



CAPACITY  
BUILDING  
COMMISSION

# CAPACITY BUILDING COMMISSION

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# Annual Capacity Building Plan of Department of Revenue to develop a Capacity Building Agenda

## About the Program

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

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

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

## About Ministry of Finance and the Department

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

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

**Department of Revenue (DOR)** - The Department of Revenue functions under the overall direction and control of the Secretary (Revenue). In addition to Revenue headquarter, DOR exercises control in respect of matters relating to Direct and Indirect Taxes through two statutory Boards namely, the Central Board of Direct Taxes (CBDT) and the Central Board of Indirect Taxes and Customs (CBIC).

The detailed structure for the Ministry of Finance and DOR is provided in [Annexure 1](#)



# Capacity Building Commission, Government of India

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## About Report

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

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## Abbreviations

AAR	Authority for Advance Ruling
ACBP	Annual Capacity Building Plan
ADVAIT	Advance Analytics in Indirect Taxation
AJNIFM	Arun Jaitley National Institute of Financial Management
AI	Artificial Intelligence
AIS	Annual Information Statement
AML	Anti-Money laundering
APAR	Annual Performance Appraisal Report
ATFP	Appellate Tribunal for Forfeited Property
CAT	Central Administrative Tribunal
C&CE	Customs & Central Excise
CBC	Capacity Building Commission
CBDT	Central Board of Direct Taxes
CBIC	Central Board of Indirect Taxes and Customs
CBN	Central Bureau of Narcotics
CBU	Capacity Building Commission
CCA	Chief controller of accounts
CCEA	Cabinet Committee on Economic Affairs
CDR	Call Detail Record
CEIB	Central Economic Intelligence Bureau
CESTAT	Customs Excise and Service Tax Appellate Tribunal
CGST	Central Goods and Service Tax
CPIO	Centre Public Information Officer
CIT	Commissioner of Income Tax
CNA	Capacity Need Analysis/Assessment
COFEPOSA	Conservation of Foreign Exchange & prevention of Smuggling Activities act
CPGRAMS	Centralized Public Grievance Redressal and Monitoring System
CR	Confidential Report
CVC	Central Vigilance Commission
CVO	Chief Vigilance Officer
DD	Demand Draft
DoPT	Department of Personnel and Training
DOR	Department of Revenue
EDP	Electronic Data Processing
EIC	Economic Intelligence Council
ESG	Environmental, Social, and Governance
FATF	Financial Action Task force
FEMA	Foreign Exchange Management Act
FGD	Focus Group Discussion
FIU-IND	Finance Intelligence Unit, India

FRAC	Framework for Roles Activities & Competencies
G.P. F	General provident Fund
GeM	Government e-Marketplace
GFR	General Financial Rules
GST	Goods & Service Tax
HQ	Headquarter
I.W.S. U	Internal Work Study Unit
ICCG	IC Centre for Governance
IFU	Integrated Finance Unit
iGOT	Integrated Government Online Training
IMF	International Monetary Fund
IPO	Initial Public Offering
IPR	Intellectual Property Rights
IRS	Indian Revenue Services
ITAT	Income Tax Appellate Tribunal
LIMBS	Legal Information Management and Briefing System
MDOs	Ministries / Departments / Organizations
ML	Machine Learning
MOM	Minutes of Meeting
MS	Microsoft
NADT	National Academy of Direct tax
NACIN	National Academy of Customs Indirect Taxes and Narcotics
NC	Narcotics Control
NDPS	Narcotic Drugs and Psychotropic Substances
NIC	National Informatics Centre
NPCSCB	National Program for Civil Services Capacity Building
OL	Official Language
PBPT	Prohibition of Benami Property Transactions
PITNDPS	Prevention Of Illicit Traffic in Narcotics Drugs & Psychotropic Substances Act
PMHRC	Prime Minister's Public Human Resource Council
PMLA	Prevention of Money Laundering Act
PMO	Prime Minister's Office
QCBS	Quality and Cost Based Selection
R & I	Receipt & Issue
REIC	Regional Economic Intelligence Council
RFP	Request for Proposal
RTI	Right to Information
SAFEMA	Smugglers and foreign exchange manipulators act
SC/ST/OBCs	Scheduled Caste/Schedules Tribe/Other backward castes
SGST	State Goods and Service Tax
SIU	Staff Inspection Unit
SPARROW	Smart Performance Appraisal Report Recording Online Window
SPV	Special Purpose Vehicle



# Capacity Building Commission, Government of India

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TDS	Tax Deducted at source
TPAT	Tax Policy and Administration
TNA	Training Needs Assessment
TPRU	Tax Policy Research Unit
VAT	Value Added Tax

## 1. Introduction

### Mission Karmayogi

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

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

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

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

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

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

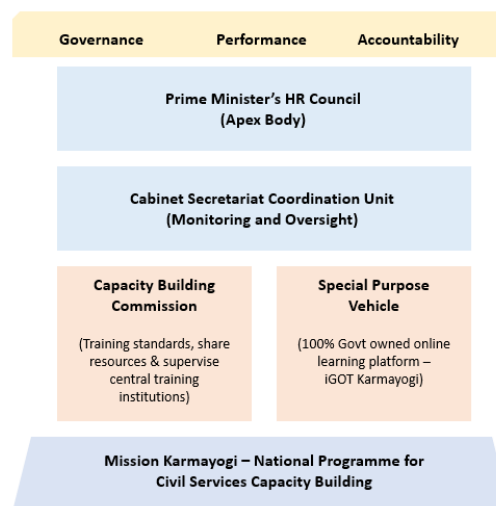


Figure 1: Framework for implementation & monitoring



## Capacity Building Commission (CBC)

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

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

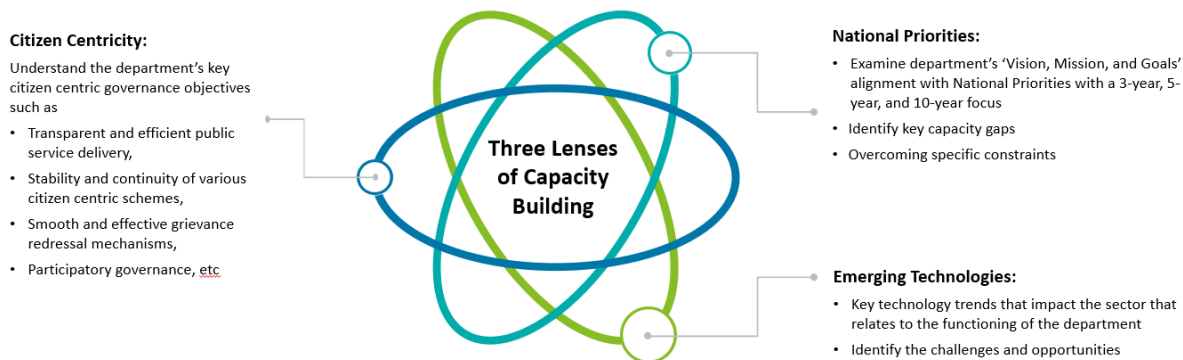
The core purpose of the Commission is to build a learning culture and shape a uniform approach to capacity building on a collaborative and participatory basis. CBC is mandated to perform different key functions. To facilitate preparation of Annual Capacity Building Plans (ACBPs) of Ministries, Departments,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

## Annual Capacity Building Plan (ACBP)

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

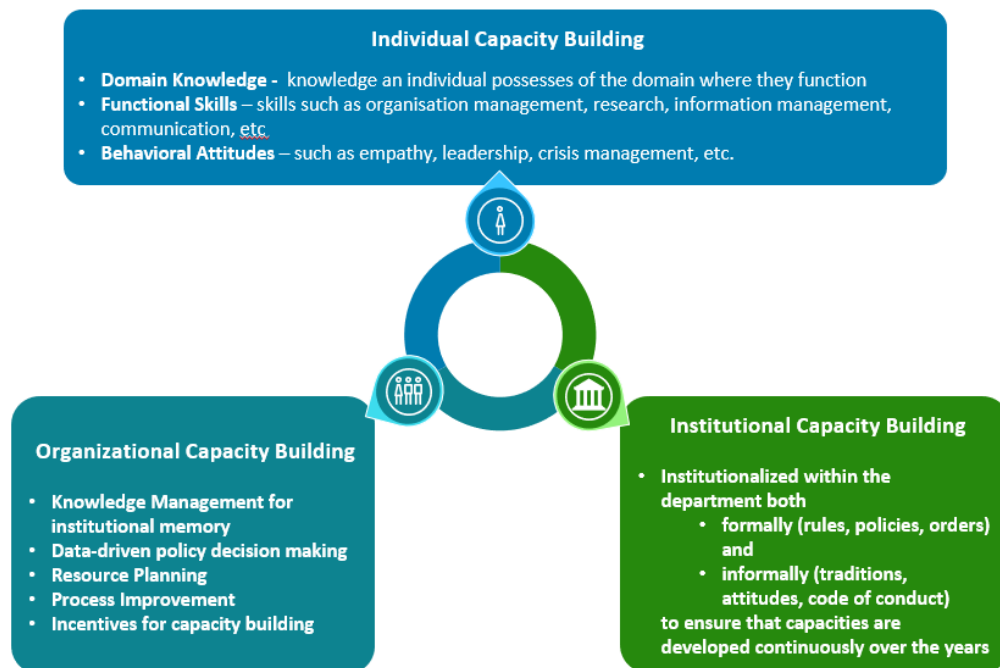
Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic, and Time-bound capacity building interventions of the department. The capacity building exercise would be goal oriented.

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



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

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



*Figure 3: Capacity Building Interventions*

## Context of this document

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

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

## 2. Capacity requirements of DOR

### 2.1 Key Areas of Responsibilities

DOR is headed by the Revenue Secretary. Additional Secretary, financial Adviser, Principal commissioner, Director general report directly to Revenue secretary. Further Joint Secretaries, Directors, Deputy secretaries, Under Secretaries, Section officers and Assistant section officers have been assigned under each division/subdivision who report to their respective division/subdivision heads.

Below list highlights Unique designations that are responsible for one or more divisions / subdivisions under them. Competency assessment has been carried out for all these designations and their respective subordinate across divisions.

<p><b>Additional Secretary</b></p> <ul style="list-style-type: none"> <li>✓ Administration of HQ</li> <li>✓ Enforcement Directorate</li> <li>✓ Economic Security</li> <li>✓ Opium Wing</li> </ul>	<p><b>Director General (CEIB)</b></p> <ul style="list-style-type: none"> <li>✓ COFEPOSA</li> <li>✓ PITNDPS</li> <li>✓ EI – 1 &amp; 2</li> </ul>	<p><b>Principal Commissioner (RA)</b></p> <ul style="list-style-type: none"> <li>✓ RA Unit (Service Tax)</li> <li>✓ RA Unit (Customs)</li> <li>✓ RA Unit (Central Excise)</li> </ul>
<p><b>Joint Secretary</b></p> <ul style="list-style-type: none"> <li>✓ Administration of HQ</li> <li>✓ Economic Security</li> <li>✓ Official Language</li> <li>✓ Personnel Section</li> <li>✓ Parliament Section</li> <li>✓ Narcotics Control Section</li> </ul>	<p><b>Deputy Secretary/Director (Admin)</b></p> <ul style="list-style-type: none"> <li>✓ Admin Section</li> <li>✓ RTI Cell</li> <li>✓ Competent Authority Cell</li> </ul>	<p><b>Deputy Secretary/Director (Pers.)</b></p> <ul style="list-style-type: none"> <li>✓ IWSU Section</li> <li>✓ Personnel Section</li> <li>✓ Vigilance Cell (HQ)</li> <li>✓ Coordination Section</li> <li>✓ Technical Coordination Section</li> <li>✓ Parliament Section</li> </ul>
<ul style="list-style-type: none"> <li>✓ Cash Section</li> <li>✓ R &amp; I (R) Section</li> <li>✓ R &amp; I (D) Section</li> <li>✓ General Administration</li> <li>✓ Computer Cell</li> <li>✓ N.C. I Section</li> <li>✓ N.C. II Section</li> <li>✓ Protocol Section</li> </ul>	<p><b>Deputy Secretary/Director (OL)</b></p> <ul style="list-style-type: none"> <li>✓ Hindi-I Section</li> <li>✓ Hindi-II Section</li> <li>✓ Hindi-III Section</li> <li>✓ Hindi-IV Section</li> </ul>	<p><b>Financial Adviser</b></p> <ul style="list-style-type: none"> <li>✓ IFU (B&amp;A - DT)</li> <li>✓ IFU (B&amp;A - EC)</li> <li>✓ IFU -III</li> </ul>

## 3. Self-Assessment by the department

To understand unique roles, responsibilities, and capacity requirements of the department across all divisions, a series of meetings were conducted with the CBU team. Basis the discussions with Department

of Revenue CBU team, CBC, department officials and secondary research, the below approach and methodology was followed for conducting the Capacity Needs Analysis (CNA):

### 3.1 Capacity Need Analysis – Approach

- ✓ **Understood and mapped** various roles/ functions/divisions/capabilities of DOR including **National Priorities, Citizen Centric Goals as well as Technology Roadmap** through one-on-one meetings with department officials/division heads and via **inputs/ resources** such as employee list, legacy training documents, internal booklets/ annual report, website, induction material, etc.
- ✓ Basis secondary research performed on the work allocation for the various divisions within DOR, required competencies were identified at **role and division level** which were further **segregated** into **Individual** competencies and competencies at organizational level.
- ✓ Further, Individual competencies (such as core/technical skills related to field of work, interpersonal skills, operational/ procedural skills etc.) were divided into three categories - **Domain, Behavioural, Functional**.
- ✓ In order to **baseline the proficiency level** for these competencies at each unique designation/role level, **competency mapping checklist** was formulated to initiate Capacity Needs Analysis for each of the divisions/ sub-divisions of the department. Additionally, to finalize the competency checklist, **inputs/feedback** received from internal subject matter experts, CBC, CBU and the department was incorporated.
- ✓ As a means of evaluating competencies, **focus group discussions** were conducted with department officials to ascertain the current requirements and necessary skill sets needed to effectively perform various roles at different designations. The following steps were involved in conducting the competency assessment exercise:
  - **Initiated Capacity Need Analysis (CNA<sup>1</sup>)** for competency needs identification basis the FGD's responses and the filled competency mapping checklist.
  - Deduced the essential individual and organizational level competencies across all designations/roles by analysing the competency gaps.
  - Suggested the appropriate **type of training and non-training intervention** to address identified competency needs at individual and organizational level for effective capacity building within the department.

### 3.2 Capacity Requirements – Individual Level

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

1. Brief overview on competency assessment exercise was provided to the participants of the FGDs to ensure standardisation of responses/ inputs.
2. Baseline level of proficiencies were obtained during the Focused Group Discussions (FGDs) conducted across levels. As an output, the competency mapping checklist was populated during the FGDs itself.
3. The responses received in terms of baseline level of proficiencies were analysed to identify the type of competency needs/ gaps arising out of them.

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<sup>1</sup> For detailed CNA approach, please refer to the **CNA Report (deliverable 2)** that has already been shared with department  
Mission Karmayogi | Capacity Building Commission | Annual Capacity Building Plan (ACBP) | Department of Revenue

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

### 3.2.1 Focus Group Discussion Coverage

The focus group discussions were conducted where department officials from varied divisions/sections/sub-sections had participated. The response pertaining to desired competencies across all unique designations was analyzed along with inputs from competency checklist. The detailed list of all the divisions/sections/sub-sections that were covered in FGD is outlined in table below -

Divisions participating in FGD
Admin Section
Economic Security Cell
RTI Cell
Competent Authority
I.W.S.U Section
Personnel Section
Vigilance Cell
Coordination Section/Technical Coordination Section
Parliament Cell
Cash section
Receipt & Issue Section
Computer Cell
Narcotics Control (NC) Section
Protocol Section
Hindi section
State Tax Section
Revision application Unit
PITNDPS Section
Directorate of Enforcement
Central Economic Intelligence Bureau
Integrated Finance Unit
Settlement Commission

*Table I: FGD Coverage*

### 3.2.2 Competency Needs and Gaps across divisions at Individual level

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

Further, input in the form of '**Competency Gaps**' was obtained from the department officials to highlight any potential gaps in their skillset / procedural knowledge /functional knowledge or aspects that require training on a priority basis. These 'Competency Needs and Gaps' across various divisions are summarized in sub-sections below:

### 3.2.2.1 Domain Competencies

After analyzing the responses from the competency checklist for all designations across all divisions, certain domain competencies have been identified which are required throughout the department. Further we have also identified division specific domain competencies wherever applicable. In addition to the common domain competencies, separate division specific domain competencies requirements have also been listed. Moreover, the competency gaps across various divisions/sub-divisions have also been highlighted basis the inputs from the department.

#### Common domain competencies across all divisions

- ✓ **Financial Modelling<sup>#</sup>**
- ✓ Financial Statement Analysis
- ✓ Analytical & Quantitative ability
- ✓ **Accounting Fundamentals<sup>#</sup>**
- ✓ Ratio analysis
- ✓ Procedures pertaining to Collection and levy mechanism of Direct/Indirect taxes
- ✓ Knowledge of Economic offenses
- ✓ Procedure for filing revision application and appeals under various tax laws
- ✓ **Advance ruling mechanism<sup>#</sup>**

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

## Legal Aspects

- ✓ **Income Tax Act, 1961<sup>#</sup>**
- ✓ Wealth Tax Act, 1958
- ✓ Expenditure Tax Act, 1987
- ✓ Benami Transactions (Prohibition) Act, 1988
- ✓ Compulsory Deposit (Income Taxpayers) Scheme Act, 1974.
- ✓ Central Excise Act, 1944 and related matters.
- ✓ Customs Act, 1962 and related matters.
- ✓ Central Sales Tax Act, 1956.
- ✓ Narcotics Drugs and Psychotropic Substances Act, 1985.
- ✓ Prevention of illicit Tariff in Narcotic Drugs and Psychotropic Substances Act, 1988.
- ✓ Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976.
- ✓ Indian Stamp Act, 1899 (to the extent falling within jurisdiction of the Union).
- ✓ Conservation of Foreign Exchange and Prevention of Smuggling Activities Act, 1974.
- ✓ Foreign Exchange Management Act, 1999.
- ✓ **Prevention of Money Laundering Act, 2002<sup>#</sup>**
- ✓ **CSGT Act, 2017<sup>#</sup>**
- ✓ SGST Act, 2017
- ✓ IGST Act, 2017
- ✓ UTGST Act, 2017
- ✓ Super Profits Act, 1963
- ✓ Black money (undisclosed foreign income And Assets) and imposition of Tax Act 2015
- ✓ Fugitive Economic offenders Act 2018
- ✓ Transfer pricing rules

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

Divisions	Domain Competency needs across all designations
Administration Section	<ul style="list-style-type: none"> <li>✓ Pay fixation</li> <li>✓ Administration of employee benefits</li> <li>✓ Personnel management</li> <li>✓ Preparation of notes, proposals, reports shared with MDOs</li> <li>✓ Procedural knowledge on handling disciplinary matters</li> <li>✓ <b>Grading and deputation of Staffs<sup>#</sup></b></li> </ul>
Economic Security Cell	<ul style="list-style-type: none"> <li>✓ Understanding of Financial Sanctions</li> </ul>
RTI Cell	<ul style="list-style-type: none"> <li>✓ <b>Resolutions of RTI complaints<sup>#</sup></b></li> </ul>
Competent Authority Cell	<ul style="list-style-type: none"> <li>✓ Procedure w.r.t forfeiture of illegally acquired properties</li> </ul>
I.W.S.U Section	<ul style="list-style-type: none"> <li>✓ Drafting research reports</li> <li>✓ Research and analysis</li> </ul>
Vigilance Section	<ul style="list-style-type: none"> <li>✓ <b>Digital forensics<sup>#</sup></b></li> <li>✓ Examination/Process/Monitoring of Vigilance complaints</li> <li>✓ Understanding of Cyber Crimes</li> </ul>

*<sup>#</sup>Highlights competency gaps as self-declared by the department*



Coordination Section/Technical Coordination Section	<ul style="list-style-type: none"> <li>✓ Managing references received from PMO and other MDOs</li> <li>✓ Managing references received for welfare of SC/ST/OBCs</li> <li>✓ Preparation/drafting of monthly reports/cabinet notes &amp; summaries<sup>#</sup></li> </ul>
Parliament Cell	<ul style="list-style-type: none"> <li>✓ Drafting replies and notes</li> <li>✓ Coordination among sections w.r.t. parliamentary matters</li> </ul>
Personnel Section	<ul style="list-style-type: none"> <li>✓ Maintenance, forwarding &amp; processing of APAR/IPR</li> </ul>
Cash Section	<ul style="list-style-type: none"> <li>✓ Receipt &amp; disbursement of pay &amp; allowances</li> <li>✓ Accounting and Cash management</li> <li>✓ Expenditure management</li> <li>✓ Preparation of budget estimates</li> </ul>
Receipt & Issue Section	<ul style="list-style-type: none"> <li>✓ Understanding of Postal services in India</li> </ul>
Protocol Section	<ul style="list-style-type: none"> <li>✓ Liaisoning and travel arrangement of staffs</li> </ul>
State Tax Section	<ul style="list-style-type: none"> <li>✓ Mechanism of collection and levy of Sales Tax/VAT</li> </ul>

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

<p>Computer Cell</p>	<ul style="list-style-type: none"> <li>✓ Computerization of Secretariat</li> <li>✓ Content management in DOR website</li> <li>✓ Awareness of Digitization, Cyber Security</li> </ul>
<p>Narcotics Control Section</p>	<ul style="list-style-type: none"> <li>✓ Awareness of Supply chain of Opium Poppy cultivation</li> <li>✓ Managing Export Import and production of Opium</li> <li>✓ Price fixation of Opium products</li> <li>✓ Administration of National Fund for Control of Drug Abuse scheme<sup>#</sup></li> <li>✓ Understanding Best practices w.r.t drug abuse and control</li> </ul>
<p>Hindi Section</p>	<ul style="list-style-type: none"> <li>✓ Translation work of materials pertaining to committees, agreements, various sections under DOR, CBDT, CBIC and parliament</li> </ul>
<p>Integrated Finance Unit (IFU)</p>	<ul style="list-style-type: none"> <li>✓ Examination of Budget Proposals<sup>#</sup></li> <li>✓ Fund Allocation</li> <li>✓ Monitoring and review of expenditure</li> <li>✓ Preparing Financial proposals pertaining to Customs &amp; Central Excise department</li> </ul>
<p>Internal Finance Unit</p>	<ul style="list-style-type: none"> <li>✓ Cash management system</li> <li>✓ Preparation of expenditure plan</li> <li>✓ Budget formulation, allocation, and monitoring<sup>#</sup></li> </ul>

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

<p>PITNDPS Section</p>	<ul style="list-style-type: none"> <li>✓ Managing proposals for detention under PITNDPS act</li> <li>✓ Statistical research &amp; analysis</li> </ul>
<p>Central Economic Intelligence Bureau</p>	<ul style="list-style-type: none"> <li>✓ Understanding of Economic offences at National and International Level</li> <li>✓ Microeconomics</li> <li>✓ Macro Economics</li> <li>✓ Analytical &amp; Quantitative ability</li> <li>✓ Procedural knowledge on Economic intelligence Investigation i.e. Analysis, Monitoring, coordination, and dissemination of report</li> <li>✓ Statistical research &amp; analysis</li> </ul>
<p>Directorate of Enforcement</p>	<ul style="list-style-type: none"> <li>✓ Mechanism &amp; process of money laundering</li> <li>✓ Mechanism &amp; process of smuggling activities</li> <li>✓ Subject matter knowledge on Investigations and proceedings w.r.t foreign exchange violation and Money laundering offences</li> </ul>
<p>Settlement Commission</p>	<ul style="list-style-type: none"> <li>✓ End-to-End settlement procedure</li> <li>✓ Income/Wealth management</li> <li>✓ Payment and Cash Management</li> </ul>
<p>Revision Application Unit</p>	<ul style="list-style-type: none"> <li>✓ Import/Export mechanism of goods</li> <li>✓ Custom and central excise guidelines w.r.t Export/Import</li> </ul>

*\*Highlights competency gaps as self-declared by the department*

### 3.2.2.2 Functional Competencies

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

<p><b>MS office Applications</b></p> <ul style="list-style-type: none"> <li>✓ MS Teams</li> <li>✓ SharePoint</li> <li>✓ OneDrive</li> <li>✓ MS Outlook</li> <li>✓ MS Word</li> <li>✓ <b>MS Excel<sup>#</sup></b></li> <li>✓ MS PowerPoint</li> </ul>	<p><b>Virtual collaboration/ record /information management</b></p> <ul style="list-style-type: none"> <li>✓ E-office- shared drive/Knowledge management system</li> <li>✓ <b>DOR internal Dashboard<sup>#</sup></b></li> <li>✓ Webex</li> <li>✓ Zoom</li> <li>✓ <b>NIC Services<sup>#</sup></b></li> </ul>	<p><b>Procedural Knowledge</b></p> <ul style="list-style-type: none"> <li>✓ Government e-Marketplace (GeM)</li> <li>✓ e-HRMS system</li> <li>✓ Handling RTI matters for respective division/section</li> <li>✓ <b>Grievance redressal mechanism via CPGRAM<sup>#</sup></b></li> <li>✓ Procedure(s) pertaining to Court cases/ LIMBS (Legal Information Management and Briefing System) for respective division/Section</li> <li>✓ Procurement &amp; tender writing</li> <li>✓ <b>Departmental Portal (Samiksha)<sup>#</sup></b></li> <li>✓ Office Procedures</li> <li>✓ Presentation Skills</li> </ul>
<p><b>Standard Template</b></p> <ul style="list-style-type: none"> <li>✓ Preparation of Standard Templates (OM/Letter/DO/Press notes/Cabinet Notes/MOM)</li> </ul>	<p><b>Parliamentary Procedures</b></p> <ul style="list-style-type: none"> <li>✓ Collection, identification and marking of Parliament Questions</li> <li>✓ Drafting and scheduling of replies &amp; Cabinet Notes</li> </ul>	
<p><b>Policy &amp; Guidelines</b></p> <ul style="list-style-type: none"> <li>✓ Awareness of General Financial Rules, 2017</li> </ul>	<p><b>Information Management</b></p> <ul style="list-style-type: none"> <li>✓ Data resources maintenance</li> <li>✓ Information/Record management</li> </ul>	

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

### 3.2.2.3 Behavioral Competencies

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

#### Professional & Personal Development Skills

- ✓ Ethics
- ✓ Empathy
- ✓ Networking skills
- ✓ Time Management
- ✓ **Stress Management<sup>#</sup>**
- ✓ Code of Conduct
- ✓ Rule consciousness
- ✓ Effective Communication

#### Motivation/Leadership Skills

- ✓ People management
- ✓ Team management
- ✓ Conflict management
- ✓ **Change Management<sup>#</sup>**
- ✓ Negotiation
- ✓ Motivation
- ✓ Accountability
- ✓ Decision making
- ✓ Critical thinking

#### Innovation and Digital mindset

- ✓ Ability to identify, implement and experiment digital & technology interventions

#### Stakeholder management and Organizational awareness

- ✓ Teamwork/Team Building
- ✓ **Collaboration & Coordination<sup>#</sup>**
- ✓ Gender sensitivity and prevention and redressal of sexual harassment of women at workplace

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

## 3.3 Capacity requirements - Organizational level

The department has expressed interest in learning/ acquiring certain competencies through their responses in Focus Group Discussions pertaining to Organizational level awareness. They have also highlighted competency gaps which require training on priority basis. The competency assessment at Organizational level pertains to role's contribution to vision/ mission/ mandates, team building initiatives and emerging technologies.

### Competency assessment at an organizational level

- ✓ Understanding DOR's Vision and Mission
- ✓ Understanding Role/ responsibilities and Goals/ Objectives of DOR
- ✓ Understanding of individual role contribution towards Vision, Mission, Goals/ Objectives of DOR
- ✓ Awareness/ Willingness to learn Emerging Technology
- ✓ Knowledge on application of Data analytics, Artificial Intelligence/Machine Learning for improving Risk management system in tax administration<sup>#</sup>
- ✓ Understanding Data Warehousing & Data Mining for improvement of Indirect Tax administration<sup>#</sup>
- ✓ Automation of Manual tasks with the help of Robotics Process Automation (RPA)<sup>#</sup>
- ✓ Awareness of ESG Laws & frameworks<sup>#</sup>
- ✓ Knowledge of Sustainable Development Goals
- ✓ Gender sensitivity & prevention and redressal of sexual harassment of women at workplace
- ✓ Awareness of Regulatory changes w.r.t Tax administration<sup>#</sup>

*<sup>#</sup>Highlights competency gaps as self-declared by the department*

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

Competency Type	Competency Cluster	Capacity required	Applicable divisions	Designation	Level of proficiency	Dimension
Organizational level skillset	Understanding of organizational Goals along with Role & responsibilities	Vision/Mission/ mandate Understanding	All	All	Advanced	Systems, Processes, and objectives
		Awareness on roles and responsibilities	All	All	Advanced	Systems, Processes, and objectives

	Global initiatives	Impact of Environment-Social-governance and Sustainable Development Goals initiatives on Taxation	All	All		Systems, Processes, and objectives
	Emerging Technology	Knowledge of emerging technologies such as Data Analytics, Centralized tax data warehousing, application of AI/ML in tax administration etc.	All	All		Technology & Data
		Automation of Manual Task with the help of Robotics Process Automation (RPA)	All	All		
	Inclusion	Training on Gender sensitivity & prevention and redressal of sexual harassment of women at workplace	All	All		Organization Culture
	Awareness of Regulatory changes	Adapting to regulatory changes w.r.t Tax administration	All	All	Advanced	Systems, Processes, and objectives

*Table II : Competency Needs at organizational Level*

### 3.3.1 Making DOR Future Ready

Future readiness through Capacity Building is essential for DOR, as its key focus areas need to be aligned with the competencies required under the three lenses of capacity building namely **emerging technologies, national priorities, and citizen centricity**. We have identified and mapped a set of competencies with the aforesaid lenses and the Department has shown great enthusiasm to learn about such competencies via their responses to questionnaire. An overview of competencies required is highlighted below:

	Key Focus Areas	Identified Competencies
<b>National Priorities</b>	<ul style="list-style-type: none"> <li>✓ Ease of Doing Business</li> <li>✓ \$5 Trillion economy</li> <li>✓ Atmanirbhar Bharat</li> </ul>	<ul style="list-style-type: none"> <li>✓ Administration of National Fund for Control of Drug Abuse</li> <li>✓ Knowledge on Import - Export mechanism</li> <li>✓ Mechanism &amp; process of money laundering</li> <li>✓ Role alignment to Vision/ Mission/ Objective of DOR</li> </ul>
<b>Emerging Technologies</b>	<ul style="list-style-type: none"> <li>✓ AI and ML based Fraud Detection</li> <li>✓ Taxation in Digital Economy</li> <li>✓ Tax Data Warehousing</li> </ul>	<ul style="list-style-type: none"> <li>✓ Digital forensics</li> <li>✓ Understandings of Cyber Crimes</li> <li>✓ AI &amp; ML application for Tax compliance</li> </ul>
<b>Citizen Centricity</b>	<ul style="list-style-type: none"> <li>✓ Ease in Filing of Tax returns through IT platforms</li> <li>✓ Effective Grievance redressal</li> <li>✓ Ease of compliance</li> </ul>	<ul style="list-style-type: none"> <li>✓ RTI and LIMBS Portal</li> <li>✓ Grievance redressal Via CPGRAM</li> <li>✓ Conflict management</li> <li>✓ Stakeholder management</li> </ul>
<b>Common Competencies</b>	<ul style="list-style-type: none"> <li>✓ Procedures pertaining to Collection and levy mechanism of Taxes</li> <li>✓ Procedural knowledge on economic intelligence &amp; Investigation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Procedure pertaining to court cases</li> <li>✓ Understanding of Economic Offences / Financial Sanctions</li> </ul>

**Figure 4: Making DOR Future Ready**

*Note: The common competencies highlighted above will cut across more than one lens*



## 4. Annual Capacity Building Plan

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

### 4.1 Potential training Institutions/Platforms

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

### 4.2 Quick Wins in terms of training interventions for the department

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

- 1. Recommended training courses via iGOT:** A list of iGoT training courses has been shared with the department officials which includes readily available courses across functional, behavioural, and organizational level such as Right to information Act, Parliamentary procedures, emerging technologies, stress management, etc. (Please refer [Annexure 2](#) for detailed list of iGoT trainings). It is recommended that the department officials initiate the courses on priority for efficient capacity building.
- 2. DAKSHTA Programme (Proposed):** A 10-day online training program followed by 5-day in-person training at ISTM focused for ASOs/ SOs, is underway for implementation within the department and the list of participants is being finalized. Once approved, the department officials will undergo the following modules for training:

Functional Competencies	Behavioral Competencies
<ul style="list-style-type: none"> <li>✓ Parliamentary Procedures &amp; Court/CAT cases</li> <li>✓ General Financial Rules / Delegation of Financial Powers</li> <li>✓ Public Procurement</li> <li>✓ Tender Documents – RFP, Bid, Award, QCBS</li> <li>✓ GeM Portal, PFMS, Sanctions, Income-Tax</li> </ul>	<ul style="list-style-type: none"> <li>✓ Team Building</li> <li>✓ Interpersonal skills</li> <li>✓ Stress Management (through yoga)</li> </ul>

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

<ul style="list-style-type: none"> <li>✓ Record Management</li> <li>✓ Gender Sensitisation</li> <li>✓ Data Analytics</li> <li>✓ GoI Allocation &amp; Transaction Rules</li> <li>✓ Handling Public Grievances, Sevottam &amp; Appeals</li> <li>✓ Departmental &amp; Cyber Security</li> <li>✓ Negotiation skills</li> </ul>	
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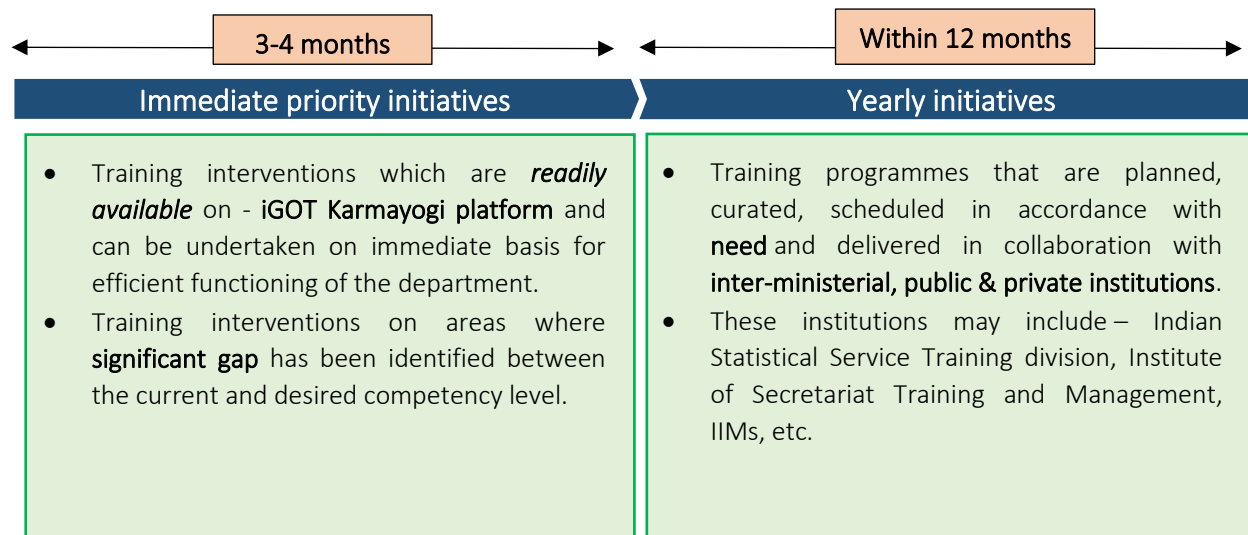
*Table III : DAKSHTA program*

On similar lines as the program for ASO/SO, identification and design of a structured program tailored for Under Secretary/ Deputy Secretary is also underway.

### 4.3 Interventions at Individual Level

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

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



Below section highlights **Division-wise competency gaps and proposed training and non-training interventions**.

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



## Admin Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Grading and deputation of staff



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Grading and deputation of staff

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
YouTube, ICAI Digital  
learning Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Economic Security Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Understanding of Financial sanctions



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
SkillCast  
YouTube, ICAI Digital  
learning Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Financial Sanctions Compliance Training
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Personnel Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Maintenance, processing and forwarding of APAR/IPR



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Annual Performance Appraisal Report (APAR)

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube, ICAI Digital learning Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management





## Protocol Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Liaisoning and travel agent agreement for Staffs



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Liaisoning and travel agent agreement for Staffs

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube, ICAI Digital  
learning Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Narcotics Control Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Administration of National fund for Control of Drug Abuse



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Administration of National fund for Control of Drug Abuse

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

ISTM  
NACIN

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management

Udemy  
Future skills prime  
You Tube, ICAI Digital learning Hub



## I.W.S.U Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Research & analysis



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Domain

- ✓ Statistical tools and techniques

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube, ICAI Digital  
learning Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Research Methods and Statistics: An Introduction
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Vigilance Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Digital Forensics



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

ISTM  
NACIN  
NADT  
CBI

NIC  
IIMB  
XLRI  
IIML

Udemy  
Future skills prime  
You Tube, ICAI Digital  
learning Hub

### Domain

- ✓ Advance ruling Mechanism

- ✓ Techniques of investigation using digital forensics
- ✓ Digital Evidence and Forensics
- ✓ Mobile forensics and CDR analysis

### Domain

- ✓ Finance Master Class for Business Leadership

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

### Functional

- ✓ MS Office

### Functional

- ✓ NIC Services

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management





## Coordination/Technical coordination Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Preparation of monthly reports /summaries and cabinet notes



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Noting and Drafting

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Parliament Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Drafting Replies & Notes w.r.t parliamentary matters
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- ✓ Noting and Drafting
- ✓ Parliamentary Procedures
- ✓ Preparation of Cabinet Notes

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

### Functional

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

ISTM  
NACIN

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

NIC  
XLRI  
IIML

### Domain

- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management

Udemy  
Future skills prime  
You Tube, ICAI Digital  
learning Hub



## Directorate of Enforcement

### Designations Covered

- Director of Enforcement
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Subject matter knowledge on Investigation and proceedings w.r.t foreign exchange Violation and Money laundering offences



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ knowledge on Investigation and proceedings w.r.t foreign exchange Violation and Money laundering offences

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
UNODC Global Learning  
You Tube.ICAI Hub

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Basic Intelligence Analysis
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## RTI Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Resolution of RTI Complaints



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- Understanding Financial Position of an organization
- Right to Information Act - Part 1
- Right to Information Act, 2005 - Part 2

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Domain

- ✓ RTI Act, 2005

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
XLRI  
IIML

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management





## Competent Authority Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Procedure w.r.t Court Cases



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Handling Central Administrative Tribunal (CAT) Cases

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

### Domain

Training Programme on Effective Representation before ITAT

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

ISTM  
NACIN  
NADT

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management

Udemy  
Future skills prime  
YouTube  
ICAI Digital learning



## Receipt & issue Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Knowledge of Postal operations in India
- ✓ Record keeping



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization
- ✓ M15U6 - Record Management

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

### Functional

### Domain

- ✓ Postal operations

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

ISTM  
NACIN  
Rafi Ahmed Kidwai  
National Postal  
Academy

NIC  
XLRI  
IIML

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Cash Section

### Designations Covered

- Additional Secretary/Financial Adviser/Principal Commissioner/ Director General
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Preparation of budget estimates



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Budget
- ✓ Budgetary System in Government

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Domain

- ✓ Budget Estimation, Allocation & Management Systems (BEAMS) and GEM (E-market Place or Procurement)
- ✓ Formulation and implementation of budget and income tax

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital Learning

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Computer Cell

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Awareness of digitization and cyber security



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Cyber Security and Strategy
- ✓ Digital Literacy

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN  
CBI

### Domain

Cybercrime investigation and computer forensics

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management





## PITNDPS Section

### Designations Covered

- Director General
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Statistical research and Analysis



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- ✓ Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Domain

Statistical tools and techniques

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital Learning  
Hrsh

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Research Methods and Statistics: An Introduction
- ✓ Prevention of Money Laundering Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Hindi Section

### Designations Covered

- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Hindi translation



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

1. DOR Internal Dashboard
2. Grievance redressal via CPGRAM
3. Departmental portal (e-Samiksha)

### Functional

ISTM  
NACIN  
Central Hindi  
training institute

- ### Domain
- ✓ Rajbhasa -Hindi
  - ✓ Hindi Language, Hindi Typing & word processing Training

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
XLRI  
IIML

- ### Functional
1. NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime

- ### Behavioral
- ✓ Embracing change
  - ✓ Fundamentals of change management



## State Tax Section

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017  
Mechanism of collection and levy of state sales tax/VAT



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Mechanism of collection and levy of state sales tax/VAT

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital Learning

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Revision Application Unit

### Designations Covered

- Commissioner
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Custom and central excise guidelines w.r.t Export/Import



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Custom and central excise guidelines w.r.t Export/Import

### Functional

4. DOR Internal Dashboard
5. Grievance redressal via CPGRAM
5. Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital Learning

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management





## Integrated finance unit/ Internal finance unit

### Designations Covered

- Financial Adviser
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Examination of budget proposals, Budget formulation, Allocation & monitoring



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- ✓ Understanding Financial Position of an organization
- ✓ Budget
- ✓ Budgetary System in Government

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Domain

- ✓ Budget Estimation, Allocation & Management Systems (BEAMS) and GEM (E-market Place or Procurement)
- ✓ Formulation and implementation of budget and income tax

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital learning

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Settlement Commission

### Designations Covered

- Additional Secretary
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ End -to-end settlement procedure



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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



### Domain

- Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ End-to-end settlement procedure

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

1. Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

2. EDP on Leadership and change management
3. Managerial effectiveness through stress management

Udemy  
Future skills prime  
You Tube  
ICAI Digital Learning

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management



## Central Economic Intelligence Bureau

### Designations Covered

- Director General
- Joint Secretary
- Director/Deputy Secretary
- Under Secretary
- Section officer/Assistant section officer



## Competency Gaps

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



### Domain Competencies

- ✓ Financial Modelling
- ✓ Accounting Fundamentals
- ✓ Advance ruling Mechanism
- ✓ Income Tax Act, 1961
- ✓ Prevention of Money Laundering Act, 2002
- ✓ CSGT Act, 2017
- ✓ Procedural knowledge on Economic intelligence Investigation i.e. analysis,



### Functional Competencies

- ✓ DOR Internal Dashboard
- ✓ MS Excel
- ✓ NIC Services
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)



### Behavioral Competencies

- ✓ Stress management
- ✓ Collaboration & Coordination
- ✓ Change management



## Immediate Requirements

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

### Domain

- Understanding Financial Position of an organization

### Functional

- MS Office (Advanced)

### Behavioral

- Stress Management
- Yoga for excellence
- COMMIT: Team building



## Yearly Requirements

### Recommended Training Partners

DOR

### Domain

- ✓ Advance ruling Mechanism
- ✓ Procedural knowledge on Economic intelligence Investigation

### Functional

- ✓ DOR Internal Dashboard
- ✓ Grievance redressal via CPGRAM
- ✓ Departmental portal (e-Samiksha)

ISTM  
NACIN

### Functional

- ✓ MS Office

### Behavioral

- ✓ Outdoor Team Building Course including Trek etc.
- ✓ Mental Health and Meditation
- ✓ Stress management & performance coaching

NIC  
IIMB  
XLRI  
IIML

### Domain

- ✓ Finance Master Class for Business Leadership

### Functional

- ✓ NIC Services

### Behavioral

- ✓ EDP on Leadership and change management
- ✓ Managerial effectiveness through stress management

Udemy  
Future skills prime  
UNODC Global learning  
YouTube

### Domain

- ✓ Company Valuation & Financial Modelling
- ✓ Fundamentals of Accounting
- ✓ Basic Intelligence Analysis
- ✓ Income Tax Act, Prevention of Money Laundering Act, CGST Act

### Behavioral

- ✓ Embracing change
- ✓ Fundamentals of change management

## 4.4. Interventions at Organizational level

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

### 4.4.1 Immediate priority initiatives

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

S No.	Area	Course Name	Competency type
1	Emerging technologies	Introduction to Emerging Technologies	Organizational
		Data driven decision making for Government	
		Basics of e-Governance & Digital India	
		Role of Technology in GST & other Misc. Topics	
2	Global Initiatives	A Course on Environmental Social and Governance	
		Sustainable development goals	
		Reform initiatives of Government of India	
3	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Sensitivity	
		Prevention of Sexual Harassment of Women at Workplace	
		Gender Equality and Development – Overview	

**Table IV:** iGoT Training Interventions

## 4.4.2 Yearly frequency initiatives

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

Competency type	Competency name/area	Institute/Facilitator name	Course name
Organizational	Vision/mission/goals & objectives understanding	DOR Internal Knowledge Sharing Session	-
	Role & Responsibilities understanding	DOR Internal Knowledge Sharing Session	-
	Automation of manual tasks	1. Institute of Secretariat Training and Management 2. National Informatics Centre (NIC) 3. Udemy	1. MS Office 2. E-Office 3. Robotic Process Automation - RPA Overview
	Emerging technologies	1. IMF Academy 2. IIM Bangalore 3. Udemy 4. NACIN	1. Tax technology 2. Artificial Intelligence (AI) and Analytics Based Business Strategy, Creating Business Value 3. Data Analytics for Business Strategy: Essential Tools and Applications 4. Data Warehousing and Business Intelligence for Managers 5. ADVAIT: Advance Analytics in Indirect Taxation (For data mining, predictive analytics, risk scoring etc.)

**Table V:** Yearly Frequency Initiatives

Besides the competencies at an Organizational level listed in table above, *team building/collaboration activities/initiatives* are also recommended for inculcating a **positive team culture**. **Non-training interventions** such as *Case study, on-site, role play, gamification, etc.* are an effective means to impart learning on such team initiatives.

A detailed list of courses along with type, institution/platform and mode of delivery has been highlighted in [Annexure 2](#)



## 4.5 Proposed Induction Program

Besides the training interventions suggested in above, **certain induction trainings** have been suggested that will help the officials in getting oriented towards the working of department and the role they are expected to undertake. These trainings are enlisted in the table below –

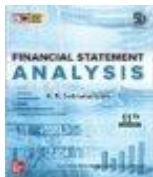
S.No.	Topics	Division	Competency Type
1	Accounting Fundamentals (Basic theories, concepts, principles)	All	Domain
2	Procedures pertaining to collection and levy mechanism of Taxes	All	Domain
3	Knowledge on economic offences	All	Domain
4	Statistical Research and Analysis	All	Domain
5	Export-import mechanism of goods	All	Domain
7	Parliamentary Procedures	All	Functional
8	Procedural tools such as e- Samiksha, e-HRMS, GeM, CPGRAM, DOR internal dashboard, LIMBS etc.	All	Functional
9	Procedure pertaining to court cases	All	Functional
10	Ethics & Empathy	All	Behavioral
11	Effective Communication	All	Behavioral
12	Code of Conduct	All	Behavioral
13	Vision, Mission, and objectives Understanding	All	Organizational level
14	Role & Responsibilities Understanding	All	Organizational level

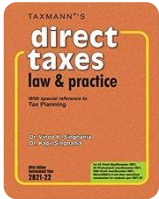
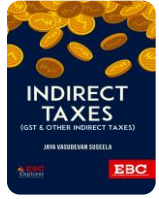
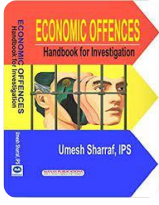
*Table VI: Proposed Induction Program*

## 4.6 Other Interventions

### 4.6.1 Recommended books for the department

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

	<p><b>Financial Statement Analysis by K R Subramanyam</b></p> <p>Applicable for: All employees of the department</p>
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	<p><b>Direct Taxes Laws and practices</b></p> <p>Applicable for: All employees of the department</p>
	<p><b>Indirect Taxes (GST and other indirect taxes)</b></p> <p>Applicable for: All employees of the department</p>
	<p><b>Economic Offences - Handbook for Investigation</b></p> <p>Applicable for: All employees of the department</p>

*Table VII: Recommended Books for Department*

#### 4.6.2 Digital content on Tax Administration

Besides the Digital learnings listed in the training calendar, we also recommend some digital content such as YouTube videos and TED talks, etc. pertaining to **Tax Administration and Governance**. which can be readily accessed by the department. A quick reference to this content will help the officials in getting a better understanding of set areas. Thus, we recommend the department to leverage such resources for an efficient capacity building in the short as well as long-run.

Topic	Brief	Source
<p><b>A Fair, Reasonable and Compassionate Tax Administration</b></p>	<p><i>A former chairman of Central Board of Direct Taxes shares his experience on tax administration</i></p>	<p><a href="https://www.youtube.com/watch?v=HMxKljxU-8w">https://www.youtube.com/watch?v=HMxKljxU-8w</a></p>

<p><b>How tax can save the world</b></p>	<p><i>Govt. tax system holds the key to an inclusive and circular economy</i></p>	<p><a href="https://www.youtube.com/watch?v=BbeFLkNkAg">https://www.youtube.com/watch?v= BbeFLkNkAg</a></p>
<p><b>Why Paying Tax is a Privilege</b></p>	<p><i>Government tax system and its relation to our individual lives</i></p>	<p><a href="https://www.youtube.com/watch?v=twz6s0TcWX0">https://www.youtube.com/watch?v=twz6s0TcWX0</a></p>

**Table VIII:** Digital Content on Tax Administration

#### 4.6.3 Tie ups with research agencies for sector specific report

The department can subscribe to various research reports issued by independent integrated research firms that provides insights, opinion and analysis on Direct and indirect tax, Economic fraud and detection, Narcotics Control, Export - import of goods and Indian economy such as CRISIL Research, Dub & Bradstreet, etc. We recommend that such insights be made available to department officials through DOR dashboard as well.

## Annexures

### Annexure 1: Overview of Ministry of Finance and DOR

#### Overview of the Ministry of Finance

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

#### **1. Department of Investment and Public Asset Management**

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

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

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

#### **2. Department of Public Enterprises**

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

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

### 3. Department of Revenue

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

### 4. Department of Expenditure

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

### 5. Department of Economic Affairs

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

### 6. Department of Financial Services

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

## Overview of Department of Revenue

### About the Department

The Department of Revenue functions under the overall direction and control of the Secretary (Revenue). There is a department headquarter and two key attached offices for Department of Revenue. The department headquarter has more than twenty divisions/cells/units inside it like Administration Division, Sales Tax Division, Narcotics Control Division, Committee of Management, Integrated Finance Unit etc.

In addition to the above divisions, the department exercises control in respect of matters relating to all the Direct and Indirect Union Taxes through two statutory Boards namely, the **Central Board of Direct Taxes (CBDT)** and the **Central Board of Indirect Taxes and Customs (CBIC)**.

## Functions

The list of functions being performed by the Department of Revenue are enumerated below:

1. All matters relating to levy and collection of Direct Taxes.
2. All matters relating to levy and collection of Indirect Taxes.
3. Investigation into economic offences and enforcement of economic laws.
4. Framing of policy for cultivation, export, and fixation of price of Opium etc.
5. Prevention and combating abuse of Narcotic drugs and psychotropic substances and illicit traffic therein.
6. Enforcement of FEMA and recommendation of detention under COFEPOSA.
7. Work relating to forfeiture of property under Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976 and Narcotics Drugs and Psychotropic Substances Act, 1985.
8. Levy of taxes on sales during inter-state trade or commerce.
9. Matters relating to consolidation/reduction/exemption from payment of Stamp duty under Indian Stamp Act, 1899.
10. Residual work of Gold Control
11. Matters relating to CESTAT.
12. Cadre Control of IRS (Group-A) and IRS (C&CE) (Group-A).
13. Goods and Services Tax Administration
14. Work relating to the Financial Action Task Force (FATF) and related Inter Ministerial Coordination.

Additionally, the Department of Revenue administers the following acts as well.

- ✓ Income Tax Act, 1961
- ✓ Wealth Tax Act, 1958.
- ✓ Expenditure Tax Act, 1987.
- ✓ Benami Transactions (Prohibition) Act, 1988
- ✓ Super Profits Act, 1963
- ✓ Companies (Profits) Sur-tax, Act, 1964.
- ✓ Compulsory Deposit (Income Taxpayers) Scheme Act, 1974.
- ✓ Chapter VII of Finance (No.2) Act, 2004 (Relating to Levy of Securities Transactions Tax).
- ✓ Chapter V of Finance Act 1994 (relating to Service Tax).
- ✓ Central Excise Act, 1944 and related matters.
- ✓ Customs Act, 1962 and related matters.
- ✓ Medicinal and Toilet Preparations (Excise Duties) Act, 1955
- ✓ Central Sales Tax Act, 1956.
- ✓ Narcotics Drugs and Psychotropic Substances Act, 1985.
- ✓ Prevention of illicit Tariff in Narcotic Drugs and Psychotropic Substances Act, 1988.
- ✓ Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976.
- ✓ Indian Stamp Act, 1899 (to the extent falling within jurisdiction of the Union).
- ✓ Conservation of Foreign Exchange and Prevention of Smuggling Activities Act, 1974.

- ✓ Foreign Exchange Management Act, 1999.
- ✓ Prevention of Money Laundering Act, 2002.
- ✓ The Black Money (Undisclosed Foreign Income and Assets) and Imposition of Tax Act, 2015.

## **Overview of the divisions**

A summary of the work performed by each of divisions/subdivisions under DOR is outlined in the table below:

<b>Divisions/Units/Sections</b>	<b>Roles in Brief</b>
Administration Section	All administrative matters of Department of Revenue. Maintenance of CR Dossiers of the staff and officers of the Secretariat proper of the Department and IRS (IT), IRS (Custom & Central Excise) of the level of Chief Commissioners and above. Various Admin sub sections under Department of Revenue (HQ) are as follows: Admin -I/II (HQ), Admin (Enforcement Directorate), Admin- I (A&B), Admin IC. (Customs Excise and Service Tax Appellate Tribunal). Admin IC (Authority for Advance Ruling)
Economic Security Cell	<ol style="list-style-type: none"> <li>1. Coordination work relating to investigation and enforcement agencies, such as Directorate of Revenue Intelligence, Directorate of Enforcement, Directorate of Inspection, Income Tax Investigation.</li> <li>2. Coordination between the Department of Revenue and Economic Offences Wing of CBDT and other agencies like the Company Law Department. Implementation of recommendations made by the Group of Ministers/various Committees etc. relating to economic security matters. Matters relating to foreign organizations such as Asia/Pacific Group on Money Laundering, EGMONT Group etc.</li> <li>3. Matters relating to Economic Intelligence Council, Regional. Economic Intelligence Council etc.</li> <li>4. Administration/amendments of Prevention of Money Laundering Act.</li> </ol>
RTI cell	<ol style="list-style-type: none"> <li>1. Receipt of all RTI Applications along with the Indian Postal Order/ Demand Draft/ Cash as well as the Appeals concerning to the Department of Revenue.</li> <li>2. Receipt of all transferred RTI applications from different Ministries/ Departments concerning to the subject of Department of Revenue.</li> <li>3. To transfer RTI applications to different Ministries/ Departments as well as the field formations of CBIC/ CBDT (if the subject pertains to them).</li> <li>4. To deposit the IPO's/DD's/Cash in cash Branch of Department of Revenue.</li> <li>5. Coordination among the CPIO's of HQ/CBIC/CBDT for the RTI Applications.</li> </ol>
Competent Authority Cell	<ol style="list-style-type: none"> <li>1. All matters relating to administration of the Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976.</li> <li>2. All matters relating to forfeiture of illegally acquired properties, under the Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976 and Chapter V-A of Narcotics Drugs and Psychotropic Substances Act, 1985 and court cases involving challenge to provisions of the said Acts.</li> <li>3. Administrative and policy matters relating to the four offices of the Competent Authorities</li> </ol>

	<ol style="list-style-type: none"> <li>To assist the offices of the Competent Authorities in conducting their cases in the Supreme Court of India</li> </ol>
I.W.S.U section	<ol style="list-style-type: none"> <li>Ensuring preparation and review of record retention schedules concerning substantive functions of the Ministry/Department by the concerned Sections and furnishing guidance therefore as necessary.</li> <li>Scrutiny of monthly reports of arrears relating to recording, indexing, weeding etc. of files and suggesting remedial action required.</li> <li>Monthly statement of cases pending disposal for over a month.</li> <li>Fortnightly statement of letters/communications received from Ministers/MPs/VIPs etc.</li> <li>Liaison with the Department of Administrative Reforms and Public Grievances in the matters of annual review of reports and returns.</li> <li>Overseeing prompt compilation of administrative orders and instructions by the Sections concerned.</li> <li>Overseeing implementation of SIU reports and liaison with Staff Inspection Unit.</li> <li>Preparation of Organizational Chart of the Department and Preparation and issue of Induction Material periodically.</li> </ol>
Personnel Section	<ol style="list-style-type: none"> <li>Maintenance of APARs of Group "B" and Group "C"/officials under the Revenue (HQ)</li> <li>Maintenance of APARs of Chief Commissioner and above level officers of Central Board of Direct Taxes (CBDT) and Central Board of Indirect Taxes and Customs (CBIC).</li> <li>Maintenance of IPRs of Group 'B' and Group "C" officers / officials under Revenue (HQ).</li> <li>Maintenance of IPRs of Chief Commissioner and above level Officers of Central Board of Direct Taxes (CBDT) and Central Board of Indirect Taxes and Customs (CBIC).</li> <li>Forwarding IPRs of Group "A" Officers under Revenue (HQ) to their respective Cadre Controlling Authorities.</li> <li>Dealing with Representations/ received, if any, against adverse remarks / grading in APARs.</li> <li>Furnishing of complete CR Dossiers/APARs to the various authorities requiring them for various administrative purposes.</li> <li>Processing of proposals for Empanelment of Indian Revenue Service (IRS) Officers of CBDT and CBIC for the post of Additional Secretary and Secretary at the Centre in various Ministries / Departments.</li> </ol>
Vigilance Cell	<ol style="list-style-type: none"> <li>Examination / process of Vigilance complaints received against Group "A" officers under Revenue (HQ) and attached / subordinate offices i.e., CESTAT, C&amp;CE Settlement Commission, Income Tax Settlement Commission, ATFP, AAR and Competent Authority.</li> <li>Processing of vigilance/Disciplinary cases relating to Group "A" Officers under Revenue (HQ) and attached / subordinate offices i.e. CESTAT, C&amp;CE Settlement Commission, Income Tax Settlement Commission, ATFP, AAR and Competent Authority.</li> </ol>



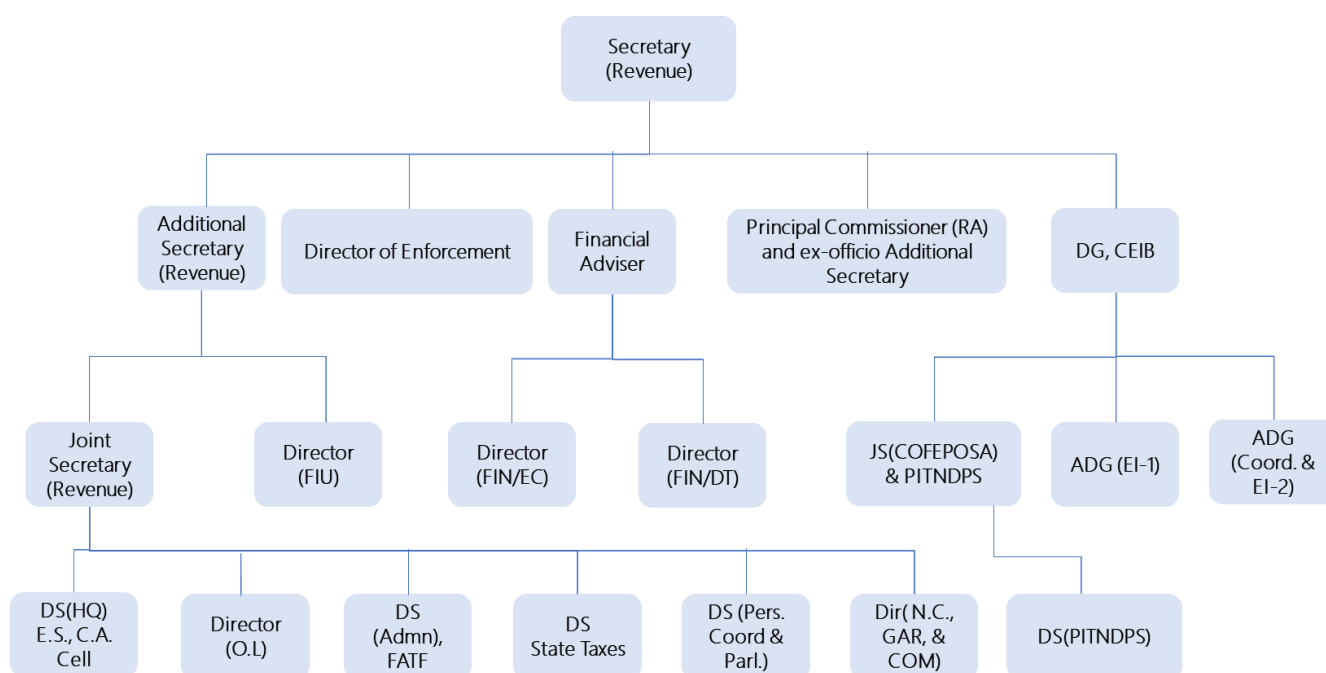
	<ol style="list-style-type: none"> <li>3. Submission of Annual Report of CVOs to CVC after compiling the inputs received from all concerned offices.</li> <li>4. Dealing with work relating to Annual Sectoral Review Meeting of CVC with CVO.</li> <li>5. Processing the requests for grant of Vigilance clearance in r/o all the Group 'A' officers under Revenue (HQ).</li> <li>6. Processing of cases pending for sanction of prosecution in r/o Group "A" Officers under Revenue HQ and furnishing updated status to DoPT &amp; Cabinet Secretariat.</li> <li>7. Monitoring of cases pending for sanction of prosecution relating to CBDT and CBIC.</li> <li>8. Updating data on probity portal of DoPT in r/o Revenue (HQ).</li> </ol>
Coordination/ Technical Coordination Section	<ol style="list-style-type: none"> <li>1. Parliament Questions on Administrative matters requiring coordination among CBIC, CBDT, HQs</li> <li>2. Assurances given by other Ministries/Departments on Administrative matters requiring coordination among CBIC, CBDT &amp; HQs.</li> <li>3. Coordination and compilation of information in r/o specified National awards such as Padma Awards etc.</li> <li>4. References received from PMO, Cabinet Secretariat, Ministry of Home Affairs, D/o Expenditure etc. on various miscellaneous issues.</li> <li>5. All technical matters (including VIP references) involving coordination between CBDT and CBIC.</li> <li>6. Parliament Questions involving coordination between CBDT and CBIC.</li> <li>7. Cabinet Notes; CCEA (Cabinet Committee on Economic Affairs) 's Notes; CCA (Chief controller of accounts) Note; MoUs; Draft Agreements, etc. involving coordination between CBDT&amp; CBIC.</li> <li>8. Matters related to Budget Announcement involving coordination between CBDT and CBIC.</li> </ol>
Parliament cell	<ol style="list-style-type: none"> <li>1. To coordinate work relating to Parliament Questions to be answered by Department of Revenue in Lok Sabha/ Rajya Sabha.</li> <li>2. To send advance notices as also printed versions of admitted Parliament Questions to Divisions concerned.</li> <li>3. To collect, consolidate and forward fair copies of the Replies to Parliament Questions to Lok Sabha/ Rajya Sabha Secretariat, PIB, etc on the days previous to Question days</li> <li>4. To circulate daily business of Lok Sabha/ Rajya Sabha during the sessions to officers concerned.</li> <li>5. To circulate Parliamentary Committees Reports to the Divisions concerned, collect action taken replies from them and forward the same Lok Sabha/ Rajya Sabha Secretariat.</li> <li>6. To forward Calling Attention Notices, Private Members' Bills and other Parliamentary papers to the Divisions concerned for further action.</li> <li>7. To collect materials from all Divisions of the Department on important issues likely to be raised in Parliament and forward to the PMO</li> </ol>
Cash Section	<ol style="list-style-type: none"> <li>1. Receipt &amp; Disbursement of Pay and Allowances.</li> <li>2. Preparation of Pay Bills of gazetted and non-gazetted staff of Department of Revenue.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Preparation of Bills and maintenance of accounts of G.P.F (General provident Fund) Advance/Final Withdrawal, House</li> <li>4. Building Advance, Motorcycle/ Scooter Advance, Festival Advance &amp; Fan Advance etc.</li> <li>5. Transport Allowance and Leave and travel Allowance Bills and daily wages bills.</li> <li>6. All Contingency bills.</li> <li>7. Preparation of Budget Estimates and matter relating to reconciliation of Accounts</li> <li>8. Maintenance of expenditure registers for regulating and controlling of expenditure in respect of Dept. of Revenue (HQ) proper</li> <li>9. Parliament Questions relating to the above subjects.</li> </ol>
Receipt & Issue Cell (R & I)	<ol style="list-style-type: none"> <li>1. Receipt of ordinary postal dak and speed post dak thrice a day.</li> <li>2. Receipt of registered dak once a day.</li> <li>3. Receipt of Secret/Confidential dak, telegram/telex and courier dak throughout the day.</li> <li>4. Receipt of Orders/Notices from various Courts and local dak from other Ministries and Depts throughout the day.</li> <li>5. Dispatch of Letters/Parcels, departmental dak/files, circulars to ministries/departments/CITs/CCEs/Chambers, etc.</li> <li>6. Distribution of circulars/dak/files etc. to all Officers/Sections of this Department.</li> <li>7. Cyclostyling of the stencilling work of the Department.</li> </ol>
Computer Cell	<ol style="list-style-type: none"> <li>1. Computerization of the Secretariat of the Department of Revenue.</li> <li>2. Organizing basic training in Computers, Cyber and IT Security for officers and staff of the Department.</li> <li>3. Content management of the Website of the Department of Revenue.</li> <li>4. Assessing the requirements of hardware and software of the Department (excluding procurement, supply, maintenance etc.).</li> <li>5. Drafting and circulation of minutes of the meetings of Empowered Committee (on Computerization of CBEC and CBDT) held by Revenue Secretary.</li> <li>6. Implementation of decisions regarding Computerization of the Department taken by the Empowered Committee on IT of Ministry of Finance.</li> <li>7. Any other related matter</li> </ol>
NC (Narcotics Control) Section	<ol style="list-style-type: none"> <li>1. Framing of general Licensing Conditions and follow up action relating to opium poppy.</li> <li>2. Notifying tracts for cultivation of opium poppy in pursuance of General Licensing Conditions.</li> <li>3. Matters relating to poppy straw &amp; poppy seeds.</li> <li>4. Fixation of procurement price of opium payable to poppy cultivators.</li> <li>5. Matters relating to licit cultivation of opium poppy.</li> <li>6. Appointment of SPPs in various courts to handle NDPS cases of Central Bureau of Narcotics/ Chief Controller of Factories.</li> <li>7. Court cases of CBN in Supreme Court arising out of NDPS Act</li> </ol>
Protocol Section	<ol style="list-style-type: none"> <li>1. Foreign travel visa/passport deposit etc. and visa formalities of the officers traveling abroad and responsibilities of taking custody of personal passport of such officers. Liasoning with airport staff to facilitate Department officers during official journey.</li> </ol>

	2. Receive and see-off important dignitaries, foreign delegations and VIPs visiting senior functionaries in Department of Revenue/Boards at North Block;
Hindi Section	Translation work of the material for Public Accounts Committee, Consultative Committee and Agreements, and of the work received from the various sections of CBIC & CBDT.
State Tax Section	<ol style="list-style-type: none"> <li>1. All matters relating to State level Value Added Tax (VAT).</li> <li>2. All matters relating to Service-Tax legislation.</li> <li>3. Enactment and Amendment of the Central Sales Tax Act, 1956 and the Central Sales Tax (Registration &amp; Turnover Rules), 1957.</li> <li>4. Levy of tax on sales in the course of inter-State trade or commerce and problems arising out of the administration of the Central State Tax Act, 1956.</li> <li>5. Declaration of Goods as of special importance of inter- State trade or commerce under Article 286 (3) of the Constitution &amp; laying down of the conditions and restrictions to which State Laws providing for the levy of tax on them would be subjected to.</li> <li>6. All Bills etc., relating to sale tax/ VAT levy in States coming up for previous instructions, recommendations, or assent of the President.</li> <li>7. Legislative matters concerning sales tax/VAT to be enacted as President's Act for States which are under President's Rule.</li> <li>8. Legislative matters concerning sales tax/VAT in the Union Territories.</li> </ol>
Integrated Finance Unit	Tendering advice in all financial matters pertaining to Department of Revenue and the field formations under CBDT & CBIC. Deals with expenditure and financial proposals. Prepare expenditure budget for grants relating to Department of Revenue, Direct Taxes & Indirect Taxes.
Revision Application Unit	Work relating to revision applications filed against the orders of Commissioners of Customs (Appeals) and Commissioners of Central Excise (Appeals) and the cases filed before 11.10.1982 against CBIC.
Central Economic Intelligence Bureau	The Bureau was made responsible for maintaining liaison with the concerned Departments & Directorates both at the Central and State Government level and, in addition, was made responsible for the overall direction and control of the regulatory agencies functioning under the administrative control of the Ministry of Finance.
Competent Authority & Administrators	It forfeitures illegally acquired property of the persons convicted under Sea Customs Act, 1878, Customs Act, 1962, FEMA,1999, PITNDPS Act, 1988 & J&K PITNDPS Act, 1988 as per powers allocated by and under SAFEMA. 1976 & NDPS Act, 1985. It is also authorized to act as Adjudicating Authority to exercise jurisdiction, powers and authority conferred by or under PBPT Act, 1988.
Settlement Commission (IT/WT)	Settlement of applications filed by the assesses under the Income Tax Act, 1961 and the Wealth Tax Act, 1957
Directorate of Enforcement	Responsible for enforcement of the provision of Foreign Exchange Regulation Act. Recommending cases for detention under the Conservation of Foreign Exchange and Prevention of Smuggling Activities Act, 1974. Under Foreign Exchange Management Act, 1999, the Enforcement Directorate is mandated primarily as the investigation and adjudicating agency.

PITINDS (Prevention of Illicit Traffic in Narcotic Drugs and Psychotropic Substances) Section	Scrutiny of the proposals for detention under the PITNDPS Act, 1988. Handling all matters relating to legislation regarding PITNDPS Act, either by Ordinance or by legislation. Scrutiny of the judgments of the Courts in PITNDPS cases for proper formulation of Policy matters.
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## Organizational structure



Designation	Count of Employees
Secretary	1
Additional Secretary	1
Principal Commissioner	2
Joint Secretary	2
Deputy secretary/Director	9
Private Secretary to Minister of States	1
Under Secretary	15
Section Officer	32

Assistant Section Officer	107
Senior Secretariate Assistant	14
Junior Secretariate Assistant	4
<b>Total</b>	<b>188</b>

### **Sub-ordinate/ Attached/Affiliated offices**

- Commissionerate/ Directorates under CBIC
- Commissionerate/ Directorates under CBDT
- Central Economic Intelligence Bureau
- Directorate of Enforcement
- Central Bureau of Narcotics
- Chief Controller of Factories
- Appellate Tribunal (SAFEMA)
- Income Tax Settlement Commission
- Customs and Central Excise Settlement Commission
- Customs, Excise and Service Tax Appellate Tribunal
- Authority for Advance Rulings for Income Tax
- Authority for Advance Rulings for Customs and Central Excise
- National Committee for Promotion of Social and Economic Welfare
- Competent Authorities appointed under Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976 & Narcotic Drugs and Psychotropic Substances Act, 1985
- Finance Intelligence Unit, India (FIU-IND)
- GST Council
- TPRU – Tax Policy Research Unit
- GST Appellate Tribunal (to be constituted)
- National Anti-Profiteering Authority
- Adjudicating Authority under PMLA

- National Institute of Public Finance and Policy

## Mapping the Roles of the department

Following provides an overview of the various activities performed by the department and the corresponding designations responsible:

S.No.	Designation	Areas
1	Additional Secretary (Revenue)	Besides administration of the Headquarters, the Additional Secretary (R) is entrusted with the matters relating to the Money Laundering Act, the Indian Stamp Act, Central/State Taxes including CST, ED, VAT, Economic Security, Opium Wing and the implementation of Official Language Act and the Rules framed thereunder. The Department of Revenue (Main) has under its aegis the following bodies / organizations: -  1. Settlement Commission (IT&WT) 2. Customs & Central Excise Settlement Commission 3. Offices of five Competent Authorities [SAFEM (FOP) Act, 1976 & NDPS Act, 1985] 4. Appellate Tribunal for Forfeited Property 5. Customs, Excise & Service Tax Appellate Tribunal (CESTAT) 6. Enforcement Directorate 7. Authority for Advance Ruling (IT) 8. Authority for Advance Ruling (Customs & Central Excise) 9. Finance Intelligence Unit (India) 10. National Institute of Public Finance & Policy (NIPFP) 11. Adjudicating authority under Prevention of Money Laundering Act, 2002 (PMLA) 12. Appellate Tribunal under Prevention of Money Laundering Act, 2002 (PMLA)
2	Director of Enforcement	All matters related to functioning of Directorate of Enforcement
3	Financial Advisor (FA)	All financial budget & expenditure matters relating to the Department Including the CBEC, CBDT & the field formations of the Department. FA is also responsible for following sections i.e Integrated Finance Unit(B&A-DT), Integrated Finance Unit(B&A-EC), IFU-III
4	Principal Commissioner (Revision Application)/Ex. Officio additional Secretary	Revision Application under Customs Act, 1962 and Central Excise and Salt Tax, 1944 (other than cases covered by (CESTAT). Principal Commissioner is responsible for following sections i.e. Revision Application Unit (Service tax), Revision Application(custom) and Revision Application (Central Excise)
5	Director General, Central Economic	Coordination & strengthening of the intelligence gathering activities the Investigative efforts and enforcement action by various agencies concerned

	intelligence Bureau (CEIB)	with investigation into economic laws. The Bureau is responsible for maintaining liaison with the concerned departments and directorates both at the Central & State Govt. level, and in addition is responsible for the overall direction and the control of the Investigative agencies within the D/o Revenue itself. The Bureau is also responsible for the administration of COFEPOSA Act, 1974. As Head of Economic Intelligence Council, coordination amongst various enforcement agencies dealing with economic offences, functions include formulation of coordinated action plan against tax evaders and black money operators, suggest measures for dealing with various modus operandi adopted by them and advise Govt. on amendment of laws etc. for plugging loopholes.
6	Joint secretary (Revenue)	Admin Section, Personnel Section, Narcotics Control Section, Official language section, State tax Section, Economic Security Cell, FATF Cell, Competent Authority Cell, Parliament and Coordination Cell
7	Director (Finance Intelligence Unit)	All matters related to functioning of Finance intelligence Unit, India (FIU-IND)
8	Joint Secretary (Conservation of Foreign Exchange & prevention of Smuggling Activities act) & (Prevention of illicit traffic in narcotics drugs & psychotropic substances Act)	<ul style="list-style-type: none"> <li>• Deals with work relating to the COFEPOSA Act &amp; PITNDPS Act</li> <li>• On receipt of proposals from the DRI, Enforcement Directorate or the Customs Houses, the Screening Committee under Member (Custom) considers and makes recommendations for detention.</li> <li>• The detention order is issued by JS(COFEPOSA), which is placed before an Advisory Board consisting of three sitting Judges of High Court and then confirmed by the Hon'ble Finance Minister.</li> <li>• Handling all matters relating to legislation regarding PITNDPS Act, either by Ordinance or by legislation. Scrutiny of the judgments of the Courts in PITNDPS cases for proper formulation of Policy matters.</li> </ul>
9	Additional Director General (EI-I)	Coordinates at the central level the exchange of information and intelligence relating to economic offences including drug trafficking, smuggling, foreign exchange violations, supply of counterfeit currency, hawala transactions, financial frauds in stock markets, money laundering, tax evasion etc.
10	Additional Director General (Coordination & EI- II)	Work relating to the EIC (Economic Intelligence Council) and Working Group & also monitors the working of the Regional Economic Intelligence Councils (REICs) all over the country. In addition to this, also responsible for general administration of the Bureau.
11	Deputy Secretary/Director (HQ)	Admin I, Admin I(i), Admin (E.D.), Economic Security Cell
12	Director (OL)	Hindi I, II, III, IV Section
13	Deputy Secretary/Director (Admin)	Admin -I(a), Admin.I(b), Admin.IC (AAR), Admin.IC (CESTAT), RTI Cell, Competent Authority Cell
14	Deputy Secretary (ST)	State Tax Section

15	Deputy Secretary/Director (Personnel)	I.W.S.U Section, Personnel Section, Vigilance Cell, Coordination/ Technical Coordination Section, Parliament cell
16	Deputy Secretary /Director (NC)	R & I Cell (R), R & I Cell (D), Cash Section, general Admin Section, Computer Cell, Narcotics Cell -I, II, protocol Section, library

## **Sectoral technology roadmap**

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

### **1. Taxation in the digital economy**

As economies are developing new digital products, distribution channels & accelerating sustainable transformation, an increasing trend towards incorporating skills for proliferation of taxes levied on digital rather than physical presence, give deeper advisory support on digital business models, is being observed by relevant government departments. It will be imperative to include avenues of taxation in the digital economy in the capacity building exercise for the department.

### **2. Use of Artificial Intelligence (AI)/ Machine Learning (ML) in Tax compliance**

AI and pattern recognition combined with open banking/ rich data are enabling early identification of business vulnerabilities, seek support and prevent unrecoverable business debt. Such early warnings enable tax authorities to make better decisions about compliance and debt management interventions which forms an integral part of the capacity building exercise.

### **3. Centralized Tax Data Warehousing**

A tax data warehouse is a specialized repository designed to support the corporate tax reporting and compliance process. it consolidates large amounts of tax data from many different sources and stores it in one centralized location. A major benefit is that the tax data is entered only once, and multiple users can access and reuse it for various purposes, including tax data analytics and global tax planning. The tax data warehouse also integrates tax data with other tools for tax visualization, data cleansing to support tax planning and forecasting. This makes the tax data stable, presentable, accurate and accessible in real time.

## **Citizen centric goals**

### **1. User-centric products and services**

As digital integration becomes the norm and consumer expectations for omnichannel experiences continue to increase, the tax authorities should focus on improving customer experience to reduce the gap between consumer expectations and the customer-service levels.

### **2. Business Growth Mindset: Enforcers to Enablers**



Instead of enforcing stringent tax laws on small scale businesses and MSMEs, government should act as an enabler by bringing in citizen centric taxation reforms for the taxpayers which will benefit both parties in terms of tax collection and favorable policy implementation.

### 3. Effective Grievance redressal mechanism

Grievance redressal is majorly being carried out by the two attached offices for the department of revenue namely CBDT and CBIC as they directly interact with the citizen of our country. Focusing on the citizen centric goals these departments are working to identify the potential capability gaps in their existing grievance redressal mechanisms and to incorporate probable improvement initiatives for the same. The details of this program are below:

#### Grievance Redressal Program for CBDT

To ensure that the department is citizen centric, currently CBDT division of department of revenue is carrying out a capacity building program focusing on efficient grievance redressal mechanism. The details of the programs are given below.

<b>Objective</b>	To identify the capability gaps in existing grievance redressal mechanisms and suggest improvement initiatives to assist CBDT in realizing its vision of Citizen centric Income tax administration
<b>Methodology</b>	Surveys, Questionnaires, Interviews, Focused group discussions
<b>Key Findings so far</b>	<ol style="list-style-type: none"> <li>1. Need for a human face and a positive narrative in the new system in the context of grievance redressal</li> <li>2. Majority of grievance relates to refund and / or cases relating to refund being adjusted against incorrect demand.</li> <li>3. CPC does adjustments to income without sufficient explanation.</li> <li>4. Automated, standard, unintelligible responses from CPC against the taxpayer's response to intimation u/s 143(1)(a). Thus, if there is an adjustment done here by the CPC, then the only recourse is to either reach out to CPGRAMS or file submissions before the Assessing Officer and wait for the final Assessment Order.</li> <li>5. Communication gap between the income tax officials and backroom system operations, i.e., CPC, NFAC.</li> <li>6. Mechanical handling of grievances at E-Nivaran which leads to filing of multiple grievances for the same issue.</li> <li>7. There are software / website related bugs which are not resolved on a timely basis, thus leading to more grievances being filed.</li> <li>8. Incorrect Form 26AS entries / Annual Information Statement (AIS) owing to which it has become difficult for the taxpayer to align its ITR with the AIS.</li> <li>9. Too many follow ups required for giving an effect to Rectification Application/Order giving effect applications.</li> <li>10. Appeals pending with CIT(A) for over 2 years</li> <li>11. Lack of SOP's / guidance on where a taxpayer should file a grievance in case of an issue, based on the nature of the issue being faced.</li> </ol>

<b>Next steps</b>	<ul style="list-style-type: none"> <li>✓ Appointment of a Nodal officer in income tax offices having digital access of data of the taxpayers. Appropriate training to be imparted to ensure that they possess the requisite knowledge and skill set to resolve any kind of taxpayer’s grievances.</li> <li>✓ A mechanism to be incorporated by which income tax officials can interact with CPC, CPGRAMS and E-Nivaran teams. This will lead to resolution of most of the grievances.</li> <li>✓ Escalation matrix in case of non-resolution/ unsatisfactory responses on E-Nivaran/ CPC</li> <li>✓ Chatbot for taxpayers and tax officials to resolve issues</li> <li>✓ An estimated time of resolution should be provided for any query/ grievance filed by the taxpayer online.</li> <li>✓ Technical training to CPC officials to handle any tax matters effectively and refrain from giving mechanical responses</li> <li>✓ Role plays, simulation techniques can be incorporated for training pedagogy at NADT.</li> <li>✓ Specific training emphasis on subjects/ areas can be targeted wherein maximum grievances have been filed by the taxpayers (grievances to be identified through data analytics)</li> <li>✓ Concept of collaborative governance can be fructified wherein the NADT can receive necessary inputs on best practices from professionals or institutions such as ICAI</li> <li>✓ The team would share the outline of training exercises on technical and behavioural domain that can be incorporated as part of the training curriculum/ program at NADT</li> </ul>
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### Grievance Redressal Program for CBIC

To ensure that the department is citizen centric, currently CBIC division of department of revenue is carrying out a capacity building program focusing on efficient grievance redressal mechanism. The details of the programs are given below.

<b>Objective</b>	To identify the capability gaps in existing grievance redressal mechanisms and suggest improvement initiatives to assist CBIC in realizing its vision of Citizen centric tax administration
<b>Methodology</b>	Focused group discussions
<b>Status</b>	<ol style="list-style-type: none"> <li>1. Multiple visits were made to DGTS office</li> <li>2. Met DGTS team members and sought understanding about CPGRAMS portal</li> <li>3. Analysed various grievances and noted our preliminary observations for said grievances</li> <li>4. Got high level understanding about the sources of grievances with respect to GST and Customs</li> <li>5. Gained understanding about complete process with respect to how taxpayers register their grievances on CPGRAMS portal</li> <li>6. Seen more than 550 grievances which were raised on CPGRAMS portal</li> </ol>

	<p>7. Noted that major issues have been raised by complainants with respect to GST registration, GST refund and technical system related issues</p> <p>8. Draft document with respect to the grievances raised specifically for GST registration and GST refund was prepared wherein points regarding training interventions and related instructor notes were also included.</p>
<b>Next steps</b>	<ul style="list-style-type: none"> <li>✓ FGDs will be conducted</li> <li>✓ Identify areas where taxpayers face difficulties in area of grievance redressal</li> <li>✓ Highlighting indicative capacity building solutions</li> </ul>

### Department's legacy capacity building programs

To ensure continuous learning and carrying out the capacity building, the employees of the Department of Revenue have gone through various trainings (both offline and online) in the past three years. In this regard, the department has made use of the training programs provided by training institutes like ISTM, LBSNAA, ISB Hyderabad, etc. The training programs covered essential subjects such as Administrative Vigilance, Pay Fixation, Public Policy for Good Governance, e-Procurement & GeM, Cash & Accounts Course, Preparation of Roster etc.

The department has also conducted MDP programs on Leadership, public procurement and training programs personal excellence, ethics in public services, digital forensics, arbitration in association with reputed institutions and academies such as AJNIFM, Isha Foundation, Art of living Foundation, NADT, ICCG etc. Furthermore, the department has also organized mid-career level program, foreign training programs, mandatory training programs and various role/division specific programs for the officials in collaboration with National and International institutions.

In the last three financial years DOR officials including Stenographer D, Assistant Section Officer, Section Officer, Under Secretary, Principal private secretary, Deputy Secretary and Directors have undergone training courses in the aforesaid institutions.

### **Training Programs conducted in Department of Revenue in last 3 financial Years**

<b>Types of Trainings Held in FY 2021-22 and 2022-23</b>						
<b>S.No.</b>	<b>Grade</b>	<b>No. of Officers</b>	<b>Training Type</b>	<b>Institutions</b>	<b>Mode</b>	<b>Duration</b>
1	Director	5	Mid-Career level Training	Indian School of Business, Hyderabad	Offline	2 Weeks
				LBSNAA, Mussoorie	Offline	1 Week
2	Director	2	Foreign Training	Copenhagen, Denmark	Offline	1 Week

3	Deputy Secretary	1		Selangor, Malaysia	Offline	1 Week
4	Under Secretary	1		Ostia, Italy	Offline	1 - 2 Weeks
5	Personal Assistant	1	Mandatory Training of Inspector	Nacin Complex, Faridabad	Offline	2 -3 Weeks
6	Assistant Director	1	Mandatory Online Training for officials of OL Division	NA	Online	4 - 6 Weeks
7	Senior Hindi Translator	1			Online	5 - 6 Weeks

Institution wise Training Programs from FY-20 to FY-23					
S. No	Grade	No. of Officers	Course Name	Institution	Duration
1	Deputy Secretary	2	Inner Engineering Leadership Programme	Isha (Foundation) Yoga Centre, Coimbatore	5 Days
			Techniques of Investigation using Digital Forensics	NADT, Nagpur	3 Days
2	Section Officer	1	MDP on Public Procurement (Basic)	AJNIFM	6 Days
			MDP on Public Procurement (Advanced)		5 Days
			MDP on Arbitration		3 Days
3	Sr. Principal Private secretary	2	Building Competencies for Personal Excellence	The Art of Living Foundation, Bangalore	5 Days
			Building Competencies for Personal Excellence	Art of Living, Bangalore	5 Days
			Ethics in Public Services	IC Centre for Governance (ICCG), Panchgani	5 Days

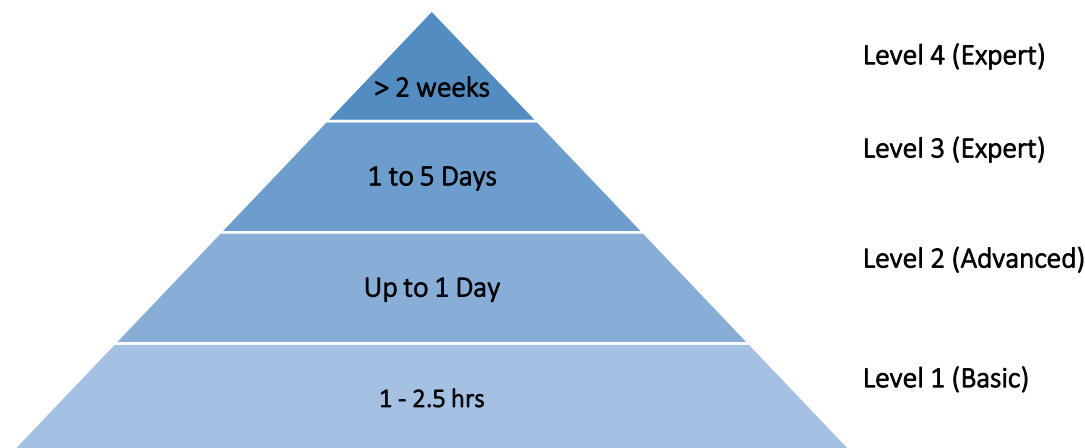
ISTM Training held in FY 2021-22 and FY 2022-23					
S. No	Grade	No. of Officers	Courses	Institutions	Duration
1	Deputy Secretary	1	Online Workshop for Liaison Officers of SC/ST	ISTM	2 Days
2	Under Secretary	2	Administrative Vigilance: Role of IO/PO	ISTM	1 Week
			Facilitation Skills	ISTM	3 Days

			Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace	ISTM	2 days
3	Section Officer	3	Administrative Vigilance – Disciplinary Procedures	ISTM	1 Week
			Financial Management in Government	ISTM	1 Week
			Preparation of Roster	ISTM	3 Days
4	Assistant Section Officer	12	Administrative Vigilance – Disciplinary Procedures	ISTM	1 Week
			Administrative Vigilance - Role of IO/PO	ISTM	3 Days
			Cash & Accounts Course	ISTM	2 Months
			Government E-marketplace (GeM)	ISTM	2 Days
			Handling Parliamentary Matters	ISTM	2 Days
			Noting & Drafting	ISTM	3 days
			Pay Fixation	ISTM	3 Days
			Preparation of Roster	ISTM	3 Days
			Public Policy for Good Governance	ISTM	5 Days
			Reservation in Services for SC/ST/OBC	ISTM	4 Days
			Online Training Course on Workshop on Noting & Drafting	ISTM	3 Days
			Online Workshop on e-Procurement & GeM	ISTM	2 Days
5	Stenographer D	3	Foundation Training of Stenographer	ISTM	2 Months

## Annexure 2: Detailed Training Calendar

### I. Training mode: Digital Learning

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



a) Mandatory trainings

Division	Competency type	Competency area	Course Name	Institute /Platform	Proficiency level of current course	Applicable designations	Course Length
All	Domain	Financial statement and ratio analysis	Understanding Financial position of an organization	iGOT	Level 1	All	43mins
All	Domain	Financial statement and ratio analysis	Finance & Accounts	iGOT	Level 1	All	41 min
All	Domain	Procedure pertaining to collection and levy mechanism of direct tax	Income tax rules	iGOT	Level 1	All	40mins
All	Domain	Procedure pertaining to collection and levy mechanism of Indirect tax	GST- An introduction	iGOT	Level 1	All	44mins
Administration, Narcotics	Domain	Pay fixation	Pay fixation	iGOT	Level 1	All	43mins
Administration	Domain	Administration of employee benefits	Pensionary benefits	iGOT	Level 1	All	1hr
Personnel section	Domain	Maintenance, processing and forwarding of APAR	Annual performance appraisal report (APAR)	iGOT	Level 1	All	30mins
Vigilance cell	Domain	Examination/monitoring of vigilance	Preventive vigilance	iGOT	Level 1	All	1hr 30mins
Vigilance cell, Computer cell	Domain	Understanding cyber crimes	Cyber security and strategy	iGOT	Level 1	All	2hrs 11mins
Vigilance cell, Cyber Cell & fintech	Domain	Understanding cyber crimes	Stay Safe in Cyber Space	iGoT	Level 1	All	1 hr. 16 min

Cash section, Integrated Finance Unit/Internal Finance Unit	Domain	Expenditure management	Payment function and booking of expenditure	iGOT	Level 1	All	1hr 22mins
Cash section, Integrated Finance Unit/Internal Finance Unit	Domain	Preparation of budget estimates	Budgetary system in government	iGOT	Level 1	All	32mins
Revision application unit	Domain	Import-export mechanism of goods	Important definitions and sections governing imports and exports	iGOT	Level 1	All	49mins
Central Economic Intelligence Bureau	Domain	Economics	Introduction to Economics	iGOT	Level 1	All	47mins
All	Functiona l	Handling Disciplinary Matters	Handling CAT Cases	iGOT	Level 1	All	1 hr. 15 min
All	Functiona l	Record Management	M15U6- Record management	iGOT	Level 1	Under Secretary/Section Officer/ Assistant Section Officer	30 min
All	Functiona l	Preparation of reports/summaries	Noting & drafting	iGOT	Level 1	Director/Deputy Secretary/Under Secretary/Section Officer/ Assistant Section Officer	2 hrs.
All	Functiona l	Right to information	Right to Information – Part I & II	iGOT	Level 1	Director/Deputy Secretary/Under	55mins/41 mins

						Secretary/Section Officer/ Assistant Section Officer	
All	Functiona l	Parliamentary procedures	Parliamentary procedures	iGOT	Level 1	All	2hrs
All	Functiona l	MS Office application	MS Excel - Advanced	iGOT	Level 2	Under Secretary/Sec tion Officer/ Assistant Section Officer	3hrs 44mins
All	Functiona l	MS Office application	MS Word- Advanced	iGOT	Level 2	Under Secretary/Sec tion Officer/ Assistant Section Officer	2hrs 49mins
All	Functiona l	MS Office application	MS PowerPoint Advance	iGOT	Level 1	Under Secretary/Sec tion Officer/ Assistant Section Officer	2hrs 18mins
All	Functiona l	Government E- marketplace	Government E- Marketplace	iGOT	Level 1	All	1hr 9mins
All	Functiona l	Procurement and tender writing	Public procurement framework for GOI	iGOT	Level 1	All	1hr 55mins
All	Functiona l	Procedure w.r.t office work	Office procedure	iGOT	Level 1	Under Secretary/Sec tion Officer/ Assistant Section Officer	2hrs 17mins
All	Functiona l	General Financial Rules	Course on GFR 2017	iGOT	Level 1	Director/ Deputy Secretary/ Under Secretary/Sec tion Officer/ Assistant Section Officer	1hr 43mins



All	Functiona l	E-office and NIC services	E-office	NIC	Level 2	All	4hrs
All	Behaviora l	Ethics, Integrity & rule consciousness	Code of Conduct for Govt. employees	iGOT	Level 1	All	35mins
All	Behaviora l	Effective Communication	Effective communication	iGOT	Level 2	All	7hrs 19mins
All	Behaviora l	Stress Management	Stress Management	iGOT	Level 1	All	2hrs 17 mins
All	Behaviora l	Time Management	Time management	iGOT	Level 1	All	1hr 10mins
All	Behaviora l	Leadership	Leadership	iGOT	Level 1	Additional Secretary/ Financial Advisor/ Commissioner/Director General/Joint Secretary/Dir ector/ Deputy Secretary	1hr 30mins
All	Organizati onal	Emerging technologies	Introduction to Emerging Technologies	iGOT	Level 1	All	2hrs 30mins
All	Organizati onal	Emerging technologies	Data driven decision making for Government	iGOT	Level 1	All	2hrs 30mins
All	Organizati onal	Global Initiatives	A course on Environmental, Social and Governance	iGOT	Level 1	All	1hr
All	Organizati onal	Global Initiatives	Reform Initiatives of Government of India	iGOT	Level 1	All	55mins
All	Organizati onal	Gender sensitivity and prevention & redressal of sexual harassment of women at workplace	Gender Sensitivity	iGOT	Level 1	All	50mins

*b) Optional/Nomination-based trainings*

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/Nomination-based	Course Length
All	Domain	Procedure pertaining to levy and collection of direct tax	Online training program on collection, recovery, and TDS matters	National Academy of Direct Tax	Level 3	All	Optional	2 days
All	Domain	Procedure pertaining to levy and collection of Indirect tax	Qualitative improvement in Adjudication orders in GST and customs	National Academy of Customs, Indirect taxes and narcotics	Level 2	All	Optional	1 day
All	Domain	Knowledge on economic offenses	Introduction to economic offenses and white-collar crimes	Law skills	Level 4	All	Optional	6 months
All	Domain	Procedure pertaining to collection and levy mechanism of direct tax	Income tax case study	iGoT	Level 1	All	Optional	20 min
All	Domain	Procedure pertaining to collection and levy mechanism of Indirect tax	GST applicability on government related activities	iGoT	Level 1	All	Optional	41 min
All	Domain	Financial modelling	Company valuation and financial modelling	Udemy	Level 2	All	Nomination-based	6hrs 7mins

All	Domain	Accounting fundamentals	Fundamentals of accounting	Udemy	Level 2	All	Optional	2hrs 46mins
Administration, Narcotics control section, Vigilance cell, Directorate of Enforcement, Competent authority cell, PITNDPS	Domain	Handling disciplinary matters	Training program on effective representation before ITAT	National Academy of Direct Tax	Level 3	All	Optional	2 days
Vigilance cell	Domain	Digital forensics	Techniques of investigation using digital forensics	National Academy of Direct Tax	Level 3	All	Optional	2 days
RTI Cell	Domain	RTI Act	RTI Act 2005	NACIN	Level 2	All	Optional	1 day
Hindi Section	Domain	Hindi Translation	Raj bhasha - Hindi	NACIN	Level 2	All	Nomination-based	1 day
Narcotics control section	Domain	Understanding best practices w.r.t. drug abuse and control	Training Course on Drug Abuse Prevention	National Institute of Social Defence and Regional Resource Training Centers	Level 3	All	Nomination-based	5 days
I.W.S.U., PITNDPS, Central economic intelligence bureau	Domain	Statistical research and analysis	Research methods and statistics – An introduction	Udemy	Level 2	All	Nomination-based	8hrs
Integrated Finance Unit/Internal Finance Unit	Domain	Cash management system	Cash management and cash flow position	Udemy	Level 1	All	Optional	1hr 49mins

Directorate of Enforcement	Domain	Mechanism and process of Money laundering	The Ultimate guide to Money laundering and AML compliance	Udemy	Level 2	All	Nomination-based	4hrs 32mins
Cash section, Integrated Finance Unit/Internal Finance Unit	Domain	Preparation of budget estimates	Budget	iGOT	Level 1	All	Optional	50mins
Directorate of Enforcement	Domain	Mechanism and process of smuggling	Introduction to smuggling of migrants	UNODC Global learning	Level 1	All	Nomination - Based	60-90 min
Computer Cell	Domain	Awareness of digitization	Digital literacy	iGOT	Level 1	All	Optional	1 hr. 35 min
All	Domain	Knowledge on Economic offenses	Socio-economic offenses	Udemy	Level 1	All	Optional	2hrs 24mins
All	Functional	Usage of social media	Social media 101	Udemy	Level 1	All	Optional	1hr 28mins
All	Functional	Government e-Marketplace	Bid Participation (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	21mins
All	Functional	Government e-Marketplace	Buyer Dashboard (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	16mins
All	Functional	Government e-Marketplace	Catalogue Management (GeM)	iGOT	Level 1	Under Secretary/ Section Officer/	Optional	42mins

						Assistant Section Officer		
All	Functional	Government e-Marketplace	Introduction to GeM for Buyers	iGOT	Level 1	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	10mins
All	Functional	Presentation skills	Master PowerPoint for all levels: PowerPoint 2019 & 2016	Udemy	Level 1	All	Optional	2hrs 33mins
All	Functional	Presentation Skills	Ways of enhancing presentation skills	iGOT	Level 1	All	Nomination Based	1 hr. 25 mins
All	behavioral	Ethics & Integrity	Ethics & values	iGOT	Level 1	All	Nomination Based	50 mins
All	Behavioral	Stress management	Yoga for Excellence	iGOT	Level 1	All	Optional	1hr 25 min
All	Behavioral	Leadership	Self-leadership	iGOT	Level 1	All	Optional	1hr 16mins
All	Behavioral	Effective Communication	Effective Business Communication	Swayam (IIM Bangalore)	Level 4	All	Optional	6 weeks
All	Behavioral	Time Management	Time Management Mastery: Productivity and goals	Udemy	Level 2	All	Optional	4hrs
All	Behavioral	Empathy	Communicating with Empathy	Udemy	Level 1	All	Optional	1hr
All	Behavioral	Innovative and critical thinking	Master your decision-making and critical thinking skills	Udemy	Level 2	Additional Secretary/ Financial Advisor/ Commissioner/Director	Optional	4hrs 27mins

						General/ Joint Secretary/Di rector/ Deputy Secretary		
All	Behavio ral	Critical thinking/De cision- making	COMMIT: Problem solving and decision- making	iGOT	Level 1	Additional Secretary/ Financial Advisor/ Commission er/Director General/Jo int Secretary/Di rector/ Deputy Secretary	Optional	1 hr. 40 min
All	Behavio ral	Collaborati on and teamwork	COMMIT: Team building	iGOT	Level 1	All	Optional	1 hr. 20 min
All	Behavio ral	Motivation	COMMIT: Motivation	iGOT	Level 1	All	Optional	1 hr.
All	Behavio ral	Change managem ent	Embracing change	Future skills prime (NASSCOM - MietY)	Level 2	All	Nomination- based	4hrs
All	Behavio ral	Change managem ent	Fundamentals of change management	Udemy	Level 1	All	Optional	1.5hrs
All	Organiz ational	Gender sensitivity and prevention and redressal of sexual harassment of women at workplace	Gender Equality and Development – Overview	iGOT	Level 1	All	Optional	1hr 45mins

All	Organizational	Gender sensitivity and prevention & redressal of sexual harassment of women at workplace	Prevention of Sexual Harassment of Women at Workplace	iGOT	Level 1	All	Optional	1hr 51mins
All	Organizational	Global Initiatives	Sustainable development goals	IGOT	Level 1	All	Optional	45 mins
All	Organizational	Emerging technologies	ADVAIT: Advance Analytics in Indirect Taxation (For data mining, predictive analytics, risk scoring etc.)	NACIN	Level 2	All	Nomination-based	1 day
All	Organizational	Emerging technologies	Basics of e-Governance & Digital India	iGOT	Level 1	All	Optional	2hrs 15mins
All	Organizational	Emerging technologies	Data warehousing and business intelligence for managers	Udemy	Level 2	All	Nomination-based	3hrs 5mins
All	Organizational	Emerging technologies	Robotic Process Automation - RPA Overview	Udemy	Level 1	All	Optional	2hrs 23mins
All	Organizational	Emerging technologies	Tax technology	IMF Academy	Level 2	All	Optional	4hrs

*c) Knowledge on Legal Aspects (Domain Competency)*

Legal Area/Act	Description	Facilitator	Duration	Source
Customs Act, 1962	Customs Act, 1962 and related matters	iGoT	1hr 56 min	<a href="https://igotkarmayogi.gov.in/">https://igotkarmayogi.gov.in/</a>
GST Act	GST: An Introduction	iGoT	44 min	<a href="https://igotkarmayogi.gov.in/">https://igotkarmayogi.gov.in/</a>
	GST applicability on government related activities		41 min	
	Basic Concepts and Taxability		1 hr.	
Income Tax Act, 1961	Practical Indian Income Tax Course & Certification	Udemy	5hrs 16 min	<a href="https://www.udemy.com/">https://www.udemy.com/</a>
Wealth Tax Act, 1957	Wealth-Tax Rules, 1957	Income Tax Department	Self-Study	<a href="https://incometaxindia.gov.in/pages/rules/wealth-tax-rules.aspx">https://incometaxindia.gov.in/pages/rules/wealth-tax-rules.aspx</a>
Benami Transactions (Prohibition) Act, 1988	Course on economic and elective laws - Benami Transactions	Unacademy	3hrs 47 mins	<a href="https://unacademy.com/batch/elective-for-ca-final-group-2/WA90V4GD/topics/HRLZW/courses/SWDEM">https://unacademy.com/batch/elective-for-ca-final-group-2/WA90V4GD/topics/HRLZW/courses/SWDEM</a>



Central Excise Act, 1944 and related matters	Central Excise	The Bombay Chartered Accountants Society	Self-Study	<a href="https://www.bcasonline.org/referencer2015-16/Taxation/central_excise.html">https://www.bcasonline.org/referencer2015-16/Taxation/central_excise.html</a>
Central Sales Tax Act, 1956	Indian Taxation Regime: Sales Tax And Central Sales Tax	Unacademy	9mins 22s.	<a href="https://unacademy.com/lesson/indian-taxation-regime-sales-tax-and-central-sales-tax-for-upsc-cse/0GOHL8NF">https://unacademy.com/lesson/indian-taxation-regime-sales-tax-and-central-sales-tax-for-upsc-cse/0GOHL8NF</a>
Narcotics Drugs and Psychotropic Substances Act, 1985	Narcotic Drugs and Psychotropic Substances Act of India	UNODC Global Learning	4 hrs	<a href="https://www.unodc.org/elearning/en/courses/course-catalogue.html#india">https://www.unodc.org/elearning/en/courses/course-catalogue.html#india</a>
Indian Stamp Act, 1899 (to the extent falling within jurisdiction of the Union)	Stamp Act	Unacademy	1 hr. 13 min	<a href="https://unacademy.com/class/stamp-act/W6MFEIW4">https://unacademy.com/class/stamp-act/W6MFEIW4</a>
Conservation of Foreign Exchange and Prevention of Smuggling Activities Act, 1974	Discussion on FERA, FEMA, COFEPOSA Act	Unacademy	1 hr. 7 min	<a href="https://unacademy.com/class/UYMNGNDJ/UYMNGNDJ">https://unacademy.com/class/UYMNGNDJ/UYMNGNDJ</a>
Foreign Exchange Management Act, 1999	Foreign Exchange Management Act	Institute of Company Secretaries of India	15-20 hr.	<a href="https://www.icsi.edu/media/webmodules/24082022_FEMA_5.pdf">https://www.icsi.edu/media/webmodules/24082022_FEMA_5.pdf</a>
Prevention of Money Laundering Act, 2002	Certificate Course on Anti Money Laundering Laws	ICAI digital Learning Hub	36 hrs	<a href="https://learning.icai.org/committee/aml-certificate-course-batch23-online6/">https://learning.icai.org/committee/aml-certificate-course-batch23-online6/</a>

CGST Act, 2017 IGST Act, 2017 USGT Act, 2017	Background and Introduction to GST, An overview of CGST, IGST, SGST	The Institute of Company Secretaries of India	1hr	<a href="https://www.youtube.com/watch?v=U7W-EsLGokQ">https://www.youtube.com/watch?v=U7W-EsLGokQ</a>
Black money (undisclosed foreign income And Assets) and imposition of Tax Act 2015	1. Black Money Act 2015 2. online course on Black Money and Benami Act	1. Unacademy 2. The Chamber of Tax Consultants	7m 9h 45m	<a href="https://unacademy.com/lesson/black-money-act-2015/SBGOY0L6">https://unacademy.com/lesson/black-money-act-2015/SBGOY0L6</a> <a href="https://ctconline.org/event/2-day-online-course-on-black-money-and-benami-act-2/">https://ctconline.org/event/2-day-online-course-on-black-money-and-benami-act-2/</a>
Fugitive Economic offenders Act 2018	Fugitive Economic offenders Act 2018 (Parts 1-4)	Unacademy	32m	<a href="https://unacademy.com/lesson/fugitive-economic-offenders-act-2018-part-1/J4VXEE6A">https://unacademy.com/lesson/fugitive-economic-offenders-act-2018-part-1/J4VXEE6A</a>
Transfer pricing rules	Transfer Pricing Course for Indian Students	Udemy	1hr 45m	<a href="https://www.udemy.com/course/transfer-pricing-in-theory-and-practice-in-india/">https://www.udemy.com/course/transfer-pricing-in-theory-and-practice-in-india/</a>

## II. Training mode: Physical/Phygital/Classroom Learning

Division	Competency type	Competency area	Course Name	Institute/Platform	Proficiency level of current course	Applicable designations	Optional/Nomination-based	Course Length
All	Domain	Procedure pertaining to levy and collection of indirect tax	Customs refresher course	NACIN	Level 3	All	Nomination-based	3 days
All	Domain	Procedure pertaining to levy and collection of indirect tax	International Customs: Institutions, Conventions, Agreements (WTO/WCO, Conventions & Agreements	NACIN	Level 3	All	Optional	2 days
All	Domain	Financial statement and ratio analysis	Financial management in govt, PSUs and other autonomous bodies	Institute of Secretariat Training and Management	Level 2	All	Optional	-
All	Domain	Financial statement and ratio analysis	Training program on Analysis of Financial statements	NIFM	Level 3	All	Optional	-
All	Domain	Financial modelling	Finance master class for business leadership	IIM Bangalore	Level 3	All	Nomination-based	4 days
I.W.S.U. section, PITNDPS, Economic Intelligence Bureau	Domain	Statistical research and analysis	Statistical tools and techniques	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Vigilance cell	Domain	Digital forensics	Digital evidence and forensics	NACIN	Level 3	All	Nomination-based	2 days

Vigilance cell	Domain	Examination and monitoring of vigilance	Preventive vigilance	NACIN	Level 3	All	Nomination-based	2 days
Vigilance cell	Domain	Digital forensics	Mobile forensics and CDR analysis	CBI	Level 3	All	Optional	-
Vigilance cell, Computer cell	Domain	Understanding of cyber crimes	Cybercrime investigation and computer forensics	CBI	Level 3	All	Optional	-
Directorate of Enforcement	Domain	Mechanism and process of money laundering	Anti-money laundering in the view of national security (CFT)	NACIN	Level 3	All	Nomination-based	2 days
Receipt and Issue section	Domain	Understanding postal services	Postal operations	Rafi Ahmed Kidwai National Postal Academy	Level 3	All	Nomination-based	-
Cash section, Integrated Finance/Internal Finance Unit	Domain	Preparation of budget estimates	Budget Estimation, Allocation & Management Systems (BEAMS) and GEM (E-market Place or E-procurement)	NACIN	Level 2	All	Optional	1 day
Cash section, Integrated Finance/Internal Finance Unit	Domain	Preparation of budget estimates	Formulation and implementation of budget & income tax	Institute of Secretariat Training and Management	Level 2	All	Optional	-
Central Economic Intelligence Bureau	Domain	Knowledge on economics	Basics of economics	Institute of Secretariat Training and Management	Level 2	All	Nomination-based	-
All	Functional	MS Office applications	MS Office	Institute of Secretariat Training and Management	Level 2	All	Optional	-

All	Functional	Government E-marketplace	Public Procurement Principles and GeM	Administrative Staff College of India (ASCI), Hyderabad	Level 3	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	5 Days
All	Functional	Parliamentary procedures	Handling parliamentary matters	Institute of Secretariat Training and Management	Level 2	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	-
All	Functional	Parliamentary procedures	Noting, drafting and preparing cabinet notes	Institute of Secretariat Training and Management	Level 2	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	-
All	Functional	Data/resources management	Advanced course on record management	Institute of Secretariat Training and Management	Level 2	Under Secretary/ Section Officer/ Assistant Section Officer	Nomination-based	-
All	Functional	General Financial Rules	GFR procurement of goods and services	Indian Statistical Service training division	Level 2	Under Secretary/ Section Officer/ Assistant Section Officer	Optional	-
All	Behavioral	Collaboration & Team Building	Outdoor Team Building Course including Trek etc.	National Academy of Customs Indirect Taxes and Narcotics	Level 3	All	Optional	2 days

All	Behavioral	Stress Management	Mental Health and Meditation	National Academy of Customs Indirect Taxes and Narcotics	Level 2	All	Optional	1 day
All	Behavioral	Effective Communication	Communication and presentation skills	IIM Calcutta	Level 3	All	Optional	5 Days
All	Behavioral	Networking skills	Interpersonal Effectiveness and Leadership Excellence	IIM Calcutta	Level 3	Additional Secretary/ Financial Advisor/ Commissioner/Director General/ Joint Secretary/ Director/ Deputy Secretary	Nomination-based	5 Days
All	Behavioral	Negotiation/ Transactional behavior	Mastering negotiation and influence	ISB	Level 3	Additional Secretary/ Financial Advisor/ Commissioner/Director General/ Joint Secretary/ Director/ Deputy Secretary	Nomination-based	2 Days
All	Behavioral	Conflict management	Workplace conflict: An opportunity for growth	IIM Bangalore	Level 3	All	Optional	4 Days
All	Behavioral	Decision Making	Decision-making for managerial effectiveness	IIM Bangalore	Level 3	Additional Secretary/ Financial Advisor/ Commissioner/Director General/	Nomination-based	3 days

						Joint Secretary/Director/Deputy Secretary		
All	Behavioral	Decision Making	Strategic Decision Making and Risk Management	ISB	Level 3	Additional Secretary/Financial Advisor/Commissioner/Director General/Joint Secretary/Director/Deputy Secretary	Optional	3 days
All	Behavioral	Decision Making/Critical Thinking	Strategic Thinking	IIM Indore	Level 3	All	Optional	3 days
All	Behavioral	Innovation & Digital Mind Set	Design Thinking for Innovative Problem Solving	ISB	Level 3	All	Optional	2 days

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

Division	Competency type	Topic/area name
All	Functional	DOR internal Dashboard
All	Functional	E-HRMs
All	Functional	Grievance redressal via CPGRAM
All	Functional	Departmental portal (e-Samiksha)
All	Domain	Knowledge on pricing and import-export of Opium
All	Domain	Expenditure Tax Act, 1987
All	Domain	Compulsory Deposit (Income Taxpayers) Scheme Act, 1974.
All	Domain	Prevention of illicit Tariff in Narcotic Drugs and Psychotropic Substances Act, 1988
All	Domain	Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976

All	Domain	Super Profits Act, 1963
Narcotics Control section	Domain	Awareness of supply chain of Opium poppy cultivation
	Domain	Managing exports, imports, and production of Opium
	Domain	Administration of national fund for control of drug abuse
Competent Authority cell	Domain	Procedure w.r.t forfeiture of illegally acquired properties
PITNDPS Section	Domain	Managing proposals for detention under PITNDPS Act
State Tax section	Domain	Mechanism of collection and levy of state sales tax/VAT
Settlement Commission	Domain	End-to-end settlement procedure
Economic Intelligence Bureau	Domain	Procedural knowledge on Economic intelligence Investigation i.e. analysis, monitoring, coordination, and dissemination of report
Directorate of Enforcement	Domain	Subject matter knowledge on Investigation and proceedings w.r.t foreign exchange Violation and Money laundering offences
All	Organizational	Vision/mission/goals & objectives understanding
All	Organizational	Roles & responsibilities understanding

**Note:**

1. These internal knowledge sharing sessions will be conducted by DOR's subject matter experts or industry experts.
2. While short-term needs of the department on the above identified topics/areas can be met by conducting internal knowledge sharing sessions but for the long-term benefit of the department, we recommend mandatory training modules (in line with proficiency levels) to be co-created/identified by CBC, department, and relevant accredited institutes/platforms.
3. The finalization of the digital courses offered by private players such as Udemy, Coursera, Unacademy are subjected to agreements between department and these providers.

**Note (applicable across Annexure 2):**

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