. • Pension Anomalies: DESW officials could be presented on the calculation of pension anomalies, including the various formulas and factors that are considered. This could be followed with specific tasks allocated to DESW officers to calculate pension anomalies in the form of case studies or specific ongoing cases. • Pension Grievance: DESW could be given a presentation on the grievance redressal mechanism, including the different channels through which grievances can be filed and the process for their resolution. This could be followed with case studies of challenges faced by DESW and PCDA. **Phase 2: Army/Navy/Air force record offices** Some of the topics that could be included: • Pension Records verification: This could include presentation on the verification of personnel and their dependent details, including the various sources of information that are used and the process for verifying data. • Claim Settlements: This could include discussion on how verified personnel and dependent details are used for claim settlements, including the different types of claims that are processed and the eligibility criteria.

6. Conclusion

In conclusion, the Capacity Needs Analysis of the Department of Ex-Servicemen Welfare (DeSW) has provided valuable insights into the knowledge and skills required by officers to enhance their existing capacities. The analysis focused on three key dimensions: domain knowledge, functional skills, and behavioural skills, which were conducted at the department, hierarchical role, and individual levels. While the domain competencies relate to the sector-specific expertise needed by the officials, functional competencies are competencies that are applicable in any work setting such as – report writing, data analysis, project management etc.; behavioural competencies constitute attitude or personality traits that complement hard skills such as – interpersonal skills, communication, time management etc.

The Department of Ex-Servicemen Welfare is responsible for the oversight of pensions and all welfare schemes provided by the Government of India to ex-servicemen in India. In that regard, a thorough capacity needs analysis across all hierarchical roles and divisions of the Department has been conducted and validated further to ensure that all training required by officers is mapped. To fulfil the training needs, a list of institutions equipped to provide training in the identified competency areas was compiled, including government training institutes such as Central Training Institutes (CTIs), Regional Training Institutes (RTIs), Zonal Training Institutes (ZTIs), and other renowned educational institutes across the country. With the development of the i-GoT portal, online courses have been mandated to be prioritized. In-person training sessions may also be considered based on specific requirements. The calendar has been prepared separately to address domain competency needs, functional competency needs, and behavioural competency needs. Each of these calendars has been divided into four quarters for the delivery of the training. The first quarter majorly consists of training which already exist on the i-GoT portal while the training for the second, third and fourth quarter are under development.

Considering the comprehensive analysis of competency needs at the department and individual role levels, it is also recommended to consider non-training interventions as part of the Annual Capacity Building Plan (ACBP) for DeSW. These interventions may address both individual and organizational levels, focusing on areas such as stakeholder collaboration, long-term thinking, policy designing, and a strategic point-of-view for senior personnel. For Director/DD/US levels, the focus may be on swift policy implementation, cross-department and cross-ministry collaboration, and effective supervision of work allocated to SOs and ASOs. At the SO/ASO levels, administrative proficiency, particularly in the MS Office suite and noting and drafting skills, may be emphasized. To further enhance the effectiveness of the Capacity Needs Analysis immersion programmes may be implemented and evaluated for potential annualization. This iterative approach will ensure continuous improvement and alignment of the DeSW personnel's competencies with the department's goals and objectives.

The implementation of the ACBP will be overseen by a Capacity Building Unit (CBU) under the guidance of the Capacity Building Committee (CBC), ensuring effective monitoring and evaluation throughout the implementation process.